Recommendations for implementing a successful diversity training program for law enforcement

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Abstract

Recommendation for implementing a successful diversity training program for law enforcement

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Under the supervision of Dr. Michael Klemp-North

I. Statement of the Problem

There are many current cases shown throughout history, social media and news outlets that have proven police departments are not providing adequate diversity training while providing services for people of color or various religious backgrounds. Richard Johnson's (2015), discussed how race relations between law enforcement was at an all-time low. Johnson (2015) revealed that 50% of Hispanics and less than 35% of blacks believe that police officers will treat them fairly. Department of Justice The Ferguson Report (2015), launched an investigation on the Ferguson Police Department after the death of Michael Brown who was shot and killed by Officer Wilson of the Ferguson Police Department. The investigation stated that the Ferguson Police Department engaged in stereotypical behavior, racial biases and their court system did not work in favor of Blacks. Various religious groups also have been impacted by treatment by law enforcement.
II. Purpose of Study

The purpose of this paper is to demonstrate the benefits of an effective cultural program can impact not only a police agency but the community the agency is sworn to protect. With the years of unfair treatment of police officers towards people of color, effective cultural can create more of a transparency.

III. Method of Approach

Method of approach to this research will be derived from various resources such as accredited journals, government article reports and various diversity training modules from other police agencies. From the information gathered from the resources collected, will determined that an effective diversity training program will be beneficial for police agencies across the nation. References from various police agencies across the nation on the cultural training that is provided by their agencies to the officers.

Anticipated Outcomes

Providing a successful cultural training program for law enforcement will help improve the relationship between police agencies and the community that they are sworn to protect and serve. Building a relationship with community leaders, incorporate training with community members, promoting and utilizing people of color in upper command are just the few steps in rebuilding the trust between law enforcement and the community but essential part of cultural training. An effective training program can increase a more positive and safe interactions within a certain community for law enforcement. From a community standpoint, an effective training cultural training program can build the trust and reduce fear when interacting with law enforcement.
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INTRODUCTION: RECOMMENDATION FOR IMPLEMENTING SUCCESSFUL CULTURAL DIVERSITY TRAINING PROGRAM FOR LAW ENFORCEMENT

Understanding the importance for the need for an effective cultural training program for law enforcement, reviewing the historical relationship between various groups would provide stronger objective for an effective cultural training program for law enforcement. During the 1930’s, law enforcement was very brutal towards Blacks. While enforcing Jim Crow laws, Blacks were mistreated by the police and many have died by the hand of police. These incidents discriminatory practices carried on into the 1940’s and 1950’s. The 1960’s was the pivotal moment for people of color. In 1964, even though the Civil Rights Act was passed which prohibited discrimination by race, religion, color or sexual origin, law enforcement was very discriminatory towards Blacks in many parts of the States, there were several more incidents involving the mistreatment by law enforcement against Blacks that created tension between the two groups. In 1967, a cab driver in Newark, New Jersey was killed by police office, this created some unrest across the city. But the death of Civil Rights Leader, Dr. Martin Luther King Jr. in 1968, caused riots across the nation. The relationship between Blacks and the police was at an all-time low. Moving forward to 1991, a black motorist, Rodney King was brutally beaten by four Los Angeles Police officer, who were later found not guilty for their actions. This incident caused riots across the city and billions of dollars. This was one most pivotal moment in recent history.

Currently, with the help of social media, the relationship between Blacks and Law Enforcement have reached another boiling point. Department of Justice The Ferguson Report (2015), launched an investigation on the Ferguson Police Department after the death of Michael
Brown who was shot and killed by Officer Wilson of the Ferguson Police Department. The investigation stated that the Ferguson Police Department engaged in stereotypical behavior, racial biases and their court system did not work in favor of Blacks. The investigation stated that Blacks accounted for 85% of traffic stops, 90% of citations being issued and 93% of Blacks that were arrested by the police department (2015). The investigation also found that Blacks were more than likely to be charged with a crime such as failure to comply or walking in the roadway, which started the encounter between Michael Brown and Officer Wilson before Michael Brown’s death. Gentzler (2017) suggested that police are more than likely to use all the use of force option against blacks than whites. Gentzler (2017) also stated that police are more likely to conduct “investigatory stops” or pretextual stops on blacks than whites. These are the type of situations that can create a strained relationship between a law enforcement agency and the community, which also can increase the danger police officers may face during their encounters while working in the community.

Blacks are not the only group that have had a tense relationship with law enforcement. With the growing number of Hispanics growing in America, the relationship between law enforcement and Hispanics have been trying as well. According to Gokey and Shah (2016), the relationship between police and the Hispanic community has been challenging for many years due to immigration policies and fear of law enforcement, in turn the high number of crimes go unreported in the Hispanic community because of that fear. Flores (2017) indicated that Hispanics make up the second largest ethnic group and 18% of the population in the United states. According to the Pew Research Center (2010), Hispanics make up 30% of the population in Arizona. Hispanics have had the share of racial profiling, police abuse and other misconducts. According to Nittle (2018), in Maricopa County Arizona, Hispanics are stopped up to nine times
more than other drivers. It was also reported that in the same county, Maricopa County Sheriff Joe Arpaio failed to investigate any report of sexual assault that were filed against Hispanic women (2018). Sheriff Arpaio have publicly stated that he would never apologize for racially profiling Hispanics. Also, according to Pierson et.al (2017), demonstrated that between 2011 and 2015, Hispanics were stopped and had a significantly higher odd of receiving a citation up to 34% and twice the odds of having their vehicle search compared to whites. Although a lot of attention is placed on the relationship between Blacks and law enforcement, according to the U.S. Bureau of Statistics, Hispanics rate second to Blacks that have been killed by the police.

