



INSTITUTE FOR POLARITIES OF DEMOCRACY

ANTI-RACISM INITIATIVE

NOBLE Surveys – Summary Theme & Survey Results

As part of Phase One of their Anti-Racism Initiative, the Institute and NOBLE conducted surveys with NOBLE membership and executives regarding Pillars One, Two, and Four of the 21st Century Policing Report.

Findings of the NOBLE Survey – Summary Theme (Trust)

The summary themes from the survey results regarding Trust as it relates to Pillar One—Trust and Legitimacy—are provided below.

Summary Theme (Trust) According to the NOBLE General Membership

- Trust is something of great value. It is first and foremost a relational concept – it implies communication, engagement, and mutuality. It is based on the belief that the police are expected to protect the public, serve all members of the community in an equitable and fair manner, and treat people with dignity and respect. Trust is not automatically given—it must be earned over time.
- Trust is actionable—it means that police take appropriate actions, show integrity, and are transparent and accountable for those actions. The actions should be righteous—the police are expected to do the right thing and not cause any harm.
- Trust is also perceived as a personality trait, as a personal characteristic. Officers are judged as trustworthy if they are dependable, reliable, truthful, honest, forthcoming, authentic, and genuine.

Summary Theme (Trust) According to the NOBLE Executives

- Trust is similarly seen as a valuable asset (“deposit”) that is built over time and requires investment in time and effort. Trust is seen as a product of building relationships, partnerships, interactions, social connections, and listening to the community.
- Thus, similarly to the righteousness theme in the general members’ views, executives appear convinced that the public should place their trust in police

officers and police departments “to do the right thing.” An added aspect is that trust is perceived not just as rational notion, but also as an emotion.

- The theme of public service, the belief that the police are entrusted “to defend and protect the public to the best of their abilities,” is even more accentuated. The police are expected to provide “fair, unbiased, and equitable services.”
- Executives also perceive a personal character that is authentic, reliable, genuine, honest, and truthful as an embodiment of trust.
- What is slightly different from the members’ definitions of trust is the incorporation of the aspect of leadership, which seems quite natural and logical, given the executives’ status and position of authority. “Leading by example” and “ability to inspire” are viewed as factors contributing to the generation of trust.

Findings of the NOBLE Surveys – Survey Results

The tables on the following pages are the results of the Surveys regarding Pillars One, Two, and Four of the 21st Century Policing Report conducted with NOBLE Executives and NOBLE General Membership.

Pillar One Survey Results – NOBLE Executives

Accountability

Q26	Accountability		A person is charge of an event being expected to take charge of the series events under their control.	Accepting responsibility for action, decisions and their outcomes.	There should be a mutual accountability between police and community. However, police are bound to be accountable to the community of which they serve. Where as, they are expected to provide quality, fair, and competent policing services.
Q26	Accountability	Taking responsibility	There to work with the public without judgement	Having to answer for your actions and the actions and decisions of those who you are responsible for leading and directing	Its okay with saying I made a mistake, or we dropped the ball. A part of leadership is being able to accept the failures, mistakes, and own them. We must hold ourselves accountable for our actions and hold our staff accountable for their behavior
Q26	Accountability	Self: being honest and taking responsibility for our words or actions. Others: consistently holding others responsible for their words or actions without showing favoritism.	Can be the responsibility assigned or taken on the task of something.	Understanding whom you are accountable to, top to bottom responsibility and acceptance of successes and failures.	Taking full responsibility for personal actions

Pillar One Survey Results – NOBLE Executives

Q26	Accountability	Holding self and others to account for our actions.	Accountability should be enforced when police officer do wrong. Police are often not held accountable to the fullest extent. Therefore encouraging further wrong doing.	People feel there is accountability when they believe law enforcement agencies and their officers will hear their voices, act to right a wrong, expose an injustice, while exercising their full power and authority for the sake of truth and justice	Taking responsibility for your actions.
Q26	Accountability	Taking responsibility for the errors of your troops and the agency and moving forward to correct those!	Officers are responsible for their actions and the work product that they produce.	Being held responsible for something	Doing the right thing even when no-one asks us to
Q26	Accountability	Buzzword.	Rules of Authority	People are held to be responsible for their actions and behaviors.	
Q26	Accountability	Holding people responsible for their actions when there is a clear expectation of the desired behavior.	Holding everyone accountable for their actions regardless of political outcry or influence.		An open and honest evaluation of organization's actions.
Q26	Accountability		Taking responsibility for all actions, good and bad. Holding personnel responsible for individual actions, good or bad. Using appropriate discipline or giving appropriate awards to individuals.	being responsible for oneself, the organization, each other, and the public.	When something happens, the agency owns up to it.

