

Written letter reviewed with each new employee on their first day by the chief, discussing significance of selection process.



PIQUA POLICE DEPARTMENT

Chief Bruce A. Jamison, CLEE

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To: [REDACTED]
Subject: **Police Chief's Expectations – Courage and Ethical Behavior**
From: Bruce Jamison, Chief of Police

Welcome to the Piqua Police Department and to the law enforcement profession. I join with you and with your loved ones in the pride of your selection and in the excitement that you justifiably feel in the anticipation of a long and successful career in what absolutely has to be one of the most enjoyable and rewarding professions. **As someone who has survived a very long and difficult selection process - where the average ratio between those who are hired and those who are rejected is 1 in 36 - you have worked diligently to be where you are today.** The purpose of this letter is to ensure that you will not fall short of my expectations by engaging in behavior that will cause you to lose all that you have worked so hard to attain -your job.

During your probationary period, you will have the opportunity to work and associate with a variety of training officers and senior personnel. I have every confidence that you will find most, if not all, of these men and women to be fine law enforcement officers and fine human beings, and that you will both learn from them and enjoy the acquaintance. I take very seriously my responsibility to ensure that you receive the very best training and mentorship possible, and will ensure that prompt remedial measures are taken should this not occur. While I would hope that this would not happen, there is always a possibility that you could be confronted with a situation where you are either asked or expected to condone and/or engage in inappropriate behavior. I want you to know exactly what I expect of you if you are ever confronted with this type of challenge.

There are many reasons why you are 1 person in 182 that I chose to hire, as opposed to the 175 who ultimately did not make the cut. First, you met the basic qualifications in terms of education, health, fitness and psychological suitability – those factors are all givens. What is more important is the confidence that I have in you based upon your demonstrated performance in interviews and all that you have done in the past as revealed through your background investigation. Quite simply, I believe you to be the best, brightest, and most emotionally solid person for the job. Otherwise, I would not have hired you. I expect a lot of you.

While you are new to the law enforcement profession, you are not new to making judgments and decisions on “Doing the Right Thing” in life in general. While I do not expect you to be an instant stellar performer in those skills that require much training and experience such as investigations, report writing, and interview techniques, I do expect that your knowledge in terms of what is right and what is wrong is absolutely exemplary and is as good today as it



will ever be. I am sure that it comes as no surprise that some of those other 44 persons who failed to be hired were perceived as not as strong in this critical area.

While all of your verbal skills in terms of articulation, public address, and interviewing techniques are most likely not completely refined, a critical factor in the decision to hire you was absolute and unequivocal confidence that you have both the inclination and courage to deal with any difficulties that may arise. This means speaking out or speaking up – whether in public, with suspects or coworkers. Should you ever be confronted with a situation where you are either asked or expected to condone inappropriate behavior, I expect that these verbal skills will be put to instant use.

What I have been leading up to is my absolute expectation that you will not engage in or condone inappropriate behavior, and that you will not tolerate such behavior on the part of any other employee, regardless of his or her rank or position. While your probationary status appropriately places you in a subordinate position for the purpose of learning and development, you are not expected to endure or tolerate misconduct or criminal activity. If you engage in or condone things that you know to be wrong, I want you to know that you will not receive special favorable consideration because of your subordinate probationary status, regardless of the fact that you may have been influenced by a superior or a training officer.

Please do not think that I expect you to object to, and report, every situation where you may disagree with the guidance of your superiors or training officers. To the contrary, as a new employee you are expected to listen, learn and adapt to situations that may well be foreign to you based upon past experiences. Let there be no doubt from time to time you will be called upon and expected to do things and perform tasks that are difficult, unpleasant, and dangerous. These things are all part of our department and our profession.

I do expect you to prevent misconduct from occurring and to report it immediately if it does occur. Let me give you some examples of the type of behavior that I expect you to prevent or report. If you see another employee steal something, report it to a supervisor immediately. You became a police officer to put thieves in jail, not to condone their crimes. If you see another employee who has become emotionally agitated and potentially on the verge of using unnecessary force, pull them aside and do not let it happen; report it if it does. If you observe another officer driving in an unsafe manner, even in a pursuit, immediately correct his or her behavior. It will be little consolation at a hospital or funeral that you intended to discuss the matter later. If you observe another officer starting to exhibit inappropriate personal interest in another person: street person, individual involved in criminal behavior, volunteer, etc. - stick your nose right into his or her business and tell him or her to clean up his or her act; if the inappropriate association does develop, report it. Silence and anything short of complete candor and cooperation are not options in the event that misconduct occurs.

You will note an overriding theme in my expectations is that “we are one another’s keepers.” More so than any other professionals, we play a role in governing the conduct and behavior of our colleagues. Unlike a manufacturing company where there are safety devices on machines to keep problems from developing, we often serve as the safety devices for our colleagues. All of us, regardless of our position, have survived in this wonderful profession in part based upon the involvement of loyal coworkers who have intervened as our safety device a time or two during our careers. An officer who has just had his nose broken by a combative



suspect may need another officer to prevent an unnecessary use of force; an officer who has just taken a child molestation suspect into custody in the presence of the child's parent may need another officer who has special ability to calm a tense situation; an emotionally charged officer who is starting to become reckless in a high speed pursuit may need another officer who has the courage and common sense to terminate that pursuit; and the young, single officer who has eyes for a 17-yr. old volunteer who looks 21 may need to be reminded that improper relationships are both stupid and prohibited. While I absolutely expect that you will report misconduct, I also expect that you will try very hard to be that safety device for other personnel and keep that misconduct from occurring.

I know these are sobering thoughts. My guidance to you is not based on casual consideration, but rather upon years of experience. I have seen far too many unfortunate instances where difficult problems have developed and festered that otherwise could have been avoided had a new employee demonstrated the courage and ethical behavior that I expect of you. The next twelve-months are an additional part of our selection process. During that time my staff and I will have the opportunity to assess your judgment in these areas even further. **Beyond the probationary period, I trust that you will always conduct yourself in a manner that will validate the wisdom of my having selected you as opposed to the other 175 unsuccessful candidates who wanted to wear the badge of the Piqua Police Department.**

Sincerely,

Bruce A. Jamison, CLEE
Chief of Police

Signature of Officer, Date