City of Phoenix

To: Kimberly, Mitchell, Commander   **Date:**   January 23, 2019
          Community Relations Bureau

From: Barbara Alexander, Lieutenant
          Community Relations Bureau

Subject: NATIONAL INITIATIVE FOR BUILDING COMMUNITY TRUST & JUSTICE

The National Initiative for Building Community Trust and Justice is a project to improve relationships and increase trust between communities and the criminal justice system and advance the public and scholarly understandings of the issues contributing to those relationships. In September 2014, the U.S. Department of Justice announced a three year, $4.75 million grant to establish the project. In collaboration with the Department of Justice, the National Initiative is coordinated by the National Network for Safe Communities at John Jay College of Criminal Justice, with partnership from the Justice Collaboratory at Yale Law School, the Center for Policing Equity at John Jay College and UCLA, and the Urban Institute. The National Initiative for Building Community Trust & Justice involves trust building interventions with police departments and communities based on three pillars. The following are the three pillars and in bold is what the Phoenix Police Department is doing for each pillar:

1. Enhancing Procedural Justice: the way police interact with the public, and how those interactions shape the public's views on the police, their willingness to obey the law, and their engagement in co-producing public safety in their Neighborhoods.

   Phoenix Police Response: The Phoenix Police Department utilizes detectives from the Community Relations Bureau (CRB) as well as precinct Community Action Officers (CAO) to improve police interactions with the public. Detectives and CAOs attend community meetings and events where they provide information or training to members of the community. Examples of these types of meetings or events include, but are not limited to: Block Watch meetings, Neighborhood Association meetings, and Coffee with a Cop. The following is a breakdown of the number of community events between January 2018 and December 2018, attended by officers from each police precinct as well as CRB:

PRECINCTS	MEETINGS/EVENTS	ATTENDANCE
Black Mountain (200)	232	21,845
South Mountain (400)	98	17,932
Central City (500)	129	12,515
Desert Horizon (600)	101	6,347
Mountain View (700)	135	36,754
Maryvale/Estrella Mountain (800)	394	23,853
Cactus Park (900)	376	14,332
Community Relations Bureau (CRB)	608	110,760
Total: January – December 2018	2,073	244,338

2. Reducing the Impact of Implicit Bias: the automatic associations individuals make between groups of people and stereotypes about those groups, and the influence it has in policing.

   Phoenix Police Response: In December 2018-March 2019, the Phoenix Police Department contracted with Dr. Bryant Marks to offer thirty-five training session to all department personnel. Sworn personnel attended a full day session and all civilians working within the department were required to attend a half-day session. Overall, providing training for approximately four thousand employees.

   Dr. Marks addressed the following questions:
   - **What is implicit bias?**
   - **What does implicit bias look like in the real world?**
   - **What causes implicit bias?**
   - **How is implicit bias measured?**
   - **How does implicit bias affect the person who holds the bias?**
   - **How does implicit bias affect the attitudes and behaviors of the target group?**
   - **How can implicit bias be reduced?**
   - **How can the potential impact of implicit bias on policing be reduced?**

   Using the 21st Century Policing Task Force report and relying on implicit bias academic research and key findings, Dr. Marks provided an engaging introspective delivery of information. Attached is a workshop summary, PowerPoint, and training schedule.

3. Fostering Reconciliation: frank engagements between minority communities and law enforcement to address historical tensions, grievances and misconceptions that contribute to mutual mistrust and misunderstanding which prevent police and communities from working together.

   Phoenix Police Response: The Phoenix Police Department currently utilizes twelve Police Chief Advisory Boards which represent the following communities: African American, Arab, Asian, Cross-Disability, Faith Based, Hispanic, Jewish, Lesbian – Gay - Bisexual - TransGender - Questioning (LGBTQ), Muslim, Native American, Refugee, and Sikh communities. The advisory boards consist of 20-25 members from each community, to include a young "Millennial" community member. Each advisory board meets quarterly and provides information and feedback to the police department related to any issues within their communities. The following are the core values of the Police Chief's Advisory Boards:

- **Generate unity within our community and the Phoenix Police Department.**
- **Create a climate of trust between the community and the Phoenix Police Department**
- **Provide a forum where the Phoenix Police Department can listen actively to community concerns and create solutions to social problems.**
- **Improve the quality of life to all members of our community.**

The Community Relations Bureau will continue to gather and publish information related to the department's efforts as related to the National Initiative for Building Community Trust and Justice. Additionally, implementation recommendations will be made to the Executive Staff based on the practices mentioned above when applicable.

Please review before being placed on the CPTI website. Cmdr #. Mitchell 5309

OK to add to CPTI website.
A/c C__ #342 1.25.19

Law Enforcement Training: Implicit Bias and 21st Century Community Policing

Dr. Bryant T. Marks, Sr., bryantmarks@me.com
Workshop Summary

Background

Broadly speaking, implicit bias involves varying degrees of stereotyping, prejudice, and/or discrimination below conscious awareness in a manner that typically benefits oneself or one's group; it involves limited or distorted perceptions of others. It is everywhere and affects everyone. WE ARE ALL BIASED. The impact of our bias on others, however, significantly depends on our social and professional roles in society. Biases held by police officers, physicians, prosecutors and criminal court judges can literally determine whether someone lives or dies. Few other occupations involve life and death decisions as part of the job description. Implicit bias, however, can also impact significant non-life threatening outcomes such as a manager being less likely to hire an obese rather than regular-weight person or a loan officer offering better interest rates to White rather than ethnic minority mortgage applicants; both findings have been confirmed by researchers.

Research

Additional research reveals that many Americans show a positive implicit bias toward White Americans vs. African Americans, young vs. old and fit vs. obese. Showing a preference for or against any particular group does not mean that a person is prejudiced or will discriminate, but it does suggest that s/he has been repeatedly exposed to certain associations between specific groups and specific traits/characteristics and have stored them in memory. These associations are often very strong and difficult to undue without deliberate effort or ongoing training. It is possible, however, to implement practices or policies that limit the likelihood that implicitly biased beliefs will lead to biased behaviors.

Workshop Description

Dr. Marks and his team have developed half-day (3.5 hours) and full day (7-hour travel) training sessions that address this very important topic.

Both the half-day and full-day trainings address the following questions:
1. What is implicit bias?
2. What does implicit bias look like in the real world?
3. What causes implicit bias?
4. How is implicit bias measured?
5. How does implicit bias affect the person who holds the bias?
6. How does implicit bias affect the attitudes and behaviors of the target group?
7. How can implicit bias be reduced?
8. How can the potential impact of implicit bias on policing be reduced?

Both Trainings Include:
- Overview of the 21st Century Policing Task Force and report
- Overview of implicit bias research and key findings
- Innovative, engaging, and motivational delivery of content
- Highly interactive and introspective exercises

- Small group dialogue of sensitive topics related to community policing
- The use of compelling videos, images, and other media
- Overview of national data related to community policing
- Implicit biases toward police among males of color
- Description of specific recommendations from the President's Task Force on 21st Century Policing report that are likely to reduce biased policing
- Anonymous audience polling and display of results in real-time. Responses are used as a basis for discussing sensitive topics and to allow participants to see how their attitudes or experiences compare to others. These results are saved as graphs and provided to the client.

Full-day (7-hr) Training: In addition to the items listed above, the full day session includes:
- Participants completing a measure of implicit bias and discussing the results
- Small working group discussions regarding potential implementation of several recommended practices/policies from the 21st Century Policing report that are expected to reduce biased policing. This dialogue will include:
    o Identifying recommendations that are already being implemented as well as the challenges, lessons learned, and impact of each implemented recommendation
    o Identifying 2-3 new recommendations that can be implemented in the short-term
    o Identifying challenges and solutions to implementing the 2-3 recommendations
    o Creating a list of concrete next steps toward implementation of recommendations
- An overview of follow-up activities and materials that will reinforce workshop information and increase the likelihood of long-term impact

Recommended Audiences
Implicit bias training is strongly recommended for law enforcement, education, judiciary, corporate, community, and healthcare organizations as well as other entities in which implicit bias has been shown to significant impact important life outcomes for large groups of citizens.
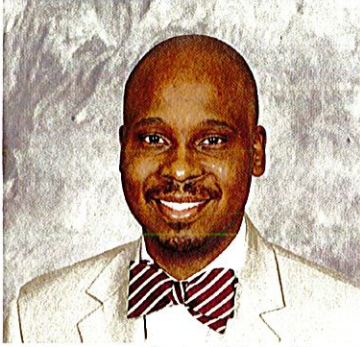
Fees (includes airfare and hotel accommodations)
- Half-day (3.5 hrs) training: $3,000
- Full-day (7 hrs) training: $4,500
- Two half-day trainings: $4,500

Reduced rates can be offered for multiple full day trainings or three or more half-day trainings.

bryantmarks@me.com
404.805.2014

Biography

Dr. Bryant T. Marks, Sr.