September 11, 2001 was the event that shook people across the world. An Islamic terrorist group, al-Qaeda orchestrated one of the deadliest attacks on U. S. soil by flying commercial airlines into occupied buildings which nearly killed 3,000 people. This horrific event has created and significant misconception of Islam and the Muslim Community. With the heightened fear of the far that the Sharia Law, which is the religious governing system for members of the Islamic faith, would be forcibly replace the U.S. governing laws, individual such as Anti-Muslim conspiracy theorist, John Guandolo travel the country teaching anti Muslim rhetoric to law enforcement agencies. Individuals such as Guandolo continue to insert fear and misconceptions about Muslim, will continue to be an issue for law enforcement and Muslims in the steps towards a positive relationship. In 2018, according to the American Civil Liberties Union, Boston Police unjustly spied on social media sites post belonging to Muslims and Blacks. The Boston Police Department were accused of closely monitoring social media site that used the #MuslimLivesMatter. Although higher ranking officials stated that they were just ensuring the safety of community, the Boston Police Department withdrew their 1.4-million-dollar request for a new social media surveillance system. We also have 57-year-old Sureshbhai Patel, who
was visiting his newborn grandchild from India. Mr. Patel was partially paralyzed with his encounter with Police Officer Eric Parker due to a language barrier. It was later determined that Mr., Patel spoke no English and could not understand Officers Parker’s commands. Officer Parker was later acquitted for his actions.

Individuals of Muslim faith, who were in law enforcement, also suffered racial discrimination in the workplace. Veteran police officer Nabil Haidar who had been with the department since 1997, stated that he was a victim of continuous harassment and discrimination. He stated that his co-worker even linked him to the Muslim extremist group, ISIS.

The historical relationship between law enforcement and people of color combined with lack of cultural training will continue to be a major problem in our society. Flores (2015), discussed the lack of cultural training with the agencies in Indiana. Deputy Director Michael Lindsay of the Indiana Law Enforcement Academy spoke about the 15 weeks basic training plus the 24 hours of continuing education after someone is hired as a police officer. The Deputy Director was not able to specify the amount of cultural training. Poor training or lack of, can cost an agency a significant amount of money. According to Rayman and Guse (2019), New York City tax payers paid $230 million dollars in over 6,000 lawsuits in 2018, however it was a 32% decrease from the prior year. NYPD spokesperson, Jessica McRorie suggested that the providing top of the line training contributed to the reduction of lawsuits filed against the department (2019).

Another issue negative contribution to the lack of cultural training in law enforcement, how recruits are being trained while in the police academy. James Densley (2016), revealed that to be a police officer in Minnesota, the recruit must earn a two-year degree from one of the university or school approved by the Minnesota Board of Peace Officer Standards and Training
This creates an issue for the University due to anti-discriminatory laws, a person cannot be denied access to the program which also explains why less than half of the graduates get hired by an agency (2016). These types of laws can make it easy for an individual to become a police officer and not be properly trained. Densely (2016) that the recruits are getting educated but in a bad way. Densely (2016) also believed that ineffective training for new recruits who are taught by retired police officers. Densley (2016) added that the “go home at the end of your shift” mentality taught by retired police officers, only places a civilian life endanger not protect them.

Several steps have been made to implement an effective cultural training for a police department. One of the first steps is hiring qualified minority candidates. One of the critical obstacles the police agencies face is hiring qualified minorities is the lack of trust for law enforcement. According to President Obama’s Task Force on 21st Century Policing, if an individual has multiple negative contacts with law enforcement, they may discourage him from being a police officer (2014), this is where the importance of building trust in the community to encourage that law enforcement objective is to protect and serve. The Equal Employment Opportunity Commission (2016), list some of the obstacles with recruiting people of color in law enforcement such as the lack of trust, some of the practices that law enforcement participates in that be frown upon. Another contributing factor that discourage people of color from joining a police agency is the lack of knowledge in career advancement information regarding career advancement, health benefits and retirement package. The EEOC (2016) also added that hiring can be an issue for people of color. Screening processes that exclude qualified candidates, residency restrictions, application process and hiring criteria. After hire, retaining people of color can be difficult due to hard time adjusting to the culture of law enforcement, mentoring relationships within an agency and professional development opportunities. According to retired
police Chief Patrick Oliver (n.d.), who outlined the reasonings for having a diverse command staff, it can help screen out individuals who may have prejudices, it is easier to manage a diverse group and it can help create more of a legitimacy in the public’s eyes. According to Mazur (2010), because of diversity, organizations needs to be more creative and adaptive to change. Tach (2014) stated that diversity has many positive benefits, expressively and instrumentally which can build both tolerance and social trust. Cultural diversity training is additional tool for police across the nation to help do their job safely and effectively while building the trust of the community. Also, effective cultural training programs will force members of an agency to reflect on issues such as diversity within a department, vital relationship within the community and ways to reduce crime with the help of the community. For years, lack of diversity training for agencies like the Ferguson Police department, incidents such Officer Wilson killing Michael Brown will continue to occur.

The domino effects of not recruiting, hiring and retaining qualified people of color would have an impact on the command staff. To implement an effective cultural training program, the support from the command staff is very important, but a diverse command staff would make cultural diversity training more effective. According to the Ferguson Report (2015), out of the 54 police officer at the department, only 4 were Black with the population of Blacks at 54%. Because of this and how the law was enforced unfairly towards Blacks for many years causing frustration, anger and lack of trust, the Ferguson riots exploded with the help of the Michael Brown’s death. As we consider the importance of an effective cultural training program, hiring and promoting qualified candidates can be great advantage for the agency itself and the community they serve.
LITERATURE REVIEW

With the continuing growth of diversity and multiculturalism in the United States with the relationship between law enforcement and various communities across the country has completely changed over the years. According to Cashwell et.al (1997), people of color make up one-third of the population in the United States. Also, The Pew Research Center (2015) suggested that immigrants make 18% of the population by 2065 compared with the current 14% today. It is imperative that law enforcement across the country create an effective cultural diversity training program to enhance the community policing philosophy, build a trusting relationship, help become more transparent and increase safer interaction between the police and the community. According to Patrick and Kumar (2012), two key concepts of diversity are acceptance and respect. Acceptance is the action or process of being received as adequate or suitable, typically to be admitted into a group. Respect is the due regard for the feelings, wishes, rights, or traditions of others. Accepting and respecting a person’s race, ethnicity, sexual orientation, gender, religious belief and other ideologies are essential to cultural sensitivity. There are two ways to define diversity according to Roberson (2004), observable and non-observable. Diversity from an observable standpoint is what we can observe such as gender, race and age. Cultural background or cognitive differences would fall under the non-verbal aspect of diversity (2013). Diversity can also be broken down in three dimensions primary, secondary and tertiary. Primary dimensions include race, ethnicity, gender and age. Secondary would consist of religion, culture, sexual orientation, lifestyles, language, or nationality. Finally, tertiary dimension are beliefs, assumptions, perceptions, norms or values. Diversity training is paramount due to:
• Increasing interactions with a variety of people from various backgrounds
• The lack of trust between law enforcement and certain communities
• Increase awareness within an agency on diversity
• Enhancing the concept of community policing.
• To keep the audience (police) engaged in a learning environment

