



Legal & Liability Risk Management Institute

Leading the Way to Reduce Liability

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Leaders aren't born, they are made. And they are made just like anything else, through hard work. And that's the price you have to pay.

- Vince Lombardi

Ethics

Law Enforcement officers are held to a higher standard of behavior by society, because they are stewards of the public trust and are empowered to apply force and remove constitutional privileges when lawfully justified. They take an oath of office, are expected to comply with professional codes of ethics, and are subject to various laws, rules, and regulations.

Do You Treat Citizens Fairly

- The law enforcement agency and its members must be viewed as fair if the community is going to consider the department a legitimate authority.
- Fairness is usually defined as the equal treatment of people in similar circumstances. Another definition is that each individual **action—or inaction**—by a police professional done to a member of the community defines fairness or justice to that individual and, over time, defines what fairness and justice mean to that community.
- The more that people perceive law enforcement as acting fairly or justly, the more legitimate the police function and the individual law enforcement professional becomes.

Risk Management

Risk management's general goal is to prevent or reduce injury to people, property, reputation, and other assets and to remedy any injury or loss when it occurs; training, encouraging and expecting the law enforcement professional to act in accordance with policy and procedures is good insurance.

We're trying to put the lawyers out of business.

Consider a United Airlines incident that resulted in changes to their policies and procedures.

- How quickly do we act when change is necessary?



Actions Speak Louder Than Words

New York Times Full Page Ad

We can never say we are sorry enough for the shameful way one of our customers was treated aboard United's flight 3411.

That day, corporate policies were placed ahead of our shared values.

And procedures got in the way of employees doing what they know is right.

As CEO, responsibility ultimately falls to me.

Meaningful actions will speak louder than words. Starting today, United is changing how we fly, serve and respect our customers:

- **Law enforcement will not remove customers from a flight and customers will not be required to give up their seat once on board – except in matters of safety or security.**
- **In a case of overbooking, we will identify volunteers much earlier.**
- **We will increase incentives for voluntary rebooking up to \$10,000.**
- **We will have a dedicated team to find other travel options for customers who give up their seat.**
- **We will eliminate the red tape on permanently lost bags with a new no-questions-asked \$1,500 reimbursement.**
- **We will develop new tools and training for employees to solve issues for our customers in the moment.**



Learn more about these commitments and many other changes at hub.united.com.

We are working harder than ever for the privilege to serve you. And I know we will be a stronger, better and more customer-focused airline as a result.

Taking the Lead to Reduce Liability and Deliver Excellence in Service

Police civil liability frequently results from the following:

- Failure to train
- Failure to supervise
- Failure to discipline

Audits & Inspections

Managing a law enforcement agency is a lot like managing your health. Experts in the fields of health care and law enforcement both agree that regular check-ups and preventive measures are best for overall health and success. Regular auditing and inspecting can detect potential problems before they effect your agency.

High-Risk Law Enforcement Operations

- Hiring and Retention
- Use of Force
- Stop, Arrest & Search
- Vehicle Pursuit & Emergency Vehicle Operations
- Care, Custody, Restraint and Transportation of Prisoners
- Dealing with the Mentally Ill and Emotionally Disturbed
- Harassment & Discrimination
- Off-Duty Conduct
- Special Operations –Warrant Service
- Property and Evidence

Policy

- Based on law and generally accepted practices
- Legal decisions from U.S. Supreme Court
- Legal Decisions from Lower Federal Courts
- State Court decisions and law
- Analysis of police events
- Litigation and Settlement Agreements
- New tools and weapons