Dr. Bryant T. Marks, Sr. is a minister, researcher, master teacher and human developmentalist. His calling/passion/purpose is to develop the knowledge, wisdom, and skills of others that will allow them to reach their full potential and live their lives with purpose and passion. He is an Associate Professor of Psychology at Morehouse College, Director of the Program for Research on Black Male Achievement, and serves on President Obama's Board of Advisors with the White House Initiative on Educational Excellence for African Americans. He recently served as a senior advisor with the White House Initiative on Historically Black Colleges and Universities and currently serves as the inaugural Senior Research Fellow with the Campaign for Black Male Achievement. In addition, Dr. Marks is a contributor to the White House My Brother's Keeper (MBK) initiative and serves on the MBK Task Force for Fulton County, GA. As part of the President's 21st Century Policing Initiative, Dr. Marks provides implicit bias training to police chiefs via a series of White House gatherings; over 700 have participated to date. Dr. Marks serves on several national boards and is a highly sought after speaker and trainer. He holds a B.A. in psychology and a minor in economics from Morehouse College, and an M.A. and Ph.D. in Social Psychology from the University of Michigan. Dr. Marks' conducts research and professional development in the areas of Black male psychology and development, the academic achievement of minority college students, diversity and implicit bias, innovations in STEM education, and personal passion and productivity. He is married to Kimberly Marks and father to Kim, Zion-Trinity, and Bryant II.

bryantmarks@me.com   www.drbryantmarks.com
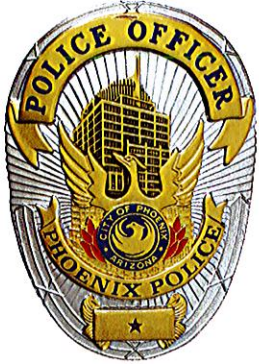
The Hidden Biases of Good People: Implications for the Phoenix Police Department and the Communities They Serve
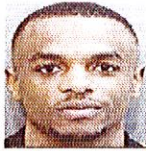
Rev. Dr. Bryant T. Marks, Sr.
Chief Equity Officer and Lead Trainer
National Training Institute on Race & Equity (NTIRE)
Psychology Professor, Morehouse College

- A matter of perspective…
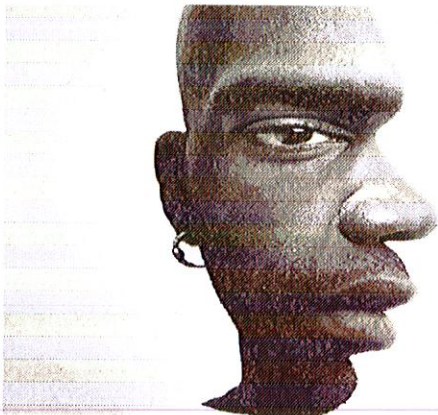
bryantmarks@me.com

@DrBryantMarks

What face do you see?

A little about Me

- Born in the Bronx raised in Queens (Mets fan)
- Dad was a Mississippi cotton-picking champion & preacher; Mom was born and raised in Harlem and nurse
- Psychology major, economics minor
- Had a barber shop in my fresh/soph dorm room
- Pledged Kappa Alpha Psi Fraternity; fashion show model
- 2016, on (mostly) unpaid leave in DC w/DOJ, DOE, the White House
- 3 of the 6 cars I've owned were made by Hyundai
- Huge Shark Tank fan
- Allergic to watermelon
- Was an MC/rapper (was in the studio with Jay Z when we were teenagers); party hyper, spoken word artist, teacher, preacher, and trainer

Implicit Bias: Questions of the Day

1. What is implicit bias?
2. What does implicit bias look in the real world?
3. Why does implicit bias exist?
4. How is implicit bias measured?
5. How does implicit bias affect the target of bias?
6. How does implicit bias affect community-police interactions and outcomes?
7. How can implicit bias be reduced at the individual level?
8. How can we reduce the impact of implicit bias on the interactions between ethnic minorities and police?

Thank you for your service...
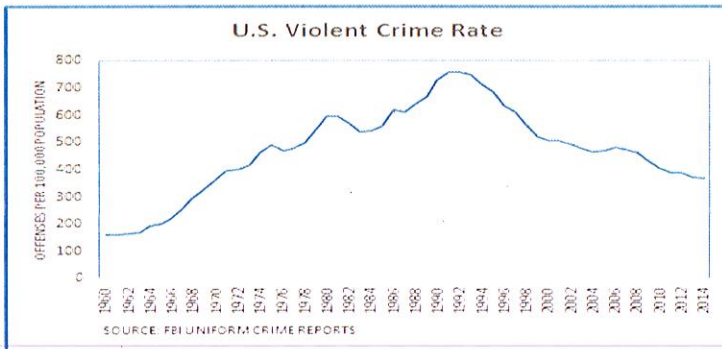
Service and Sacrifice: The Facts

- **One officer is killed in America every 61 hours**
  - An average of 144 a year for the last 10 years

- **57,000 officers are assaulted by criminals annually**

- **More than 100,000 officers are injured annually**

- **Approximately 900,000 officers risk their lives daily**

(John Matthews, The Memorial Fund, 2016

Total Fatalities: 1791-2015

301 (1930) 280 (1974) 241 (2001)

-135 in 2016
-10 in CA; 2nd highest in U.S.

Violent Crime Rate at Lowest in 47 years

U.S. Violent Crime Rate

SOURCE: FBI UNIFORM CRIME REPORTS

Profile of Officers Killed: 2015

- **Average age: 41 years old**

- **Average length of service: 12 years**

- **115 (93%) were male; 9 (7%) were female**

Officer Safety Positives

- 1970s—average number of fatalities per year 232
- Last 10 years—average number of fatalities per year 144
- **38% decline** while number of officers serving doubled
- 2013—109 fatalities
- 2014—122 fatalities
- 2015—123 fatalities
- **Fewest line of duty deaths since 1950s**
- In 2016, there have been only two single vehicle crash fatalities compared to nine at this time in 2015

Officer Wellness Issues

- Officers are 2.4 times more likely to die from suicide as homicide
- From 2005 -2014
  - 193 deaths due to job related injures
  - 147 alcohol related deaths
  - 100 drug related deaths

Officer Wellness Concerns

- **On-duty stress and fatigue –**
  - Job-related trauma, anxiety, pressure
  - 24 hour shift work
  - extra jobs
- **Psychological Wellness –**
  - PTSD
  - substance abuse
  - depression
- **Physical Fitness – not emphasized**

bryantmarks@me.com   @DrBryantMarks

Who/what is better?

Beatles or Rolling Stones

Beyonce or Alicia Keys
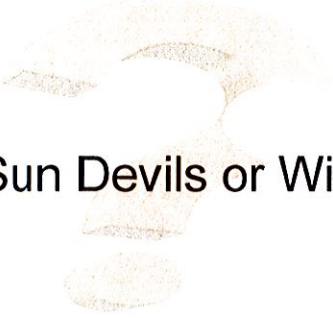
Michael Jackson or Prince

Marc Anthony or Romeo Santos

Sun Devils or Wildcats

at a desk or on the street

bryantmarks@me.com   @DrBryantMarks bryantmarks@me.com   @DrBryantMarks

A raise or promotion

Health or Wealth
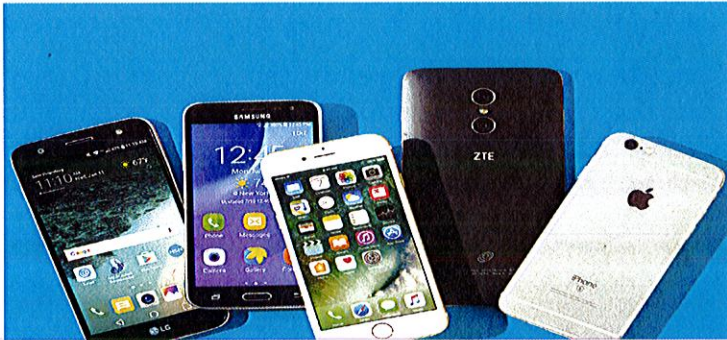
The Accident

bryantmarks@me.com
@DrBryantMarks
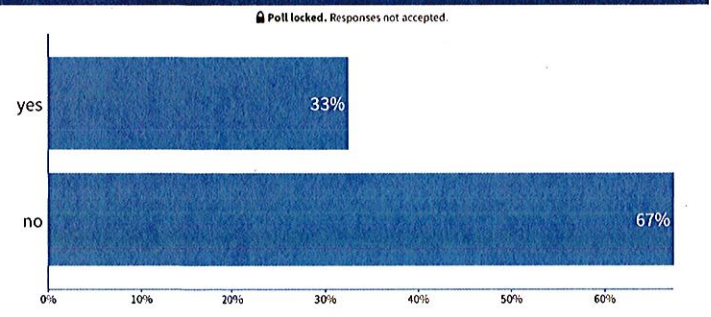
We all have biases...