Pillar One Survey Results – NOBLE Executives

Q26	Accountability	Accountability is the results of all of the terms listed above. Accountability is almost like thrust. Meaning, if you lose it, it is even harder to get again, because so many things must be put in place to prove that it is happening.	Taking responsibility of results and actions without the over site of management.	Agencies taking responsibility for any and all actions carried out by the staff. Meeting all legal mandates, and correcting any negative agency behaviors and reinforcing any positive behaviors to ensure maximum performance and meet mission goals	Accept and be held responsible
Q26	Accountability	Accountability means you are willing to accept responsibility for your actions and the actions of those under your command.			

Pillar One Survey Results – NOBLE Executives

Confidence

Q21	Confidence	Knowing that I have the training and ability to execute that training consistently in a professional manner.	Knowing that a person knows how to do someone and is assured in their skills.	Beccatt it as of the legitimacy project and trust of those you serve you stand firmly on your principles.	Confidence is when there is a high degree assurance in yourself when accomplishing a task. From a police perspective, it is important that police believe in their ability to handle a situation in a professionally, with a minimum amount of force.
Q21	Confidence	Secure in one's position and actions	Confidence is a result of good training and community support	Trust	My ability to carry out any task and/or delegate any task knowing the quality would be of excellence. The ability to also inspire, those lacking this trait.
Q21	Confidence	Being certain of one's knowledge, skills and abilities.	The reliability of a person or thing. One belief in one self, their power giving assurances or lack of.	Comparing of outcomes to industry best practices, support of community and support of police leadership during daily operations as well as in challenging times.	A strong belief that something is true or valid

Pillar One Survey Results – NOBLE Executives

Q21	Confidence	Accountability to our constituents for our actions	Confidence in police relates to trust. With current recordings of police brutality. Citizens are increasingly becoming less confident in police. Most were in the dark about police brutality in some communities. Urban communities were fully aware.	Sense of security in ones perspective of the role, authority and clarity of purpose in that position of authority, and belief itself to effectively use the tools, training and gravitas that can effect a mutually desirable and equitable outcome.	I can put my faith in you that you will tell the whole truth.
Q21	Confidence	Belief in the community and each other.	Citizens believe when times are difficult as it relates to their personal safety, they can depend on their neighbor police officer to look out for them.	Being self assured about your abilities, qualities, and outcomes	My community has the confidence in my departments ability to do the right thing and will give us the benefit of the doubt, even during tough times
Q21	Confidence		Trust	Residents believe that the police have the training and resources to effectively maintain public order, enforce laws, investigate crime and apprehend criminals.	I gain confidence when I create opportunities of positive engagements with my community. Confidence is not only obtained through book knowledge but gained through experiences with my residence and be seen as part of the community.
Q21	Confidence	Belief in yourself to achieve success	Knowing that your agency is competent in addressing policing as a whole.		A belief that rules and regulations are flexible and fair.
Q21	Confidence		Having the assuredness to do the job fairly and	Building partnerships and relationships	The community believes in their law enforcement

Pillar One Survey Results – NOBLE Executives

			correctly.		agency.
Q21	Confidence	After building a foundation of trust, and legitimacy, then the process of procedural justice can happen. PJ being fair in process, being transparent, providing voice and then confidence can be established.	Having the courage to trust yourself to be correct based on previous decisions.	A level of comfort in the belief that acts, actions and deeds are being carried out without excessive oversight and it is the right thing to do.	Self-assurance; faith
Q21	Confidence	When people have confidence in you, it is based upon demonstrated actions that they have observed over time and in multiple settings. They believe you to be trustworthy, truthful and genuinely have their best interest at heart.			