In December of 2014, President Barack Obama created the 21st Century Policing Task Force report after the unrest in Ferguson Missouri in August of 2014. The objective of the report is to better the relationship between communities and law enforcement while fighting crime. The initiative also suggested that law enforcement agencies should promote trust through non-enforcement encounters with a broad, diverse agency (Ramsey and Roberson, 2014). Non-enforcement encounters could consist of having block parties to officers walking the beat and getting to know various members of the community instead just riding in patrol cars. One of the key points in the report was improving training by changing the culture of policing through innovative training. One of the recommendations is the “Federal Government should support the development of partnerships with training facilities across the country to promote consistent standards for quality training and establish training hubs” (Ramsey and Roberson, 2014). The report also suggested that to change the culture of policing, the culture of academic training must change (Ramsey and Roberson, 2014). Another recommendation of the 21st Century report is to engage members of the community into the training process (Ramsey and Roberson, 2014). The benefit of engaging the community has several advantages, a police agency would help become more transparent, building a more trusting relationship between law enforcement and the community while police officers are gaining more understanding about the community, they are
working in. To ensure that the goals were met, funds were prioritized for agencies that met the standard (Ramsey and Roberson, 2014).

The Victoria Police cross-cultural training program was implemented due to the relationship between law enforcement and the Traditional Aboriginals and the Torres Strait Island Culture of Australia. According to the Australian Institute of Aboriginal and Torres Strait Islander Studies (2016), confusion can arise between the two distinct cultures which are the Indigenous Australians or Aboriginal and Torres Strait Islanders which can be an issue with contacts with law enforcement. Mick Gooda who is the Social Justice Commissioner suggested that socio-economic factors contribute to the high incarceration rates of the Aboriginal and Torres Strait Islander (2015). Gooda (2015) states that four key issues that plague Indigenous Australians are poor parenting skills, weak education system, unemployment and drug and alcohol abuse (2015) According to Strong (2008), alcohol abuse is rampant in the Koori community, who are part of the Aboriginal people of Victoria. It was reported that 1 out of 3 members of the Koori community experienced some act of violence as a witness or victim. Because of this, Koori children contact with law enforcement can have a tremendous impact on the child into their adult life (2008). Grossman et.al (2013) suggested that since 2009, Victoria Police Department have been trying to better equip their officers by improving their police skills in the areas of human rights, community and cultural diversity. These changes occurred through organizational reform with the combination of professional and educational development. Strong (2007) states, “Understanding the cultural issues and building relationships based on mutual respect can be the difference between diffusing the situation or escalating it”. Strong (2013) also added the list of requirements for new police officers which suggested that new hires expand their knowledge of diversity lifestyles, refrain from “problematising” a particular group, be able
to distinguish the difference between knowing diversity and stereotypes. Strong (2013) also added understanding the personal disposition with one’s own stereotypes and how to work through them, especially when working with victims.

The Victoria cultural training program would be comprised of multi-agency training programs form across the world. Calgary Police located in Alberta Canada runs an annual camp for officers to partake in the Aboriginal community. The Royal Canadian Mounted Police also partake in a similar immersion program, Aboriginal Perception Training (APT) which is a one-week training course for members to focus on cultural differences and better community policing strategies. The Austin Police Department Community Immersion Program which train officers to engage with the community through history and values of people in the city which help officers to appreciate the city and community as a whole. The Victoria Police Cultural Training program also retrieved ideas from the Orange County Police Department Mental Health Training Program, the LGBTQ training programs in Europe and the Vienna Austria Police which pairs a police officer and a migrant living in the community which helps build a closer relationship and empathy for members in the community by the police.

The Victoria Police Department derived various training models from various parts of the world such as Canada, New Zealand and the United States to help to deal with cross-cultural issues (2013). According to Grossman et.al (2013), The objectives of the Victoria police’s cultural diversity training are:

1. Education and training for proactive policing and community engagement.

2. The role of generalists versus culturally specific approaches to cross-cultural training.
3. The need to directly address implicit bias, racism and racial and ethnic profiling through cross cultural education and training.


With these objectives, the Victoria Police cross cultural training would give them the advantage with working with both the Koori and the Original Aboriginal community.

After high profile cases such as Eric Garner who died due to being placed into a chokehold by a New York Police Officer or the death of Freddie Gray, who died in police custody, Governor Chris Christie signed a directive for all of the law enforcement agencies in New Jersey should create a uniform diversity program in which the Community Law Enforcement Affirmative Relations (C.L.E.A.R.) continuing education institute was created with the assistance of Attorney General Christopher Porrino. The Governor Christie vetoed the bill that required 500 agencies to create their own diversity program for the agency and created a bill for a statewide unified diversity training program. The directive was designed to create diversity training for all law enforcement agencies in New Jersey and create a review process for pre-existing training. According to A.G. Porrino’s directive, the (C.L.E.A.R.) program was designed to enhance training for police in the area of community policing, cultural awareness and de-escalating encounters before deadly force. According to the directive as of December 1, 2017, all police officers in the State of New Jersey are required to do at least 3 credit hours of online training. Unlike the Victoria Police cultural diversity training programs, most of programs are online tutorials, prerecorded presentations or live broadcast. The courses are approved by the Police Training Commission for the county and local law enforcement agencies in New Jersey. Although in Governor's Christie’s directive (2016), he acknowledges the fact that the goal
cultural diversity course cannot be achieved by a single in-service event, but he assured that officers will stay appraised on police-community relations (2016).