...but the impact of our biases on others depends on the roles we play in society
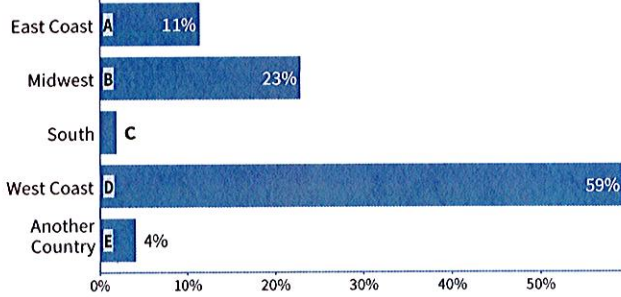
Please take out your cellphones

Have your participated in implicit bias training in the past two years that lasted one hour or longer?

🔒 Poll locked. Responses not accepted.

yes — 33%

no — 67%

Total Results: 86

For the most part, I grew up in:

Respond at PollEv.com/empathy   Text EMPATHY to 37607 once to join, then A, B, C, D, or E

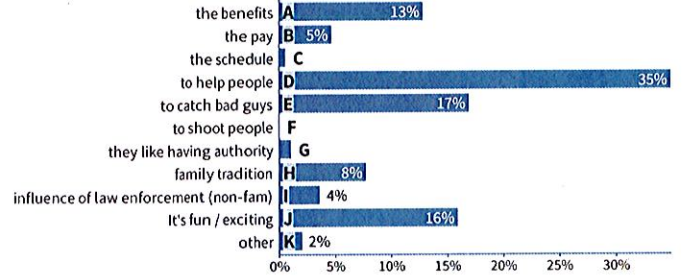|	
East Coast **A**	11%
Midwest **B**	23%
South **C**	
West Coast **D**	59%
Another Country **E**	4%

0%   10%   20%   30%   40%   50%

Total Results: 96

Why do you think people become police officers? (2X)

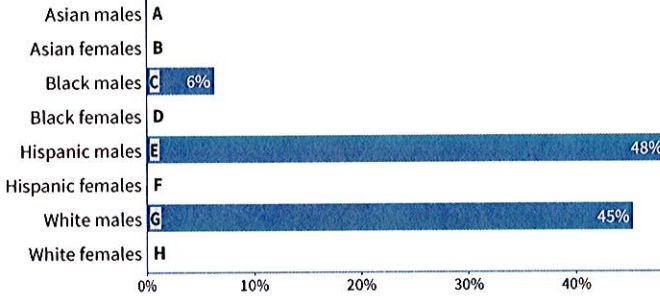Respond at PollEv.com/empathy   Text EMPATHY to 37607 once to join, then A, B, C, D, E...

Answers to this poll are anonymous

the benefits **A**	13%
the pay **B**	5%
the schedule **C**	
to help people **D**	35%
to catch bad guys **E**	17%
to shoot people **F**	
they like having authority **G**	
family tradition **H**	8%
influence of law enforcement (non-fam) **I**	4%
It's fun / exciting **J**	16%
other **K**	2%

0%   5%   10%   15%   20%   25%   30%

Total Results: 195

Who is most likely to be arrested for committing a crime in your jurisdiction?

Respond at PollEv.com/empathy   Text EMPATHY to 37607 once to join, then A, B, C, D, E...

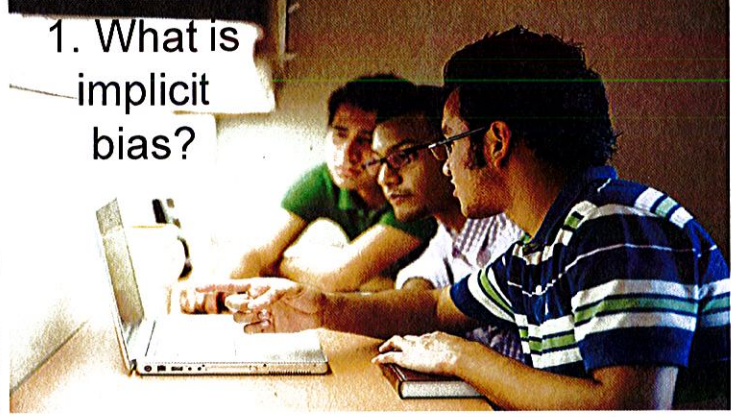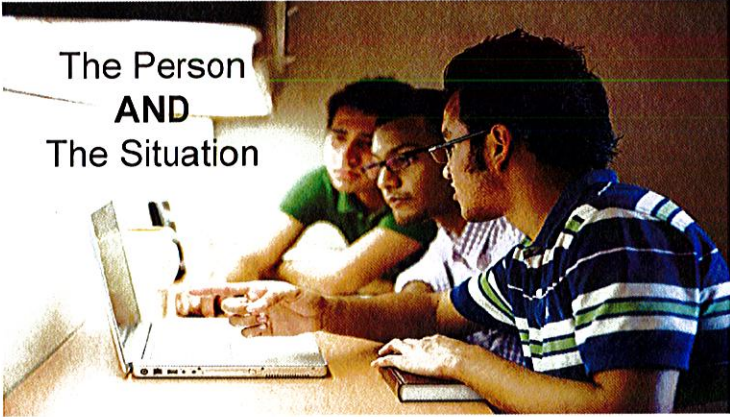|	
Asian males **A**	
Asian females **B**	
Black males **C**	6%
Black females **D**	
Hispanic males **E**	48%
Hispanic females **F**	
White males **G**	45%
White females **H**	

0%   10%   20%   30%   40%

Total Results: 95

Why do you think that the group you just selected engage in criminal activity? (phrases; 2X)

Respond at PollEv.com/empathy   Text EMPATHY to 37607 once to join, then text your message

"Drugs poverty and lack of knowledge"
5 days ago

"Social economics"
5 days ago

"Poverty"
5 days ago

"High population"
5 days ago

"Poverty"
5 days ago

"Homeless, trying to survive"

Total Results: 117

The Person AND The Situation

1. What is implicit bias?

When Americans think of people from New York City, what words/phrases come to mind? (1-2 words; no spaces in 2-word responses; 2x)

🔒 Poll locked. Responses not accepted.

rushed short disrespectful rudehectic
arrogance obamacare hustler pride toughloyal walking
mouth highenergy opinionated loudrude hurried walkers
impatient jets artistic rude upfront rudeloud
rich passionate best blunt arrogant talking cocky strong
apple aggressive fast fan yankee direct
america bossy arrogent yankees confident pushy
rushing fashionable lousy loud obnoxious people angry hillary
clinton paced liberal overly proud trump fasttalker elitists
walkin'here seinfeld boisterous overtaxed exciting untrustworthy
prideful stressed diverse big frank loudbossy

Total Results: 147

When Americans think of young Black males, what words/phrases come to mind? (2x)

🔒 Poll locked. Responses not accepted.

unemployed drugdealer underappreciated struggling athleticcool
violent hiphop uneducated gangs unsure althetic hop
goodboys proud flashy criminals racist gangs thugs
lazy music loud fast athlete hot entitled defensive dangerous swagger
funny althetegangs rap rappers unlucky
gangster shifty aggressive athletic same
english poor criminal athletes angry fatherless uneducated rhythm
rapmusic bad thug hipstrong materialistic crime bullies resentful
cocky fear man disenfranchised rapper money potential
athleterappers threatening disadvantaged rapper hood boisterous
ladies underprivileged opinion