Pillar One Survey Results – NOBLE Executives

Explicit Bias

Q23	Explicit Bias		Outward display of personal biases towards a certain person or event.	Negative Judgement or treatment conducted based upon a specific beliefs about someone or group based upon race, ethnicity, religion, sexual orientation etc...	Explicit bias encompasses our conscious attitudes, which can be measured by self report, but pose the potential of individuals falsely endorsing more socially desirable attitudes.
Q23	Explicit Bias	Prejudice	This is something we all have and must recognize and work to overcome. The outward attitude.	Those automatic reactions to situations that are imbedded in your thoughts processes that you choose to act out.	Perceptions that many cultures have and many disciplines carry. Explicit bias at this point in America is on display. I wear a uniform, serve my community, live in the suburbs. I face this often in and out of uniform.
Q23	Explicit Bias	The conscious attitudes, opinions, beliefs or stereotypes we allow or actively use that affect the decisions we make and how we treat others.	The attitudes and beliefs of a person or group on a conscious level which can be expressive in manner.	Known mistreatment/disrespect of any group/individual based on preconceived notions or judging do to past experiences	A person's conscious beliefs about another person or group of people

Pillar One Survey Results – NOBLE Executives

Q23	Explicit Bias	Visible and expressed differentiation of treatment based on individual (real or perceived) characteristics that have nothing to do with behaviors or context of the belief.	Certain communities citizens experience explicit bias. Being stopped just for your appearance without probable cause. Police who assume you're likely to commit or have committed a crime based on your appearance.	Overt demonstration and demeanor that indicates a higher regard for the value of one person and group, at the expense of the another person and group.	Overt negative actions towards another group based on race.
Q23	Explicit Bias	The inability or the unwillingness to control racial tensions.	The outward expression of racism.	A conscious stereo type of a person or group	Biases that are overt and damaging toward people
Q23	Explicit Bias	Overt attitudes and beliefs.		An individual's readily visible and outward facing preferences and stereotypes for or against a culture, people, or object.	
Q23	Explicit Bias	Consciously expressing your bias in words, thoughts and action.	Attitudes and beliefs we have about a person or group.		Opinions based upon a perceived threat.
Q23	Explicit Bias		Overt prejudice manifested in the treatment of people, the use of slurs. Consciously acting to the detriment of others due to race, sex, religion, etc.	Building partnerships and relationships. Treat people the way you want to de treated	When someone shows clearly a bias.

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Q23	Explicit Bias	This is negative or positive behaviors that sometimes is intended for good but can and most times have adverse effects on cultural(s).	There are attitudes or beliefs that we have about specific groups on a conscious level.	Overt actions that are taken to deprive a persons or persons of their inalienable rights under the U.S. Constitution, State Constitution, or any other duly established rule, policy, or procedure in the distribution of goods, and application of law	Stereotypes of groups or individuals based on one's conscious
Q23	Explicit Bias	Explicit bias is when person consciously believes in negative stereotypes about a person or group of people, and based upon their belief, they feel that person or group is a threat to them and they act accordingly.			

Pillar One Survey Results – NOBLE Executives

Guardian Mindset

Q28	Guardian Mindset		A persons mindset that looks for a reason to why someone takes actions. Protects a person before all information is in.	Preventive and protective. Be alert for those situations that can lead to disorder and address those situations before they become bigger, thus shielding (guarding) society from danger	The guardian mindset is one that has never changed in over the last 50-60 plus years. Whereas, police were hired, in most agencies, to protect and serve on a professional manor and provide policing in a fair and bias free manner.
Q28	Guardian Mindset	Protecting those who are vulnerable	Protect by serving.	Protecting and providing for those who you are responsible to	To be a voice for the voiceless, and advocate for the elderly, mentally ill and those we serve.
Q28	Guardian Mindset	Being trustful of others, especially outside of law enforcement. Expecting the good in people while still being prepared for and able to respond to potential trouble/danger. Being balanced in mind and spirit.	The philosophy of entrustment to care for person's, property and having the respect of others.	Recognizing your role as protector of the right of others and willingness to work with all groups for the betterment of the community.	Having the ability to do normally ordinary actions during ordinary and extraordinary events in order to protect others

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Q28	Guardian Mindset	General mindset that is committed in service of public safety and policing services that set the individual interactions with every interpersonal encounter.	Communities with low crime rates benefit from the guardian mindset. Police engage and protect the community.	Law Enforcement seeking human commonality with members of the community, gaining their support, demonstrating we are in this together, and when its time to make action, my rights, my dignity, my safety, will be guarded as if it were their own.	Operate as a protector. Using a variety of tools to solve the problem.
Q28	Guardian Mindset	Protection mode that officers transcends into to protect that citizens they have been entrusted to serve.	Officers who operate in the sphere of guardianship are confident and respected but are aware of the situations that cause them to transcend to the warrior mentality to survive.	Working with community in partnership, service oriented	Protectors of a community
Q28	Guardian Mindset	Unknown. A term I don't use.	Fair	Officers recognize that they are protectors first and hold the sanctity of life as a priority. While they are authorized to use force to protect their lives and the lives of others, force should only be the option when other options are not possible.	
Q28	Guardian Mindset	Avoid the fight, find alternatives to conflict.	Proactive caretaking of the public and doing what is needed to protect those allegiances when being attacked.		A philosophy replace the warrior mindset.