Los Angeles is one of the most diverse cities in the U.S., but the lack of trust between law enforcement and various communities can be due to the fact of the lack of diversity within the department which can be challenging in the area of public trust. Several high-profile cases that strained the relationship between law enforcement and people of color. In 1991, Rodney King was severely beaten by the police of Los Angeles police department. After 7 days of deliberations, all the officers were found not guilty for their actions which sparked five days of Los Angeles Board of Police Commission (BOPC) requested that the Los Angeles Police Department prepare a report on how it addresses issues in regard to bias policing. According to the report, LAPD conducted a survey regarding the approval of the LAPD. 41% approved on the elimination of biased policing and 32% strongly approved (2013). In terms of feeling safe, 78.1% of whites compared 53.6% of Blacks that feel safe in Los Angeles. The report, in detailed, explained the different forms of biases, explicit bias, implicit bias and bias policing. Bias is a human trait, but processes information based on life experiences. Explicit bias is when a person is aware of how they feel about a certain group positively or negatively that may be developed through life experiences but also lead to mistreating someone based on their age, sex, gender, race or religion. Implicit bias is “below the level of consciousness” (2016), which creates attitudes and stereotypes of others in a positive or negative manner that can have an impact on understanding of others in an unconscious manner. Bias policing, according to Chief Beck’s report, “Biased policing occurs when an officer engages in a law enforcement activity by discriminating against an individual on the basis of race, religion, color, ethnicity, national origin, gender, sexual orientation, disability or other personal characteristics protected under the
law (Beck, 2016). Although, the LAPD admitted to bias policing in the report, the department made steps to eliminate bias policing. After President Barack Obama initiated his proposal on 21st Century Policing, in 2009 Chief of the LAPD, Charlie Beck took many steps to improve on cultural diversity training. Although law enforcement continues to face challenges but with effective strategies through training, education and working with leaders of the community the objective of law enforcement, which is to make the community safe would be easier.

There are studies that show that diversity training does work. According to Cioca (2017) diversity training enhances people’s knowledge about other people and their culture and that effective training focuses on a person’s awareness and biases while interacting with others. Cioca (2017) also suggested that people interact with others based on what we know, what we do and what we believe. Berzrukova et.al (2016) also stated, “Yet, the increasing demand for diversity training due to changing workforce demographics, globalization, continuing litigation, and other trends calls for a better understanding for programs to be effective”. 260 independent samples were used to asses various diversity training outcome and how diversity training changes attitudes and behaviors.
The Minnesota Police Oversight Commission provided insights on how to make diversity training more effective for police officers in Minnesota. Two of the key points in creating an effective diversity training programs will require strong leadership and organizational change. According to Flynn and Herrington (2015), the leadership skill set in law enforcement has changed in the past 20 years, but one of the attributes of a leader is to encourage others while solving problems. On January 26, 2018, Milwaukee Bucks player, Sterling Brown was stopped by Milwaukee Police for a parking infraction, parked in a handicapped parking space, in a Walgreen’s parking lot. After a brief verbal altercation with MPD, Mr. Brown was tased because he refused to remove his hands out of his pockets, according to the six police officers on scene, but was never arrested for the parking violation. Shortly afterwards, Erik Andrade made a comment on social media regarding the encounter with Mr. Brown. But was later terminated by Officer Chief Alfonso Morales. Armacost (2010) spoke about organizational cohesiveness and how officer adopt the “code of silence” mentality but ostracize other officers who do not adhere to this rule to protect each other but effective leadership can break down and eliminate the “code of silence” mentality within a department. Also, reform of police organization is recognizing not
only the good be the bad as well including police brutality and corruption (2010). Organizational change requires three steps according to Tyrell (n.d.) using the Kurt Lewin’s model. The three steps are the unfreezing stage, which is preparing a target group for a change. Change stage is the basic concept of presenting what needs to change in target group and the refreezing stage, is basically refreezing the change that was implemented. The commission recommended several other suggestions that are very critical components to the training. One of the components is to know your audience. This is important because of sensitive topics that could be presented such as terms that may or may not be used. The commission also suggested that the environment must be positive. This point is critical for an effective learning atmosphere and the goal should be set for individuals to walk away from training with more knowledge than before they entered the training setting. The learning environment should have engaging material that applies to the training. The commission suggested that the training should not be too lectured oriented. Group work, group discussion and role playing is also recommended. This would help keep the trainees engage in the lesson and this could participates self-reflect on their own thought process, decision making skills and how to interact with others. Effective training also does not provide guideline but offer opportunity to exchange ideas.

Diversity in leadership roles play an important part of an effective cultural diversity program. According to the U.S. Department of Justice Civil Rights Division Office of Justice Programs and the U.S. Equal Employment Opportunity Commission (2015), stated that it is a violation of the Civil Rights Act of 1964 if an agency lacks diversity. In 2011, President Barack Obama, created the Diversity Leadership for 21st Century Military, with the plans to promote diverse leadership in the military. The challenges that the commission faced was addressing a unified definition of diversity for today’s environment which was to help build a leadership that
is committed to diversity, create and maintain qualified individuals in the leadership role of the military and through policy. The Department of Defense continued to reach and maintain diversity goals in the military. The committee also suggested that the good effective diversity leadership is heavily relied on personal commitment.

Because each service define diversity differently, creating uniform definition can influence common goals throughout the military. This approach would be beneficial from a law enforcement standpoint to create a common vision and goal in creating an effective diversity program. Creating and maintaining a strong leadership role in the military can help promote equality within a diverse group. Miller et.al (2016) suggested that a diverse leadership, making diversity important within in an organization, along with recruiting and training qualified people of color is an important step to creating a cultural training program within an agency. A strong leadership role in law enforcement can not only create equality within a group but create a more trusting relationship in the community. The commission also suggested that the military should provide diversity leadership training to all service members on every level and this should be applied to law enforcement agencies as well. Another suggestion of the commission is creating strategies to make sure that policies are made to determine desired outcomes and reporting tools to determine if goals are met, if not, where the changes are recommended. Law enforcement agencies should take the necessary steps to determine what works and where changes may be needed. This step can ensure transparency within an agency. Cultural diversity training can vary from various law enforcement agencies across the country. From San Francisco police department improving their relationship with the LGBTQ community, to the Arizona Police department improving their relationship with the growing Hispanic population. In Hawthorne California, John Dixon convinced officers at his department to sit at McDonald’s and engage in
conversations with members of the community, answering any questions they may have. This idea created the Coffee with a Cop which occur across the nation. Coffee with a Cop event can help police officers and people of color engage in a non-enforcement environment to share ways on how to improve the relationship between each other. As mentioned before, the Victoria Police improving their relationship with Traditional Aboriginals and the Torres Strait Island people of Australia. The commission recommended 5 key areas to make certain that the materials presented are absorbed.