Total Results: 123

Key Terms

Stereotypes: a generalization about a group in which identical characteristics are assigned to all members of the group, regardless of actual variation among the members (e.g., gender, elderly, professors)
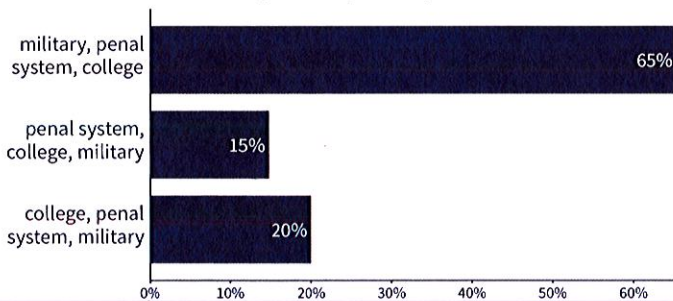
- Stereotypes: Beliefs that associate groups with traits
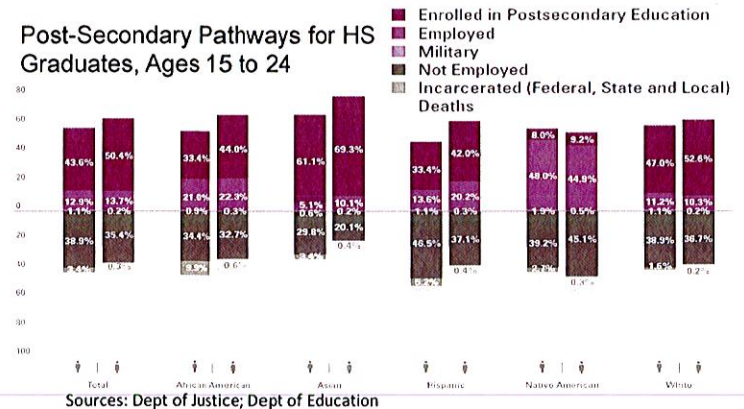 - New York City People = Rude

Key Terms

- **Stereotypes:** *Beliefs* that associate groups with traits
  - **Kernel of truth:** it is sometimes the case that a group of people possess a characteristic to a greater extent than other groups, but it doesn't mean that every member of the group is will possess the trait.
  - Just because something is true of some of the group, doesn't mean it's true of all of the group
  - Example: young Hispanic males

Which of the following describe the number of 15-24 year old Hispanic males, from highest to lowest?

🔒 Poll locked. Responses not accepted.

Category	Value
military, penal system, college	65%
penal system, college, military	15%
college, penal system, military	20%

Post-Secondary Pathways for HS Graduates, Ages 15 to 24

Legend:
- Enrolled in Postsecondary Education
- Employed
- Military
- Not Employed
- Incarcerated (Federal, State and Local)
- Deaths

Sources: Dept of Justice; Dept of Education

Stereotypes

- **Kernel of truth**: it is sometimes the case that a group of people possess a characteristic to a greater extent than other groups, but it doesn't mean that every member of the group will possess the trait (e.g., Hispanic males in prison vs. college)

- **Subtypes**: categories for people who don't fit a general stereotype (e.g., "different" New Yorkers) .

Stereotypes: Your Turn

- Think of a stereotype about police officers
- Form a group with 1-2 other people
- Share the stereotypes you just thought about
- Select one stereotype and **agree** on a rough percentage of people in each of the following groups to whom it actually applies (you should end up with 3 percentages)
  - police officers
  - firefighters
  - active duty soldiers

Social Tactic: Do not argue personal experience; ask questions to reveal the kernel of truth

The Rhythm
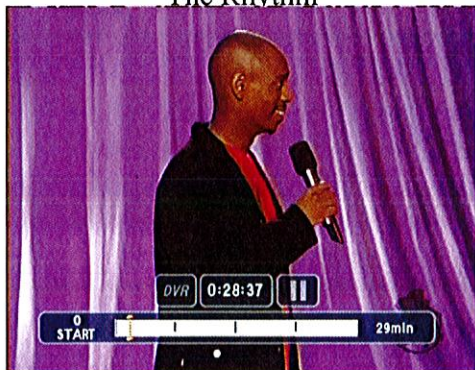
Prejudice

Prejudice: a *positive or negative* attitude, judgment, or **feeling** about a person that is generalized from attitudes or beliefs (stereotypes) held about the group to which the person belongs; a prejudgment that involves liking or disliking (e.g., registered sex offender)

Prometheus

Prejudice

- Prejudice is based on social comparison with other groups in which one's group is the point of reference (the norm/ideal)
- Many people think they are normal (e.g., attire, speech, music, elec devices), but

Social Tactic: Notice difference, but do not assign value (judging something to be inherently better or worse)

Discrimination

Discrimination: negative or positive behavior toward someone based on positive or negative attitudes one holds toward the group to which that person belongs; it's the behavioral manifestation of prejudice (e.g., job opportunities; legislation; interest rates) .

Implicit Bias Defined

- **Implicit Bias:** mental associations of certain groups with specific traits (e.g. stereotypes) below conscious awareness, which are often followed by subconscious prejudice (dis/liking) and/or discrimination (behavior) in a manner that typically benefits oneself or one's group and/or disadvantages out-groups; tends to involve a limited or inaccurate perception of others

Three levels of the isms

Individual (Race, sex, age) ism: observation of derogatory statements or behaviors committed by individuals (racial slurs); blatant/covert; active/passive; does not require systematic power
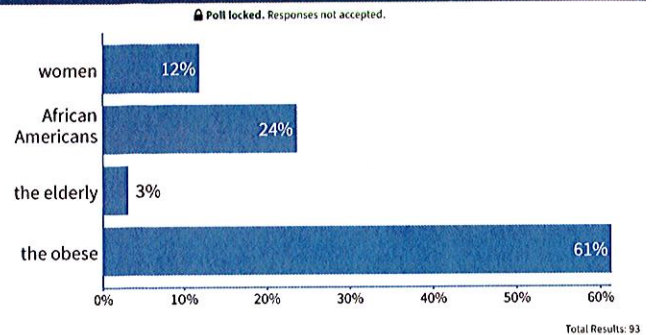
Institutional isms: institutional extension of individual beliefs in which constituted institutions (e.g., schools, health, housing, salaries) are manipulated to maintain the advantage of one group over others; requires power

Cultural isms: the individual and institutional expression of the superiority of one group's cultural heritage over that of another (e.g., music, language, religion, beauty); requires power

Implicit Bias Findings

- We all have biases, but the impact of our biases on others depends on the roles we play in society
- Implicit bias is more prevalent than explicit bias because our minds are cognitive machines that encode and store many associations between groups and traits that we have not consciously processed
  - We have biases toward numbers, shapes, and colors
  - In the U.S.: race, gender and age
- Implicit bias is a stronger predictor of day to day behavior than explicit bias because much of our behavior/thoughts are automatic
- The potential impact of implicit bias on behavior can be over-ridden by conscious effort

According to the implicit associations test, Americans' strongest negative implicit attitudes are toward...

🔒 Poll locked. Responses not accepted.

