

Procedural and Organizational Justice

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The problem: create and maintain public trust and confidence in the police

Part of the solution: encourage fair, respectful and lawful policing

respect for rights

economy in the use of force

transparency in decision- making

accountability in decision-making

responsive to community concerns

public cooperation driven by legitimacy – duty, obligation, respect

Two Dimensions of Procedural Justice

Fairness in Interpersonal Treatment

treat with dignity and respect

awareness of rights

voice: members have input, can express concerns

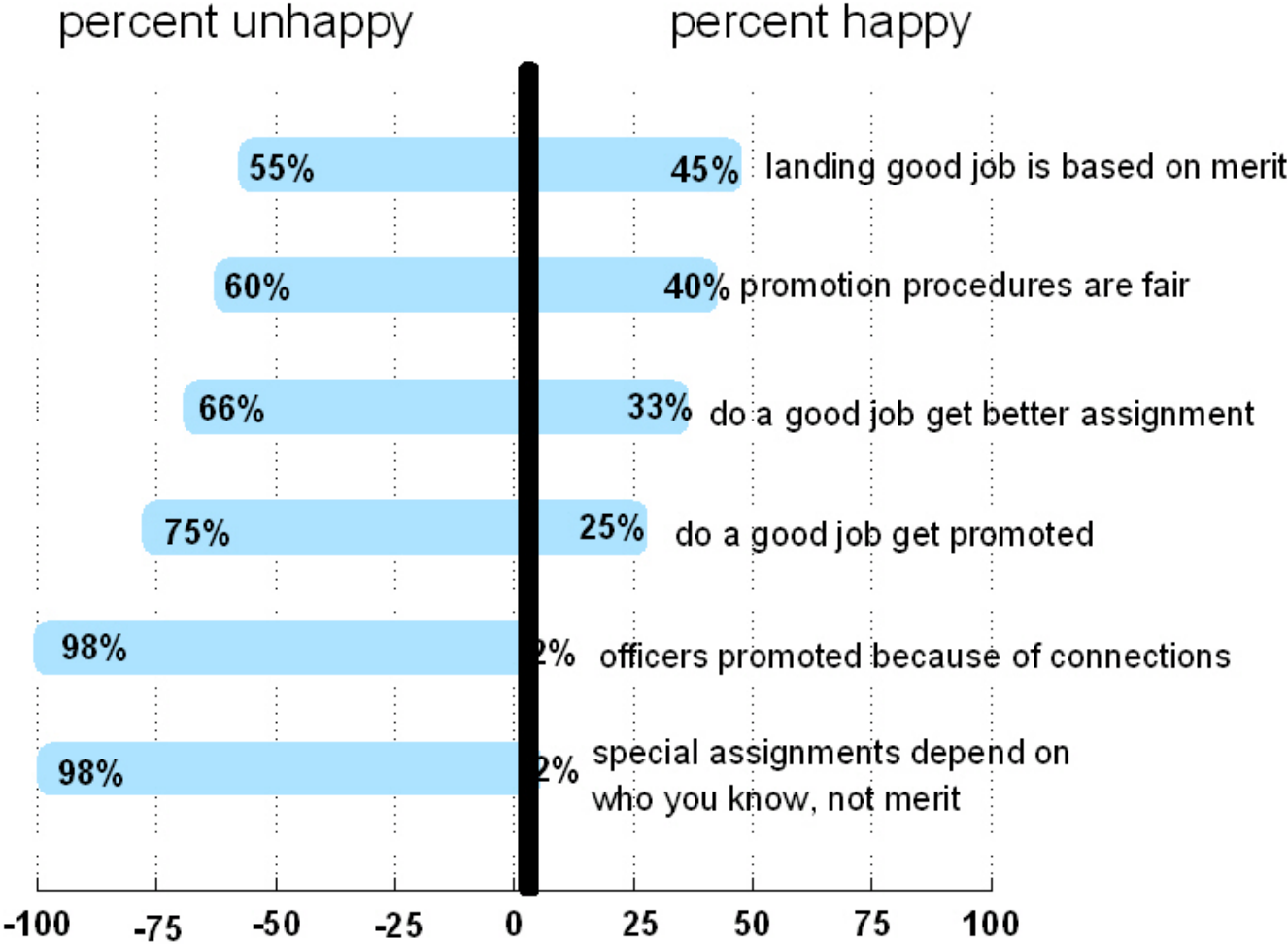
Fairness in Decision-making

neutrality: based on facts, not biases

accountability: bosses can explain decisions

rule-bound: decisions accord with procedures

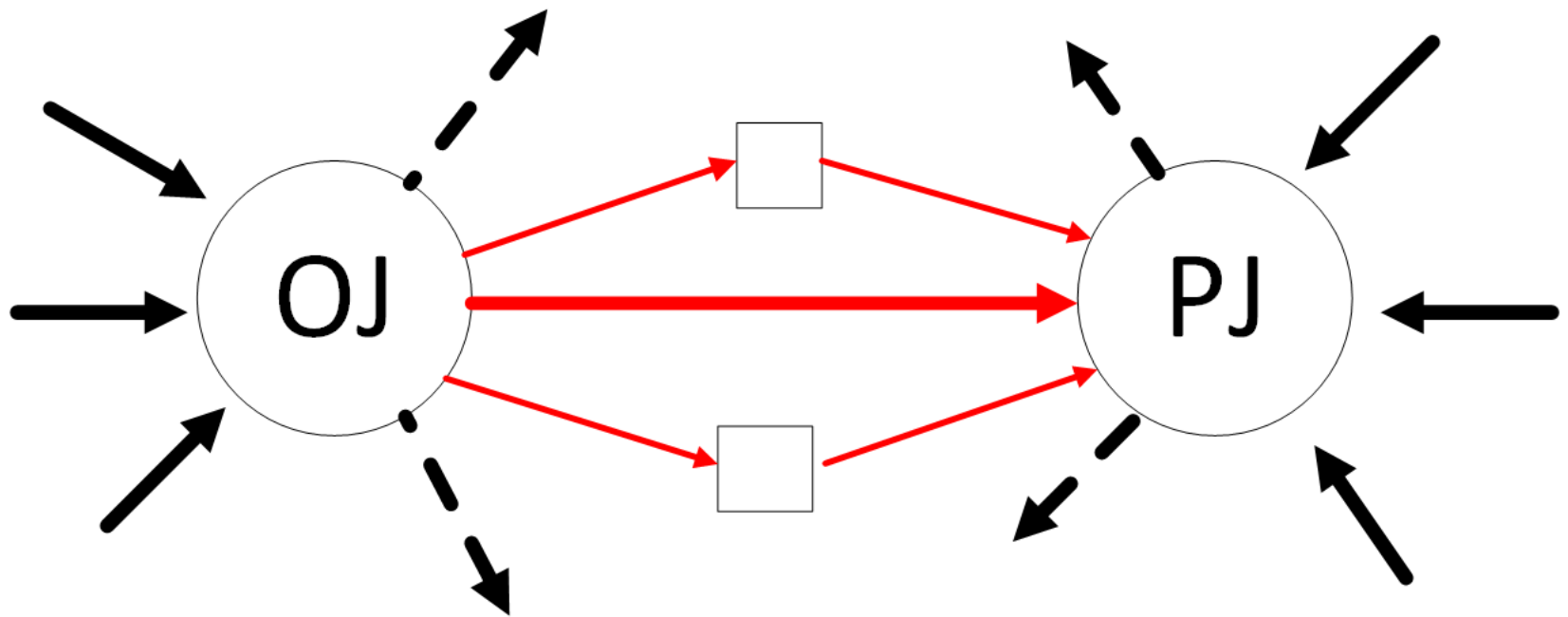
Decision Fairness in a Broken Organization