1. Demonstrate the relevancy of the training.
2. Recognizing Personal Prejudices.
3. Police Minority Relations.
4. Specific skills training.
5. Management issues.

To demonstrate the relevancy of training at an agency requires understanding the demographics. Diversity training at New York Police Department on Hispanic people may be different for training at Minneapolis Police department on the Somalian culture. According to Grossman et. al (2013), rethinking the delivery of the course will help police officer feel better and more confident when working with others, while focusing on core values of dignity, respect, and trust while engaging more with the community. This is where the trainer must be creative and have knowledge on the subject matter. The primary objective of cultural diversity training according to Grossman et.al (2013), is understanding embracing diversity while working with a diverse community. According to Cashwell et.al (1997), increasing your knowledge level of diversity will help with service needed and create more cultural sensitivity. In the 2000 report, Revisiting Who is Guardian the Guardians, Sandra Bass stated, “Recommending that police
organizations become culturally competent by recognizing and responding in a systematic way to
the diversity of their constituents by ensuring that this diversity is represented and respected
within it’s on organizational structure and culture”. This step can help strengthen law
enforcement and minority relations, which also tied in with understanding and managing local
issues within a community. Also, along with community engagement and effective training, the
building of trust can begin between law enforcement that the community they work in.

Recognizing personal prejudices can be very challenging on a personal and professional
level. Bridges (2012) stated that prejudice is a learned behavior and that is a synonymous with
bigotry. Because prejudice is a learned behavior, this can create misconceptions about an
individual and this could create serious consequences for a police officer. Matysik (2017)
suggested that we are all bias and that prejudices are part of the human brain. Matysik (2017)
added that amygdala is the center part of our brain that keeps us aware of things or even people.
The amygdala is activated when a person encounter race and our brains react as if that person is a
threat to us (2017). Payne (2001) created a guideline to understanding biases:
Creating a diverse agency is imperative and as equally important to an agency according to Matthies et al. (2012), it is a stepping tool to successful community-based policing. Matthies et al. (2012) also added that individuals with diverse background can be an asset to agency, bringing cultural knowledge, understanding and skills to the agency. Agency must focus on creating diversity from three stages, recruitment, hiring and promotion (Matthies, 2012). To increase diverse recruitment, law enforcement must change heavy handed tactics towards the socially disadvantaged. This type of tactics leads to poor policing and poor relationships between the community and law enforcement (Matthies, 2012). Once hired, the agency must create a positive working environment that was typically an all-white male profession. (Steven et. al 2004), a promising step to understand others within an organization is creating “diversity days” in which members of an organization celebrate their background. Finally, promoting minorities
in command positions will also help break barriers down that for so long created mistrust between law enforcement and the community and begin the process to build a better relationship. With careful planning and networking with members in the community, law enforcement can incorporate “diversity days” not only at their workplace but in the community and this can help build understanding of a different background.

Monitoring the relationship between law enforcement agencies and the members of the community is also a continuing part of building a trusting relationship. This also can determine what is needed or what needs to improve. A record or assessment system can ensure if cultural diversity training is effective or not. Steven et.al (2004) also suggested that diversity task force should comprise both minorities and non-minorities representation, this will ensure a whole unit collaboration working together within a diverse environment.

Creating an effective diversity training program does require an individual to understand and be able to articulate the learning objectives to the learner. According to Batler et.al (2014) the must be an alignment in your diversity metrics between what you aim to achieve in diversity, the implementation plan, and how can it be measured. Batler et. al (2014) also suggested that quantitative measurements, which could be headcount, percentages or rates can help with determining the effectiveness of the diversity program. Qualitative measurement can measure the quality or results. Surveys could also be utilized to determine the strength and weakness of a cultural diversity program within an agency but should be completed by both the members of the agency and members of the community.

From an upper management standpoint, some of the issues that may arise are, questioning the need for diversity training, as well as the cost and the implementation of the training. Makhlouf (2016) stated that people dread diversity training because it maybe too confrontational
or condescending. Makhlouf (2016) also added that generations also look at diversity differently meaning that Millennials would accept diversity training more than the Baby boomers or the Gen X, however you have created a learning environment that could embrace all involved.

An agency that cultural training can face several issues within an agency as well as the community. As we have seen in history, the relationship between people of color and law enforcement, an effective cultural training is paramount. According to Flavin (2018), if an individual spends more time within one culture, this can have major consequences, not only for the individual but the agency as well. Flavin (2018) also said that Major Albert Guerra, with the Miami Police Department stated, “Diversity in the Force ensures that we prepared for the cultural difference and help us avoid unfortunate misunderstandings”. The Major used an example of how in the Latin community, people speak in close proximity can lead to misunderstanding with a police officer who lack knowledge of the Latin culture. Along with diversity and cultural training, tension between an agency and the community, a trusting relationship can emerge. Also, the Muslim Public Affairs Council (2014) suggested that a community is more willing to support an agency that embraces diversity. But an agency that embraces diversity must also incorporate cultural training. Agencies across the country are beginning to understand the importance of cultural training and the benefits along with the training such as officer safety concerns, rebuilding trust and effective crime prevention strategies because witnesses are more willing to cooperate with the police. Also, cultural training can also strengthen the aspects of community policing. Chief Justice Warren (2013) discussed how law enforcement changed from the professional model of policing worked under strict protocols rules to enforce the law. But due to the changing times and increase in neighborhood crime, community policing philosophy was incorporated to build trust and to reduce crime. Dewan
(2014) discussed the relationship between two nearby agencies, Maple Heights and Bedford Heights which approximately 4 miles apart and how the relationship contrast within the community. Maple Heights only have 2 black officers compared to Bedford Heights 28 black officers on the force. Bedford Heights officers discussed how they try to be more community oriented with the community compared to the officers of Maple Heights. Members of the community discuss how their fears increase more when interacting with Maple Heights police compared to Bedford Heights police (2014). Because the two agencies are in close proximity, it would to their advantage to work together on community policing philosophy and diversity training. The types of commitments put forth by law enforcement agencies in trying to better relationship with the community can help solve issues that arises easier. Without the input of the community crime will continue to rise, members of the community will fail to report crime or corporate during an investigation and the increase of danger on the job for law enforcement. But an effective cultural training program can be very beneficial not only for law enforcement but for the community as well. This can be seen with the Detroit police department which offers opportunity to officers live in the community where they work. Offering officers tax-foreclosed homes and up to $150,000. From a cultural diversity learning standpoint, this provide officers an opportunity to enrich their knowledge culturally and help train other about what they learn while living in the community.
Theoretical Perspective