- women 12%
- African Americans 24%
- the elderly 3%
- the obese 61%

0% 10% 20% 30% 40% 50% 60%

Total Results: 93

Common Biases and Targets

- Most bias arises from external characteristics
  - Racial bias (Racism)
  - Gender bias (Sexism)
- Arabs and Muslims
  - Prejudice and discrimination increased in U.S. after September 11, 2001
- People who are overweight
- LGBTQ communities
- Undocumented individuals
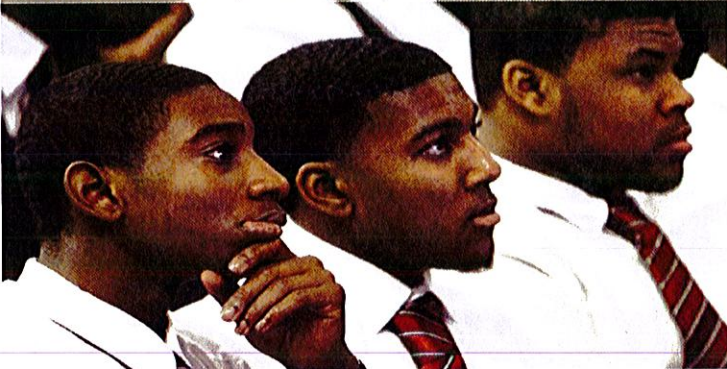- Americans' strongest negative bias is toward elderly people followed by obese people

Matters of perspective: what do you see?
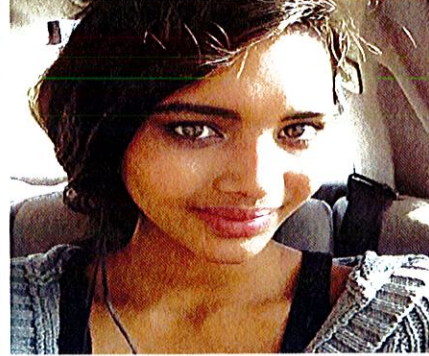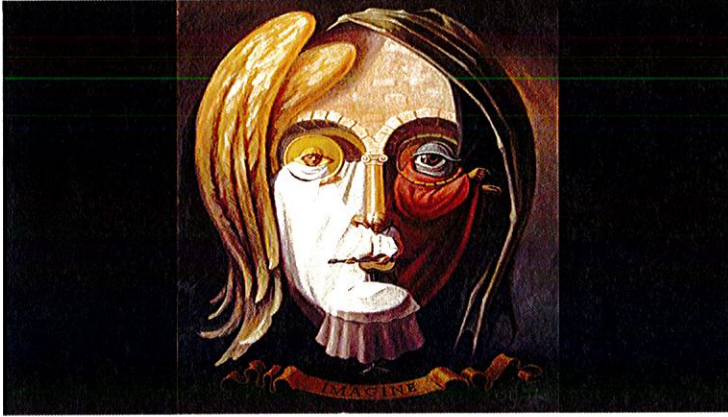
Take 20 seconds in silence to answer the following questions:
-Race/ethnicity?
-Age (specific number)?
-Family income level?
-Name?

2. What does implicit bias look like in the real world?
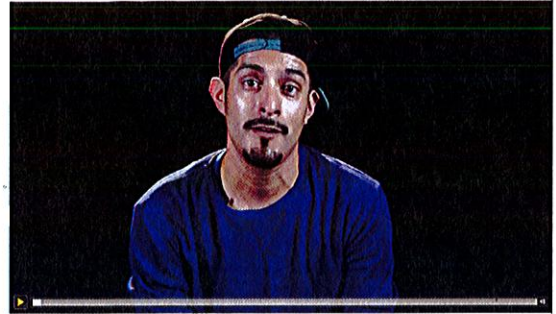

All things being equal yet unequal...

- Taller employees receive higher wages than their shorter counterparts (Schick & Steckel, 2015)

- Qualifications being equal (credit score, financial history, income, etc.), Blacks and Hispanics were less likely to be approved for **mortgages**, and paid higher interest rates on when they were approved (U.S. Housing and Urban Development report, 2000)

- Previous performance being equal, K-12 teachers have lower expectations and display less social comfort with Af Am students than White students (various researchers)

All things being equal yet unequal...

- People who show negative implicit bias towards Latinos are more likely to oppose both illegal **AND** legal immigration (Perez, 2015)

- Symptoms being equal, African Americans are less likely to receive most effective treatment for illnesses, even after matching them on income and insurance coverage (Nat'l Academy of Sciences' *Unequal Treatment* report, 2002)

- Regular weight job applicants were less likely to be recommended to be hired for a job when they were seen (photo) sitting next to an obese applicant than when sitting alone or next to a regular weight person. (Hebl & Mannix, 2003)

What a difference an "S" makes...

All things being equal yet unequal...

- Crime and circumstances being equal, Af Am's are more likely to be stopped, searched, arrested, receive poor plea deals, convicted, receive longer sentences, receive the death penalty, declined probation and declined a pardon (DOJ/BJS, U.S. Census, Stanford Univ., multiple academic and journalistic studies)

- Non-Blacks perceive young Black men as bigger (taller, heavier, more muscular) and more physically threatening (stronger, more capable of harm) than young White men. (Wilson, Hugenberg & Rule, 2017)

What face did you see?

All things being equal and unequal…

- When taking numerous factors into account (e.g., seriousness of the primary offense, number of prior offenses, etc.), Black males with prominent Afrocentric features (i.e., dark skin, a wide nose, and full lips) were most likely to:
  - receive longer sentences from judges (Blair, Judd, and Chapleau, 2004)
  - receive death penalty conviction from juries when victim was White (Pizzi, Blair, and Judd, 2005)
 - be mistaken for a suspect by police (Eberhardt, 2004)

(See chapter 3 of *The New Jim Crow* for a review)

Implicit Bias and Criminal Procedure

Implicit bias occurs in moments of discretion, where various decisions/actions can be justified. It can affect:

- **Arrests**: dismissal, reduction, or number of charges filed
- **Grand Jury**: charges sought; how to present a case or narrative
- **Plea negotiations**: how open one is to alternatives; willingness to compromise
- **Trial**: jury selection, sentence recommendations

What do you see?
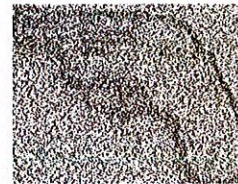

Frame 1   Frame 20   Frame 41

What do you see?

Question: Is there an implicit association of harmful objects with certain racial groups?

- Participants: White male college students
- Flashed faces below conscious awareness; 1/3 exposed to Black faces, 1/3 to White faces, 1/3 to random lines (no prime); indicated if flash was on right or left side of screen
- Then, asked to identify various objects; half were guns and knives, half were harmless (stapler, penny, book, etc.)
- Objects were difficult to see initially, but gradually became clearer over 41 frames
- Researchers measured at what frame weapons were detected following exposure to White vs. Black faces
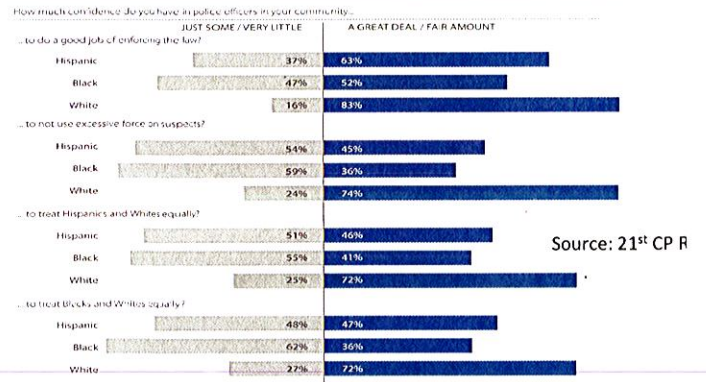
Average Frame Number at Which Object Could be Detected Based on Race Prime and Object Type among White male college students
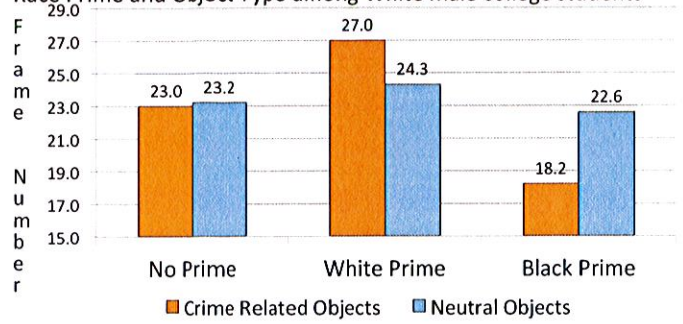
(Source: Eberhardt, Goff, Purdie, and Davies, 2004)

How does implicit bias affect community-police interactions and outcomes? Building Trust and Legitimacy

Figure 2. Community members' confidence in their police officers

Source: 21st CP R

Officer Involved Shootings in U.S.