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Q28	Guardian Mindset		Being a sheep dog. Always protecting the people in the area you work. Being able to fight when necessary, but not seeing everyone as the enemy. A sentinel's mentality.	We are not the military. remember the 9 principles from Sir Robert Peel.	"We (together police & community) protecting each other."
Q28	Guardian Mindset	Is the opposite of the above, meaning, the Guardian sees early enough in the process that their goals are to prevent collateral damages. Guardians build bridges of engagement and practice the four principles of PJ listed previously.	You can be tactically safe, but you do not have to treat every citizen as a potential threat.	Agencies are concerned with the safety of every individual and must work with the community to identify bad actors and make plans to ensure public safety as a top priority while ensuring businesses, churches, schools can remain safe and open	Diverse thought with a focus on solving and looking at outcomes through valuing community and develop positive relationships
Q28	Guardian Mindset	Guardian Mindset is when officers have a relationship with people in the community to where they are more service-oriented, as well as, protective, and concerned about the community's overall well-being.			

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Implicit Bias

Q24	Implicit Bias		Subdued or "undercover" biases that is automatically implied towards a person or event.	Negative Judgements or actions based upon perceived differences associated with race, ethnicity, religion, sexual orientation, etc...	Where individuals of some social group harbor implicit stereotypes thought to be shaped by experience and based on learned associations between particular qualities and social categories [race and/or gender].
Q24	Implicit Bias	Obvious Prejudice	The hidden inner attitude/bias one has toward others that effects the services provided.	Those automatic reactions to situations that are imbedded in your thoughts processes that you don't realize are controlling you.	I've been told I am a threat, the question is why. This is the type of implicit biases that we must eradicate, however we need to start at the top and currently we are lacking leadership to address this issue
Q24	Implicit Bias	The unconscious attitudes, opinions, beliefs or stereotypes we possess that if not addressed, will affect the decisions we make and how we treat others.	It is the social identity stereotype that can pre-reflect attributions of qualities by individuals or groups socially.	Unknown awareness of your treatment or perception of groups or individuals	A person's unconscious beliefs about another person or group of people

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Q24	Implicit Bias	Subconscious treatment based on individual (real or perceived) characteristics that have nothing to do with behaviors or context of the belief.	Officers may have unconsciously have implicit bias which may have been formed prior to entering policing has therefore shaped their mind in terms of how they treat the public.	A demeanor and tone and actions that provides an elevated status to one at the expense of the other, inconsistent with what is best for society under the circumstances, and inconsistent with what actions would be taken if the roles were reversed.	Unconscious bias against someone else.
Q24	Implicit Bias	implicit Bias is what lies below the service of a person's conscious	The Bias that we all have that lurks below the surface and only comes out when we are under stress, or lack time to slow things down.	Unconscious belief about a person or group.	unintended biases due to lack of knowledge/understanding
Q24	Implicit Bias	Covert attitudes and beliefs.		An individual's internal and unseen preferences and stereotypes for or against a culture, people, or object.	
Q24	Implicit Bias	Subconsciously expressing your bias in words, thoughts and action.	Pre-conceived notion about a group or individual		Opinions favoring a particular group
Q24	Implicit Bias		Unconscious prejudice that may cause actions that are to the detriment of some due to race, ethnicity, sexual orientation, religion, etc.	Building partnerships and relationships. Treat people the way you want to de treated	When someone does not even realize that an internal bias is guiding their decision-making and world view.

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Q24	Implicit Bias	Implicit behavior is broadly misunderstood. Most people are afraid to say that they have implicit bias and it makes it harder to train persons about it. Most people think having a positive or negative implicit bias is a bad thing.	There are attitudes of beliefs that we have about specific groups on a unconscious level.	Behaviors that someone holds and uses to deprive, or give extra power, or goods or services to people subconsciously. People may not even be aware that they exhibit these behaviors when carrying out their daily responsibilities.	Stereotypes of groups or individuals based on one's perceptions
Q24	Implicit Bias	Implicit bias is when a person is unaware of their unconscious biases, but their decision-making and personal preferences are influenced by their upbringing, stereotypes and associations.			