Social Control Theory is one of the frameworks we must consider understanding the relationship with law enforcement and diverse communities. According to Tibbetts (2010), Travis Hirschi, who developed the theory, suggested that are four elements to social control which are attachment, commitment, involvement and morale beliefs. The attachment, which is the most important according to Hirschi, is the bond between others, the building of a solid relationship. The relationship between law enforcement and people of color, Muslims and the LBGTQ community have not had the best relationship in recent times. Commitment, which is the investment, what is put in. The investment put into bettering the community through trust and transparency can strengthen the relationship between law enforcement and the community. Attachment is also as important in building a solid relationship between law enforcement and the community. If the community observe a positive attachment to help fight crime and better the community, this can be a tremendous step to a resourceful relationship. Hirschi suggested that a person who has stronger connection with each of the elements, more less likely that individual would do wrong. With an effective cultural diversity program, this can strengthen the bond between community a law enforcement, which can create a stronger attachment along with the commitment by the community and law enforcement. Social Control Theory is also linked with people interactions with authority according to Donald Black. Barak, Leighton and Cotton (2015) stated that Donald Black, who is considered a contemporary legal scholar, believes that “Law is Self-Control”. Black also believed that the government has a legit monopoly to control crime with the use of coercion, detention, arrest, incarceration and execution (2015). Black (1983) said that the concept of social control is how people respond to deviant behavior. This is crucial on understanding how law enforcement respond to acts of deviant behavior committed by
people of color compared to law enforcement responding to their own colleges who commit deviant acts, and nothing is done to correct the behavior. Law enforcement is the one of the only group of individuals that can take a person's freedom away and because of the amount of power that is part of the job, this can be misused on many levels. Agencies that do not incorporate cultural training, weep the financial benefits of arresting and incarcerating people of color especially if there’s a profit to do so as with the privately ran prison system. According to the Sentencing Project (2018), private prison incarcerates 8.5% of the total state and federal prison population in 2016 and increased 47% since 2000. If it is profitable to send individuals to prison, diversity training maybe considered useless for some agencies.

Social control and race relations can help understand how people of color view law enforcement. Pepe (2016) suggested that the “Broken Window”, which focuses on minor violations such as selling loose cigarettes or being in possession of small amounts of marijuana may better quality of life. However, this practice has been proven through empirical studies as ineffective. Also, that the “broken windows” theory and repressive policing only targets Blacks and Hispanics which weaken their control politically and economically (2016). We observed this approached with Eric Garner by the New York Police in 2014. This incident caused an outcry while after Garner was placed into a chokehold, an untrained maneuver, he stated that he could not breathe and later died. These types encounter that continue to happen without proper diversity training and lack of transparency, the relationship between law enforcement and various community will continue to fight against each other.
Social learning theory can provide a better insight on how to learn and better understand a person’s own prejudice. Social learning theory which was developed by Albert Bandura. McLeod (2016) suggested that Bandura believed that people learn from each other’s which is based on observation, imitation, modeling and he also believed that social learning theory is the bridge between traditional learning theory and cognitive approach. Bandura presented two ideas to his theory which is the mediating process between stimuli and responses and what is learned from the environment through observation (2016). This is critical for diversity training programs in law enforcement. If an individual observed that agency is engaged in diversity, others who are willing will be as engaged as well, this can also discourage those who are not willing to change to join the agency. After the observation process, through training, individuals will imitate positive behavior as the encounter others, and this approached can be modeled for new officers who enter the field. As we break down the understanding of the learning theory to better understand it can apply to cultural training. The cognitive factor is a person’s knowledge, expectations and attitude. If an officer work in neighborhood with lack knowledge or expectation of a certain race, this can change on how that officer may handle certain situation and that officer may work under fear which can deter safe decision make skills, this can be detrimental for the officer, that particular community and the agency itself. Environmental factors can impact the mindset of individuals that lack diversity but work in a diverse environment. Lack of diversity training also can impact the cultural understanding of patrol area assigned to an officer. An officer working in a Hispanic populated area may not understand the importance of speaking to the head of the household before speaking to anyone else can completely change the dynamic of a situation as well as an investigation. Here’s the four-step modelling process of the social learning theory.
Bandura (2014) also suggested that people learn through observation, with reinforcement along with a modeling process. Through observation, individuals can be taught how to handle situations involving cultural differences but reinforced on if the situation was managed appropriately. Bandura (2014) also believed that there are three concepts to observational learning:

1. A live model, acting out the behavior or in this case, various scenarios.
2. A verbal instructional model which can explain behaviors and how manage situations with people of different cultural, religious backgrounds.
3. A symbolic model, which can also be acted out in scenarios with police officers using books, television programs, online media (2014).

With the understanding of Social Control theory, the combination of social learning theory aspects and PTO modules, diversity training can be an effective tool to building trust with the communities that police officers work in.