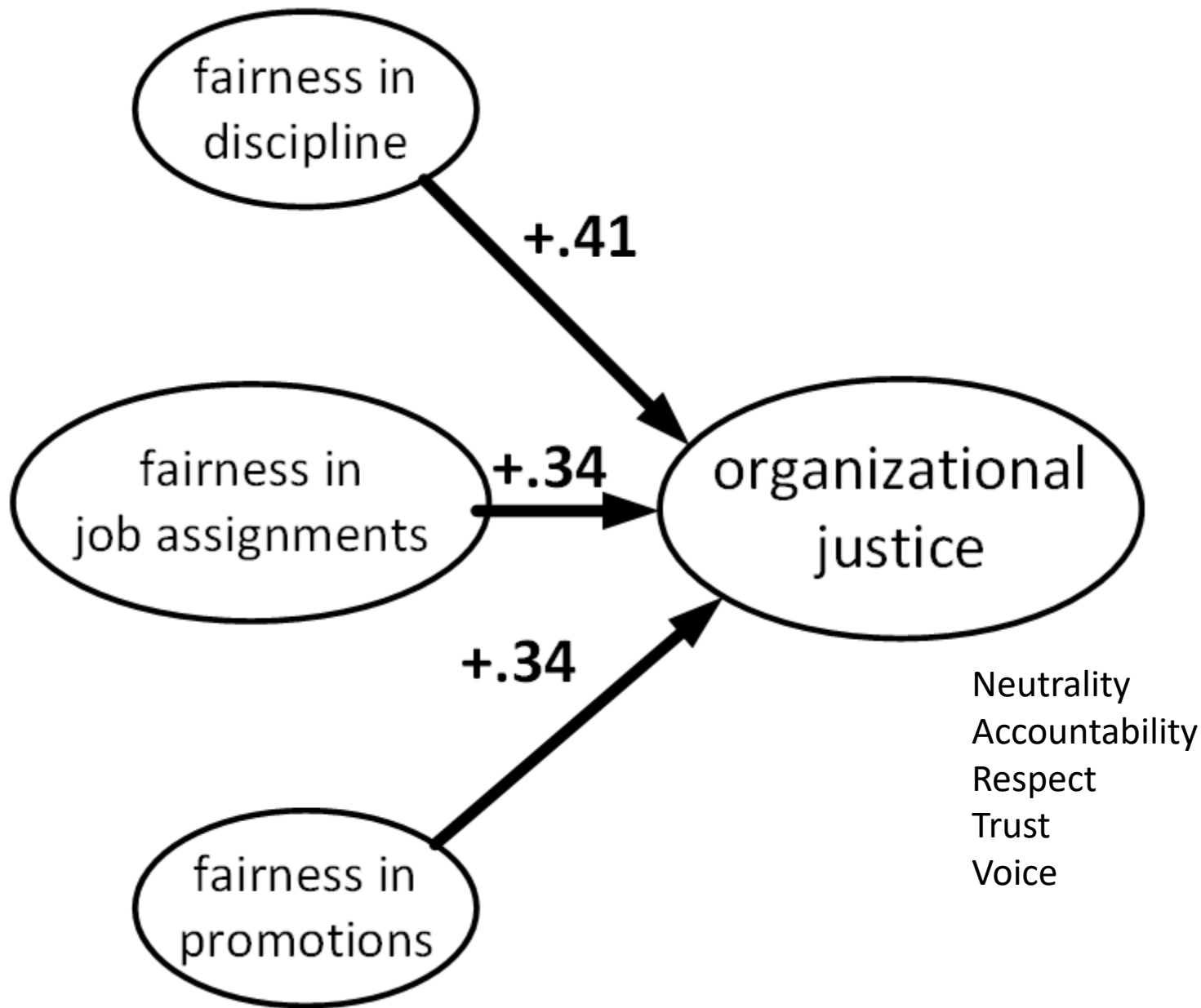


Links Between Organizational and Procedural Justice

Internal

external





Good Things That (May) Come With OJ - Internally

more responsive to management and policy

follow the rules, obey supervisors

support innovation and internal reform efforts

take initiative in acting out the organization's values

less internal deviance (medical abuse, shirking, absenteeism, tardiness)

increased job satisfaction

less cynicism regarding the organization and its leaders

listening, explaining, decisions based on rules and facts

less tension and stress

causes include danger, conflict, disgusting events and conditions

linked to stress-related problems (drinking , domestic problems)

☛ the biggest source of officer stress is their own organization

Good Things That (May) Come With OJ - Externally

support for the principles of procedural justice

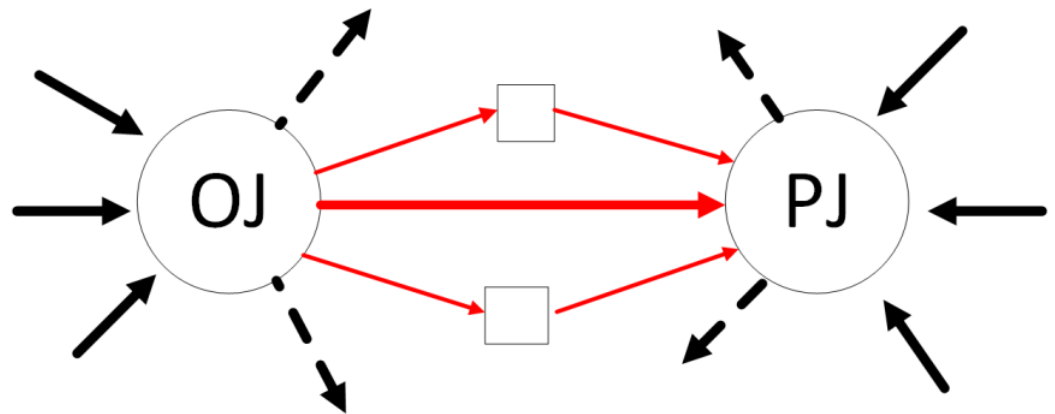
listening, explaining, respecting, being even-handed

encounters highly discretionary, so officer's views matter

less tolerance for use of force by peers

endorse a service style of policing – responsive, problem-oriented

support for externally facing reforms like community policing



Building Organizational Justice?

Culture Change

(re)focus on supervision and lower-level management
mentoring, plus behavior change the goal of discipline

Leadership & Vision - align the organization with its stated values

Training for front-line supervisors

(Internal) Rule Tightening

adherence to rules, guidelines and standards; employee input

BUT: “You can’t kick their asses until they are nice to people.”
- big-city chief

Barriers?

Police culture

cynicism, solidarity, isolation from community,
undermines legitimacy of organizational and community authorities

command-and-control tradition at the top

performance measures/CompStat not measuring all of what matters

other important aspects of public confidence

distributive fairness: who gets what, by neighborhood, social group

crime control effectiveness

service satisfaction

trust in government and institutions generally



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