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Legitimacy

Q10	Legitimacy	The ability to function in an environment where the community not only wants you there, but insist that you are a part of the community.	Being taken seriously in a expertise and not being questioned about your discipline.	Legitimacy means you act according to socially, ethicality,, legally, morally accepted guidelines	Legitimacy is where or when a situation meet all legal requirements [relating to the law and/or the interpretation of the law]. Whereas, police officers operate when the confines of the law.
Q10	Legitimacy	Real	Legitimacy is earned.	The trust given to the police because the community believe in them	To be able to work within discretion and justify my actions. Simply to know what is lawful and what is unlawful.
Q10	Legitimacy	Having the legal authority and societal permission to carry out specific tasks/duties.	The acceptance and right which represent the authenticity of something which could relate to status.	Respectful of the importance of each organization/community with regards to functions preformed, training , expertise.	You have authority for your actions
Q10	Legitimacy	Demonstrating, through action, understanding of what the community expects of its police, and working collaboratively to co-produce public safety.	The public places a value on the legitimacy police. If the public feels the police does not do their job therefore police are deemed to useless in some communities. In other communities police are celebrated as those citizens consider them valuable	Legitimacy is being seen as present for work, based upon a dedication to service and seeking honorable relationship with the communities being served, that demonstrate awareness and purpose of duty and respect for self and community	You and/or your organization have the confidence of our citizens.

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Q10	Legitimacy	Making sure that each officer work within the constraints of the law.	The ability of citizens to conform to lawful orders or request.	Being held accountable to following rules and regulations	The actions our department takes is based on community values
Q10	Legitimacy	The public views law enforcement actions and enforcement of the law as legitimacy.	Official Authority	Residents believe that the police have the right and authority to perform their duties within the community based on the consent of the governed.	Being transparent on the rules & procedures and how they are being made. Acknowledge that legitimacy is subjective and determined by the community we serve and cant be simply written as a fact.
Q10	Legitimacy	Rock solid foundation to build upon.	Highest standards of conduct is nothing only on paper but in practice.		A system of rules and regulations to govern.
Q10	Legitimacy		The feeling that a person or institution has the responsibility and authority to act, legally and morally.	Building partnerships and relationships	The community believes that the agency has the authority and right to police them, since it abides by the highest standards.
Q10	Legitimacy	Legitimacy is a cousin of trust. They go hand in hand and before legitimacy can be claimed, trust has to be established. Trust opens the door for legitimacy, and legitimacy then builds one block after another, and another.	Going hand and hand with trust, legitimacy comes from transparency and honesty.	An act or behavior that is supported and codified, by the U.S. and State Constitutions, state or territorial legislatures laws, county/city ordinances and agency rules, policies and regulations.	Fair, equitable standards-based on diverse norms

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Q10	Legitimacy	Legitimacy means that based upon the power and authority given you by the constitution and the people, you (entity/organization) are allowed to govern over them as long as your actions are lawful and just.			
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Pillar One Survey Results – NOBLE Executives

Procedural Justice

Q22	Procedural Justice		Fairness built into the criminal justice system.	Justice applied according to the established laws, policies, and written directives of society	Procedural justice is the idea of fairness in the processes that resolve disputes and allocate resources. It relates to discussions of administration of justice and legal procedures.
Q22	Procedural Justice	Following policies and procedures with everyone equally	Procedural Justice is fairness transparency and giving all citizens a chance to be heard.	Doing the right things, the correct way for all the people.	Breaking down everything to ensure all fairness has been administered lawfully whether fiscally, administratively, most importantly lawfully
Q22	Procedural Justice	Ensuring individuals are treated with dignity and respect, they are given a voice, and any actions against individuals/groups are carried out consistently and based on unbiased principles.	The ideal of fairness in the process of resolving disputes and the allocation of resources.	A comprehensive assessment of the systems that deals with treatment of individuals or communities as it relates to the overall criminal justice system.	Something is processed in accordance with established rules and regulations.

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Q22	Procedural Justice	Unwavering commitment to transparency, equity, and fairness in every facet of the policing service.	Procedural justice may be debatable in terms of fairness and how its processed in certain communities. Bias and racism may be a factor in some communities	Starts with a belief in the arbitrators of the process experience themselves as the other, and will exercise their authority over that process in an equitable, fair and intelligent manner, serving not themselves, but as the arbitrator for the people.	A process by which facts are determined to assess guilt or innocence.
Q22	Procedural Justice	Giving employees and the community a voice to be a part of the decision making process.	Procedural Justice as it relates to the community provides a template on Police and Community interactions: Neutrality, Respect, Trustworthiness, Voice.	Being fair throughout a process	
Q22	Procedural Justice		Orderly administration	Residents believe that their voice is heard during police interactions and understand the reasons for police decisions and actions.	
Q22	Procedural Justice	Allowing one's voice to be heard, having a system in place to address the issue, not the person. Having a practice and process in place to ensure fairness in decisions.	Justice is fair and impartial.		A process of fairness in an established system.