**Recommendations**

Historically, law enforcement’s relationship with people of color have been strained for many years. With social media being significant part of today’s society, people can record and comment on police behaviors that can be either good or bad depends on the perception of the video. As we consider the population growth, people of color making up one-third of the population, we must change the mindset of policing by embracing cultural diversity training. As police agencies embrace community policing philosophy, cultural training must be as important as firearms training or defense and arrest tactics. Although the Civil Rights Acts of 1964 was passed, the mistreatment by the hands of law enforcement during that time period continued, causing questionable arrests and even death, which in turn, officers were not even charged are arrested for their actions incited several incidents of riots across the nation. As we move forward toward and were faced with incidents such as Rodney King who was severely beaten by the hands of L.A. police and later the death of Michael Brown in Ferguson Missouri which both events caused both cities billions of dollars. After the riots in Ferguson Missouri in 2014, the Ferguson Report was published, outlining the mistreatment of Blacks by the hands of the Missouri Police. Blacks were not the only groups that suffered in the hands of the law enforcement. Individuals such as Sheriff Arpaio of Maricopa Arizona displayed his undeniable hatred towards the Hispanic Community to the point of racial profiling and not completing a thorough investigations of crimes involving Hispanics as the victims. People of Islamic faith have also suffered, especially after the bombing of the Twin Towers in September 11, 2001. With the help of individuals such as John Guandolo who share radical misconceptions of Muslims with law enforcement.
Changing the mentality of cultural training is crucial in changing the mindset of how police officer interact with others. Changing the training philosophy of “go home at the end of your shift” mindset to providing additional tools for newly hired police to do their job in a culturally diverse climate. As we observed lack of diversity training across the nation such as in Minnesota, according to Densley (2016) revealed that newly hired recruits are not prepared due to lack of or poor training in the scope of cultural diversity training. During the 1950’s and 1960’s, law enforcement was considered a job for white men only and if blacks were hired within an agency, they were not allowed to arrest whites. Another contributing factor due to lack of diversity training is the amount lawsuits filed against agencies. In New York, a 32% increase in lawsuits but it was later determined that providing top training to officers, including effective diversity training helps reduce lawsuits filed against an agency. As stated before, one of the two biggest contributions to cultural diversity training is acceptance and respect. Accepting and respecting people that of a different race, sexual orientation or religious. Also, cultural diversity training can help individuals face their own prejudices, which is a learned behavior, and help them learn how interact with others.

As we looked a way to increase effective cultural training, the lack of people of color being hired and promoted within the ranks of an agency is important to consider. Having an effective cultural training program, must receive support from a command staff and having a diverse command staff is just as equally important. Cultural Diversity training most be implemented by the command staff which should be diverse as well. As stated earlier, according to the Equal Employment Opportunity Commission (EEOC), Advancing Diversity in Law Enforcement (2016), it is critical to hire, promote and retain people of color because the community responds better when law enforcement represent community, understand their needs and respond with
respect (2016). During the 1960’s and 1970’s, people of color who were hired within an agency, faced severe discrimination and were not promoted within the ranks. Several other components that contributes to the lack of diversity within an agency that can weaken cultural diversity training, hiring and retaining people of color in law enforcement. Lack of trust and hiring process can be a discouraging factor in promoting diversity within an agency. Law enforcement agencies must change their hiring processes and promote transparency to become more attractive for people of color to consider.

In 2014, President Barack Obama took steps to ensure that law enforcement take the initiative to become more transparent, increasing and promoting more trust within the communities that law enforcement members are sworn to protect and serve. The 21st Century Policing Task Force added that there’s more benefits for increasing non-enforcement encounters people of color which can increase a more positive relationship, more people of color may show more interest in the career of law enforcement and it can help provide a safer environment for both law enforcement and the community. The President also suggested the importance of training to help change the culture of policing which would help embrace cultural training more easily. Agencies are required to incorporate diversity training or the fear of losing federal funding.

As discussed earlier, the Victoria Police Department, with the help of other agencies from across the globe, created one of the most comprehensive cultural diversity programs to better their relationship with the Traditional Aboriginals and the Torres Strait Islanders. Because these are two distinct cultures with unique cultural backgrounds, compound with issues such as alcoholism, unemployment and weak education system that can be both problematic for both communities and the Victoria Police. It was discovered that negative police contacts with
Traditional Aboriginals and the Torres Strait Islanders can have a lasting impact from the beginning of childhood. But understanding the culture, the unique language and socio-economic issues through professional and educational development can offer Victoria Police officers more tools to help improve their skills and their relationship with the community.

Agencies here in the United States have taken steps to improve their relationship within their communities. High profile cases such as the Eric Garner, who died while being placed into a chokehold by New York Police officer and Freddie Gray who also died while in police custody have placed agencies across the nation in the spotlight. Governor Chris Christie took a proactive step to ensuring that all agencies in the state of New Jersey participate in a uniform cultural training program to enhance community policing and more professional contacts with individuals through the C.L.E.A. R. program. Los Angeles Police Chief Charlie Beck also took the initiative to approve the relationship between his officers and the Los Angeles community. On critical step that was taken was understanding the various biases that can occur during policing which are explicit bias, implicit bias and bias policing. Understanding how bias work in one’s mind can help an officer understand more with the people they encounter with. Also, Detroit police offering incentives for police officers living where they patrol. Police officers that live where patrol can give more of an intimate knowledge and understanding of the culture in the area that they live in and able to become an effective trainer in cultural training. More understanding, through education and training of a different culture will increase overall safe encounter and better ways to interact.

Understanding the relationship, from a Social Control theory perspective, will provide a better understanding how certain people view law enforcement. Using Travis Hirschi’s fours elements to social control, attachment, commitment, involvement and morale
beliefs, we can combine the four elements of social learning theory, which are observation, imitation and modeling. Using both theories and combining the elements along with the PTO training philosophy would help create an effective cultural training program. As the cultural diversity training continue to become more effective, this will not only reduce lawsuits filed against an agency but provide officers an additional tool to interact with others safely.