In 2015
- 990 civilians fatally shot by police
- 96% Male
- Age: under 18, 2%; 18-24, 17%; 25-34, 31%; 35-44, 21%; 45+, 28%
- Northeast=7%;   MidW=14%;   South=43%;   West=37%
- 25% involved mentally ill individuals
- 25% involved fleeing suspects
- 75% were attacking police or another civilian
- 18 officers were criminally charged: 9 for 2015 cases, 9 for 2011-2014 cases; 10 cases on video (
- 11 of the 65 officers charged in fatal shootings over the past decade were convicted. (ave 6.5/yr)

(Source: Washington Post & Nix 2017 independent analysis; consistent with findings from independent analysis of national crime and U.S. census data)

Officer-Involved Shootings, 2015

| Variable	White		Black		Other		Total	
Armed	463	93.5%	220	85.3%	187	89.0%	870	90.3%
Unarmed	32	6.5%	38	14.7%	23	11.0%	93	9.7%
	495		258		210		963	
Attack	395	79.8%	183	70.9%	131	62.4%	709	73.6%
Non-attack	83	16.8%	63	24.4%	66	31.4%	212	22.0%
Undetermined	17	3.4%	12	4.7%	13	6.2%	42	4.4%
Total	**495**		**258**		**210**		**963**	

Armed = civilians in possession of a firearm, knife, sharp object, or some other deadly weapon (e.g., blunt object)

Attack = if, prior to their demise, civilians were firing a weapon at a person, attacking with nongun weapons, or pointing/brandishing a firearm.

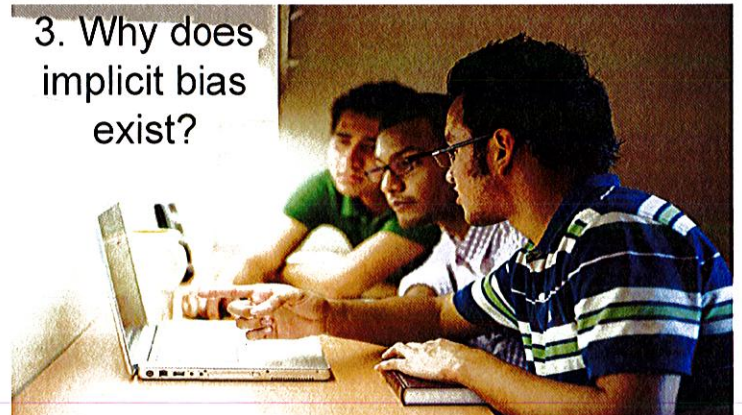aTwenty-seven cases are excluded from this table because of missing race information.

b Cases involving an undetermined threat level were excluded from multivariate regression models.

Figure 2. Mean Use of Force Rates per 1,000 Arrests, by Severity and Citizen Race
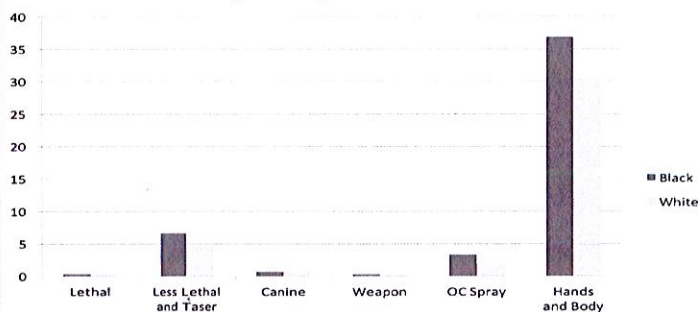
Center for Policing Equity Report

---

3. Why does implicit bias exist?

Why Bias Exists

- **Minimal group effect**: In-group favoritism occurs even when group membership is random
- **Competition** over scarce resources leads to intergroup hostility and conflict (gas, food, water)
- **Bias and self-esteem:** If other groups are inferior, my group ("I") must be superior
- **Rationalization for Oppression**: powerful group retains power through use of stereotypes and prejudices
- **Socialization/Exposure**: we learn it
  - Influence of family, teachers, peers, media, and experience (your fiancé)
- **Lack of exposure** to the diversity within other groups
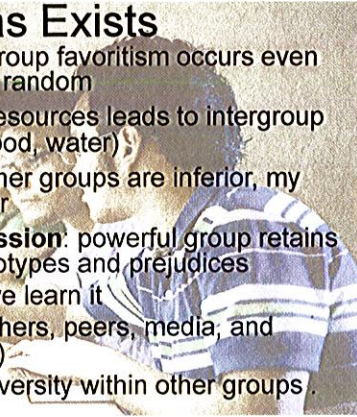
PRIMARY AND SECONDARY DIMENSIONS OF DIVERSITY
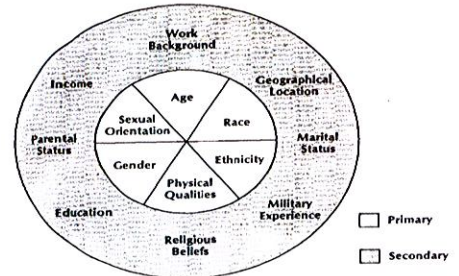
Loden and Rosener, *Workforce America!* 199

When Membership Does Not Have Privileges

- Think of a time when you were at a disadvantage or treated poorly because of a group to which you belonged or a characteristic/behavior that you had or displayed
- Form a group with 1-2 other people
- Discuss each of your experiences
  - What happened?
  - How did you feel in the moment?
  - Was there any long term impact of the experience?

4. How is implicit bias measured?

Measures of Implicit Bias

- **The Implicit Associations Test (IAT):** measures the strength of subconscious associations between concepts/groups (e.g., Hispanic people, gay people) and evaluations (e.g., good, bad) or stereotypes (e.g., athletic, clumsy)
- The IAT is not perfect, but it does correlate with certain implicit and explicit behaviors.

Sexuality IAT	*Sexuality* ('Gay - Straight' IAT). This IAT requires the ability to distinguish words and symbols representing gay and straight people. It often reveals an automatic preference for straight relative to gay people.
Native IAT	*Native American* ('Native - White American' IAT). This IAT requires the ability to recognize White and Native American faces in either classic or modern dress, and the names of places that are either American or Foreign in origin.
Age IAT	*Age* ('Young - Old' IAT). This IAT requires the ability to distinguish old from young faces. This test often indicates that Americans have automatic preference for young over old.
Gender-Career IAT	*Gender - Career.* This IAT often reveals a relative link between family and females and between career and males.
Race IAT	*Race* ('Black - White' IAT). This IAT requires the ability to distinguish faces of European and African origin. It indicates that most Americans have an automatic preference for white over black.
Skin-tone IAT	*Skin-tone* ('Light Skin - Dark Skin' IAT). This IAT requires the ability to recognize light and dark-skinned faces. It often reveals an automatic preference for light-skin relative to dark-skin.
Weapons IAT	*Weapons* ('Weapons - Harmless Objects' IAT). This IAT requires the ability to recognize White and Black faces, and images of weapons or harmless objects.
Presidents IAT	*Presidents* ('Presidential Popularity' IAT). This IAT requires the ability to recognize photos of Barack Obama and one or more previous presidents.
Asian IAT	*Asian American* ('Asian - European American' IAT). This IAT requires the ability to recognize White and Asian-American faces, and images of places that are either American or Foreign in origin.
Weight IAT	*Weight* ('Fat - Thin' IAT). This IAT requires the ability to distinguish faces of people who are obese and people who are thin. It often reveals an automatic preference for thin

Implicit Associations Test Findings

- 75% of participants that took the Black/White race IAT show positive bias toward Whites
- African Americans are split 50/50 between Black and White preference
- Asian Americans were perceived as "less American" than White Americans by White **AND** Asian Americans
- Showing a preference does not mean that you are prejudiced or will discriminate, but it does suggest that you have stored certain associations between groups and traits in memory
- Taking it over typically yields similar results
- Left/right handedness doesn't matter
- Many people, particularly liberals and members of minority groups, have difficulty accepting their implicit bias .
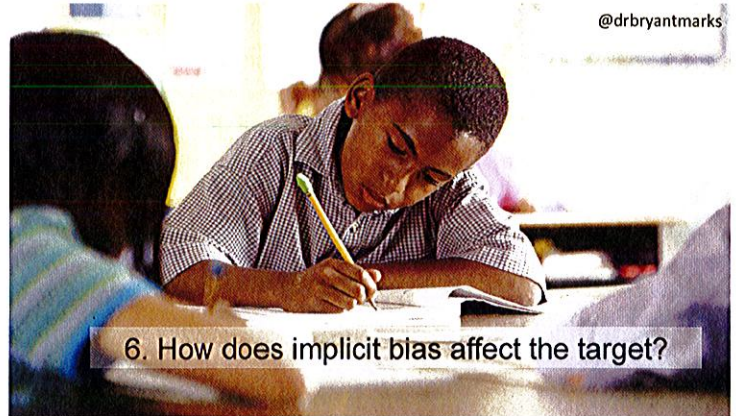 Source: Project Implicit / Harvard University