Cultural training starts from the top of the command staff and should move down the chain of command to the patrol officer as it was stated that people learn through observation, coupled with reinforcement according to Bandura (2014). It should be fully supported by the top leader of an agency and the command staff also should supportive of diversity training as well. If an area is predominately of Somalian culture or prominent religious background, it would be beneficial for the agency to understand their culture to have a productive relationship. This type of approach should help create a safety all involved. As it was explained the cultural diversity training should be required training as firearms, EVOC or Crisis Intervention Training (CIT) on encounters with individuals that suffer with mental illness. Cultural Diversity training should be incorporated with the new PTO training model. According to the PTO manual, problem-based learning methods teaches the trainee how to deal with real life structured problem with no easy solution, this can be intertwined with cultural diversity training. Presenting the trainee with unique cultural situation and the trainer observes how the trainee resolve the issue. The trainee can be presented a scenario such as some religious groups must be home at a certain time but one of the members of the group witnessed a serious crime. The goal of the scenario should provide an eye-opening experience on how to approach a situation without offending the religious group and how to conduct an investigation without compromising it. Using the PTO module and combining the social learning theory approach can encompass a valuable learning experience for
an individual. As we seen with the Victoria Police Department, working with the Indigenous
people and the Aboriginal People, who are stricken with poor parenting skills, alcohol abuse
weak education system but through training and working with the leaders of the community or
Governor Chris Christie implementing a more unified diversity training for the whole state of
New Jersey or and LAPD Chief Beck addressing with bias behaviors that can have an impact on
a police officer’s decision, we can see the diversity training is effective. We understand that
explicit bias is when a person is aware of how they feel about another individual. Implicit bias
occurs below the level of consciousness and bias policing which is when an officer is aware of
their discriminating behavior towards others. This type of bias is detrimental to all involved, the
police officer, the individual(s) and the agency. Understanding social control, combining the
social learning theory with the PTO philosophy can contribute to an effective diversity program
in law enforcement.
CONCLUSION

Cultural Diversity training is important tool not only just for an officer on a regular beat, but law enforcement in general. Cultural diversity training also enhances a person knowledge and can reduce bias behaviors towards others. An individual that enter their career in law enforcement from a not so diverse background to a culturally rich environment can be unsafe, disastrous and lead to poor decisions that can possibly cost an innocent person’s life. As mentioned before, law enforcement has come a long way from slave catching era to today, embracing the community policing philosophy, hiring and promoting people of color within an agency. There’s much more work needed to continue gain the trust of the community and embrace transparency. Law enforcement can be supported and trusted by the community through effective cultural training programs, but it must be modeled and embraced by the upper command staff.

Many steps were taken to improve the relationship with the community. President John F. Kennedy passing the Civil Rights Act in 1964 to President Barack Obama creating the 21st Century Policing task force report to trying to improve race relations between law enforcement and people of color, more work is needed to create an effective cultural training program in law enforcement. As mentioned before, law enforcement is more diverse then ever as well as the communities they are here to serve and protect. Again, with President Obama’s 21st Century Policing Task Force, which would reduce funding for agencies that do not comply with cultural diversity training, agencies making a priority to incorporate diversity along with training within the agency and the input of the community, these can reduce civil liabilities that agencies face.
due to lack of cultural training, build trust with the community and most important, create transparency within an agency.

The history between law enforcement and people of color have had a very difficult relationship since the beginning. When slave patrols were created to catch runaway slaves and Blacks continue to be denied fair treatment by law enforcement today or a Muslim being portrayed as a terrorist, or every Hispanic being treated as an illegal immigrant, these various mindsets should not be part of an officer’s mind, especially while working in a diverse community. Social media also contributed to the distance relationship between law enforcement and people of color. Videos that shows negative encounter involving law enforcement can be distributed worldwide seconds after the incident occurs. This will continue to occur but through effective training, videos of law enforcement engaging in a positive and more professional manner can outnumber the negative videos.

As a new officer that enter the world of law enforcement, cultural diversity training should be as equally important as firearms training, emergency vehicle operators’ course (EVOC) and learning the state laws. To not incorporate diversity training within an agency is a disservice for the community, increase liability issues and increase the dangers of the job everybody within. Mental illness has been an issue for law enforcement more recently and training has been increased due to the awareness but the same should apply to diversity training. When an officer is highly trained in diversity training, along with sharp communication skills, these are steps to building a positive relationship between the agency and the community. As mentioned before, this helps create transparency and reduces liabilities against an agency. According to Barak et.al (2015), blacks are 47% and Hispanics 82% higher compared to whites in receiving a citation. 5.4 % of whites reported having their vehicle searched compared blacks at 10.9% and 11.2% for
Hispanics. 2.7% whites reported use of force against them compared to blacks at 6.7% and Hispanics at 5.4%. When agencies are faced with these types of discrepancies, they should create a solution and work with the community on reducing the number of enforcement contacts. With the growing population across the country, law enforcement is not just for white men only as it was during the slave era up to the 60’s. With the community policing philosophy that has become a part of law enforcement, an effective cultural training program is a step to law enforcement becoming more transparent and the start of building trust with the community. Law enforcement must embrace the diversity and cultural training as a tool to combat crime safely with the help of the members of the community. Members of law enforcement must face their fears, misunderstanding and prejudices when working with people that may not look like them, practice a different religion or different choice of sexual orientation. Also, members in law enforcement must understand the historical relationship between law enforcement and various community. With many years of mistreatment of blacks and Latinos, misunderstanding of the Muslim religion and the LGBTQ communities, law enforcement must change their mindset, misunderstandings and fears as they enter their careers or continue their careers in law enforcement. As we observed the war on drugs in the 80’s and 90’s, with the help of politicians, a higher number of Blacks and Latinos went to prison for drug offenses but with the current opioid epidemic, the offenders receive help or treatment instead of prison time. But cultural diversity programs would help provide law enforcement other ways to combat issues without being bias.

Cultural training programs in law enforcement can help change expectations between law enforcement and the public. Law enforcement expectation of the public is to understand that the job is very dangerous, demanding, requires a tremendous amount of sacrifice and members in
law enforcement are human and they make mistakes. The public expectations for law enforcement are to protect and serve with dignity and respect. With both expectations of law enforcement and the public, effective cultural training can help bridge that relationship. With police agencies adapting the Police Training Officer (PTO) model which teaches the principles of problem-based learning, incorporating cultural training would help provide newer officers a better understanding about diversity and they will better be equipped in working in a diverse community. Bandura (2014) added that learning does not necessarily changes behavior, however, agency should take on the responsibility to reduce civil liability issues that could arise due to accepting certain behaviors that were considered the “good ole boy” rule, “you look out for me and I will look out for you” mindset. As law enforcement strengthen their cultural training program, this is a tremendous step to building trust and transparency throughout various communities that law enforcement personnel vowed to serve and protect.
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