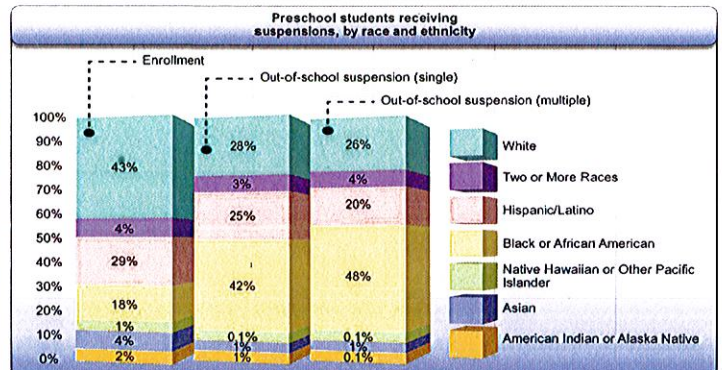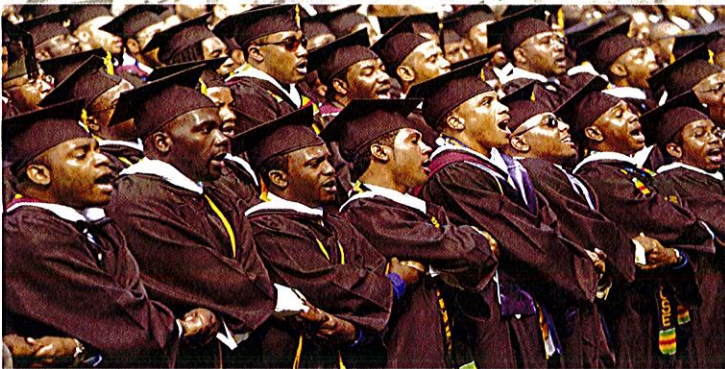## 5. How does implicit bias affect the perpetrator?
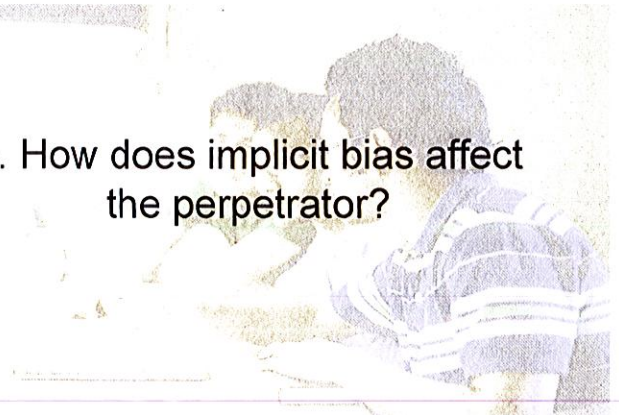
Impact of Bias on Those Who Hold It

- Implicit bias influences important day-to-day behaviors (bank loans, medical decisions, verdicts, etc.), but not explicitly racist behaviors (racial slurs, sexist jokes, etc.)
- Exaggerate similarities of an out-group ("they're all alike"), yet appreciate the diversity of the in-group.
  - Eyewitnesses are more accurate identifying people of their own racial group
- Exaggerate between group differences (e.g., Hispanics and Asians have different child-raising values)

@drbryantmarks

6. How does implicit bias affect the target?

Education and Identity

Preschool students receiving suspensions, by race and ethnicity

- - - - Enrollment
- - - - Out-of-school suspension (single)
- - - - Out-of-school suspension (multiple)

	Enrollment	Single	Multiple
White	43%	28%	26%
Two or More Races	4%	3%	4%
Hispanic/Latino	29%	25%	20%
Black or African American	18%	42%	48%
Native Hawaiian or Other Pacific Islander	1%		
Asian	4%	0.1%	0.1%
American Indian or Alaska Native	2%	1%	0.1%

Which doll looks like you?

Students subjected to referrals to law enforcement or school-related arrests, by race and ethnicity

---
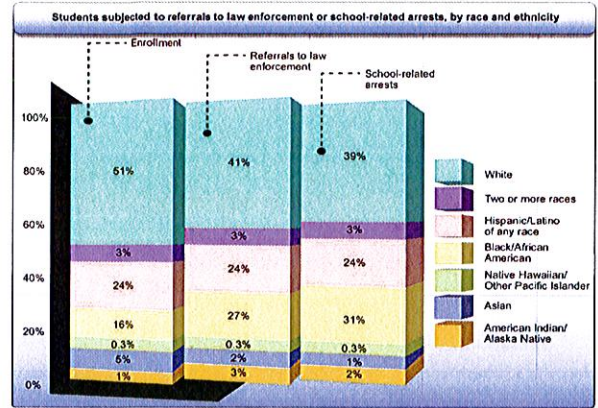
Impact of bias on target group

- **Coping Strategies**: developing ways to deal with prejudice and the various isms (e.g., educating the ignorant; "telling them off"; appealing to authorities)

- **Attributional Ambiguity:** not knowing whether one's outcomes is due to one's group membership
  - The targets of prejudice experience ambiguity about the causes of events (both good and bad events)

- **Stereotype Threat:** being in a situation where you stand the chance of confirming a negative stereotype about a group to which you belong (e.g., police eating/not eating doughnuts in public in uniform)

How can implicit bias be managed/ reduced?
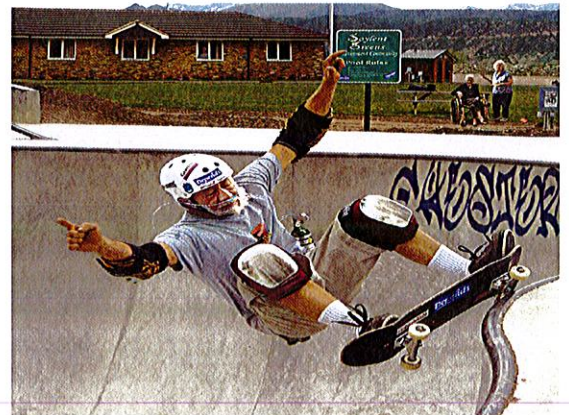
Five Promising Practices for Reducing IB: Personal Level (Devine et al., 2012)

1. Individuation

This strategy relies on preventing stereotypic inferences by obtaining specific information about group members (Brewer, 1988; Fiske & Neuberg, 1990).

- Using this strategy helps people evaluate members of the target group based on personal, rather than group-based, attributes (e.g., interests, hobbies, favorite movie/color/book/musicians; clothing, style, tech preferences, apps, etc.)

Five Promising Practices for Reducing IB: Personal Level (Devine et al., 2012)

2. Perspective taking

This strategy involves taking the perspective in the first person of a member of a stereotyped group.

- Perspective taking increases psychological closeness to the stigmatized group, which ameliorates automatic group-based evaluations (Galinsky & Moskowitz, 2000). (Black male brand)
- Usually requires communication, understanding, and some level of empathy

Matters of perspective

Five Promising Practices for Reducing IB: Personal Level (Devine et al., 2012)

3. Counter-stereotypic imaging

- Imagine in detail counter-stereotypic others (Blair et al., 2001).
- These others can be abstract (e.g., Muslim family eating dinner), famous (e.g., Muhammad Ali), or non-famous (e.g., a personal friend).
- The strategy makes positive exemplars salient and accessible when challenging a stereotype's validity.

Five Promising Practices for Reducing IB: Personal Level (Devine et al., 2012)

4. Stereotype replacement

- Replace stereotypical responses with non-stereotypical responses.
- Involves recognizing that a response is based on stereotypes (e.g., math teacher asking Asian students to join the math club on the 1st day of class); labeling the response as stereotypical, and reflecting on why the response occurred.
- Next, one considers how the biased response could be avoided in the future and replaced it with an unbiased response (Monteith, 1993)

Five Promising Practices for Reducing IB: Personal Level (Devine et al., 2012)

5. Increasing opportunities for contact

Positive contact can alter perceptions of the group or directly improve evaluations of the group (Pettigrew & Tropp, 2006).

- Seek opportunities to encounter and engage in positive interactions with out-group members
- Interact with and/or develop genuine relationships with **several** out-group members; learn their history & culture
- Increased exposure to associations of outgroups and positive traits/achievements (to reduce Af Am bias: visit Nat'l Msm Af Am Hist/Culture; watch "13th"; read Nile Valley Civilizations by Tony Browder; watch Blackish; positive statistics)

How can we reduce the potential impact of implicit bias on policing?
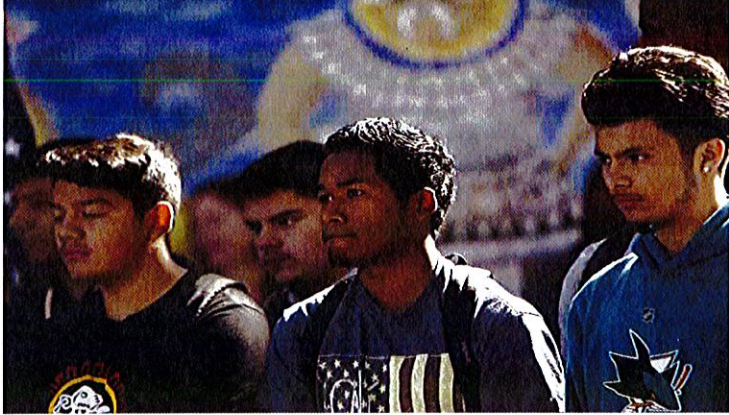
How can we reduce the potential impact of implicit bias on policing?

Although interventions have reduced implicit bias in the short term (hrs – a few days), long term reduction has been elusive. Promising strategies for police include:

- **5.9 Implicit bias training; Become aware of your biases and recognize that you may unconsciously apply them to others**
- **Read** *Blindspot, The New Jim Crow, and Ghettoside*

How can we reduce the potential impact of implicit bias on policing?

-Increase exposure to associations of targets of bias and positive traits/achievements (positive pictures in police stations; documentaries; books; museums; movies; TV)

-Expand the in-group (policing as a community-officer partnership; seeing others as fellow Angelinos/Americans/human beings)

- **1.5.3 Police can interact with and/or develop genuine relationships with several outgroup members and try to understand their history and culture**
- 1.8 Develop diverse police force
- 4.5.2 Involve youth in police training, ride-alongs, problem solving teams, role playing, etc.
- **Positive out-of-uniform contacts with the community (sports, church, barber shop, etc.)**

How can we reduce the potential impact of implicit bias on policing?

Employ **accountability** structures and significant consequences for biased behavior

- 1.3.1 Law enforcement make all policies available for public review and post stats on stops, arrests, summonses and crime disaggregated by race and gender online (and by officer for internal purposes)
- 2.2.2/2.2.3 Independent investigators and prosecutors of cases involving police shootings/excessive force
- 2.2.6 Incident review/approval boards
- **Read your mission statement or one of your core values at the beginning of each shift, even if your not on the street**

8. How can we reduce the potential impact of implicit bias on policing?

Employ **accountability** structures and significant consequences for biased behavior

- 2.11.1 Police provide business cards to citizens
- **2.13 Adopt no-tolerance polices for profiling/ discrimination**
- 3.3.3 Wide use of body and dash cameras
- **Objective justification for asking about probation/ parole status; sensitivity to when and how to ask**
- **Objective justification for handcuffing motorists**
- **Use citation, complaint, video, and other data to identify potential bias**

8. How can we reduce the potential impact of implicit bias on policing?

"Blind" yourself from learning a person's gender, race, etc. when you're making a decision about them (memorize/practice statements and behavior in advance)

- 2.2.1 Training emphasis on **de-escalation**, patience, alternatives to arrests or summonses as appropriate
- 5.7 Training in general interpersonal interaction and tactical skills
- **Knock on doors of nearby houses after shots fired**

8. How can we reduce the potential impact of implicit bias on policing?

"Blind" yourself from learning a person's gender, race, etc. when you're making a decision about them (memorize/practice statements and behavior in advance)

- 6.3.1 Limit continuous hours of policing (lack of sleep impairs judgment)
- 6.4.2 Expand use of bullet-proof vests (officers will feel safer regardless of citizens they encounter)

Promising Practices for Reducing IB: Organizational Level (the AAA model)

Promising Practices for Reducing IB: Organizational Level (the AAA model)

- Assessment: Analyzing existing data to identify systemic implicit bias in organizations
  - Potential IB within an organization
  - Potential IB in service delivery and impact
- Awareness: Discussing data that suggests IB with leadership, personnel, and stakeholders
- Action: Creating bias-reducing practices and policies built on
  - Transparency
  - Standards
  - Accountability

Promising Practices for Reducing IB: Organizational Level (the AAA model)
(Implement policies and practices that involve TSA)

- **Transparency**: a willingness to share data, rationale for policies and practices, good news and bad news (internally or externally as appropriate)
- **Standards**: there should be clear, evidence-based, procedures and standards that guide behavior and practice that are easily available and can be reasonably assessed
- **Accountability**: there should be policies/practices that *consistently and explicitly* assess whether standards and goals are being met and *consistently* provide rewards or corrective feedback

Take Home Messages

- We all have implicit biases, even toward our own group, but the impact of our biases on others is influenced by the roles we play in society
- IB has multiple causes, but exposure to associations of certain groups with specific traits is critical
- Implicit bias often, but doesn't always, affect our day to day feelings toward and treatment of others
- Data, not just emotions or anecdotes, reveal implicit bias
- Extreme behavior by a few members of a group (police) toward specific outgroups (racial minorities) can cause bias among outgroups (minorities not trusting police)
- It is easier to reduce biased behavior than biased thinking or feelings; start there, by implementing a few vital bias reducing strategies

Thank you for your service...

Thank You and Selfie!

- E-mail: bryant.marks@ntire.training
- Twitter: @DrBryantMarks
- Facebook: Bryant T Marks
- Linked-In: Bryant Marks

- Questions???

Phoenix Police Department
Implicit Bias Training Schedule, Dr. Bryant T. Marks

Day of Week	Date	Full Day	Total Sessions	Participants	# of People Per Session	
Friday	December 7th	1	1	Officers	100	
Friday	December 14th	1	1	Officers	100	
Thursday	December 20th	1	1	Officers	100	
Friday	December 21st	1	1	Officers	100	
Thursday	December 27th	1	1	Officers	100	
Friday	December 28th	1	1	Officers	100	
Wednesday	January 2nd	1	1	Officers	100	
Thursday	January 3rd	1	1	Officers	100	
Wednesday	January 9th	1	1	Officers	100	
Thursday	January 10th	1	1	Officers	100	
Tuesday	January 15th	1	1	Officers	100	
Wednesday	January 16th	1	1	Officers	100	
Thursday	January 17th	1	1	Officers	100	
Saturday	January 19th	1	1	Officers	50	
Wednesday	January 23rd	1	1	Officers	100	
Thursday	January 24th	1	1	Officers	100	
Tuesday	January 29th	1	1	Officers	100	
Wednesday	January 30th	1	1	Officers	100	
Tuesday	February 5th	1	1	Officers	100	
Wednesday	February 6th	1	1	Officers	100	
Thursday	February 7th	1	1	Officers	100	
Monday	February 11th	1	1	Officers	100	
Tuesday	February 12th	1	1	Officers	100	
Wednesday	February 13th	1	1	Officers	100	
Tuesday	February 19th	1	1	Officers	100	
Wednesday	February 20th	1	1	Officers	100	
Thursday	February 21st	1	1	Officers	100	
Monday	February 25th	1	1	Officers	100	
Tuesday	February 26th	1	1	Officers	100	
Wednesday	February 27th	1	1	Officers	100	
Thursday	February 28th	1	1	Officers	100	
Totals		30	30		Approx 3000	

	Date	# of Days	Total Sessions (Half-day)	Participants	# of People Per Session	Total # People Per Day
Monday	March 4th	1	2	Staff	100	200
Tuesday	March 5th	1	2	Staff	100	200
Monday	March 11th	1	2	Staff	100	200
Tuesday	March 12th	1	2	Staff	100	200
Wednesday	March 13th	1	2	Staff	100	200
	Totals	5	10			Approx 1000

Half Day Morning	9:00am - 12:30 pm
Half Day Afternoon	1:30pm - 5:00pm
Full Day	9:00am - 5:00pm w/1 hour lunch break