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Q22	Procedural Justice		That there is fairness for everyone in the application of the law and in adjudication in all tribunals, criminal, civil and administrative.	Treat people the way you want to be treated	The agency follows policies, procedures, and ensures the rights of all, esp. due process.
Q22	Procedural Justice	PJ builds on 4 basic principles; being fair in process, being transparent, providing opportunity for community and being impartial in decision making.	The fairness of the process will help resolve disputes.	Established processes via U.S. and State Constitutions are being followed and equally applied to all persons regardless of their differences related to culture, background race, religion, orientation gender, etc...	Fairness, equitable and transparent
Q22	Procedural Justice	Procedural Justice is all about fairness. In all of the systems that regulate freedoms, resources and opportunities for people, there has to be a transparent, fair and equitable due process that applies to all people regardless of status.			

Pillar One Survey Results – NOBLE Executives

Transparency

Q25	Transparency		Clear and unrestricted accounts of an event.	All policies, procedures, rules, and regulations are open for all to see and they are publicly evaluated in an open setting.	Transparency in policing simply means to be open and honest regarding policing concerns, issues and situations. Whereas, police agencies are not hiding information from the public regarding, especially in controversial incidents.
Q25	Transparency	Open and honest with hiding information	Open to the public	Openness	With me it's always been what you see is what you get. In my own opinion its always best to be you, your true character will always exceed your reputation. Reputations can be tainted, your true character shows others who you really are
Q25	Transparency	Being open and honest and freely sharing information with others.	Is an image, text within a person that cannot or does not hide or the cancelling of thoughts or actions.	Openness to provide and present your organizations internal and external operations, including policies, department cultural, mission and goals, shortcomings.	Making relevant information available in order to avoid deceive or hinder obtaining the truth about an event
Q25	Transparency	Being forthcoming, clear and direct in word and deed.	Transparency is another tool to build confidence and trust in the public. Body cameras have become an integral part	Transparency is experienced when the flaws and foibles are just as easily seen and acknowledged as the	The ability to be fair, honest and operate with integrity.

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			in policing. It can help aid in the actions of the police or aid in the conduct of the citizen.	successes and strengths, and blame for inadequate incompetence or violation of duty remains with the agency and not placed on the person or group.	
Q25	Transparency	Simply means the ability to share information as it relates to policies and procedures.	The police agency does not hide or conceal a situation even-though the information may not be favorable.	To be open and honest about a given situation	We are open and honest, even if we are wrong
Q25	Transparency	Buzzword.	Open agenda	An organization or agency provides as much information as possible and practicable about their operations and practices.	
Q25	Transparency	Showing/Explaining the facts about a situation.	Clear and unwavering access to information as it develops and/or happens.		Showing there is nothing to hide.
Q25	Transparency		Police, and government, policies that are easy for the public to see and understand. Not treating what police do, and why, as “state secrets”. Why certain police tactics are used, how police are trained, what is disciplinary and why, should be known.	Building partnerships and relationships. Treat people the way you want to de treated	Nothing to hide. An agency ensures that the public can clearly see internal processes.

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Q25	Transparency	<p>Is being clear about all actions, as best as possible when speaking with professional, sworn and community members.</p> <p>Transparency too is something that happens over time sand it is a ongoing process.</p>	<p>Invites people to trust you by showing you have nothing to hide.</p>	<p>Having decisions, organizational culture, organizational norms, organizational operations be open to criticism, review, and observation in regards to carrying out work for the people.</p> <p>Accepting feedback and sharing info to help public understand acts</p>	<p>Availability to have access to information</p>
Q25	Transparency	<p>Transparency means you have open communications and there is a willingness to let others observe your actions, your processes, and your level of accountability.</p>			

Pillar One Survey Results – NOBLE Executives

Trust

Q9	Trust	Trust is the ability to perform your job in a manner where the individual (s) being impacted by my decision know that I'm being fair, even if the outcome is not in their favor.	When someone has a expectation for you to complete a task and not being directed to complete the task. A "go to" person.	Trust is when people know you mean what you say and know you will do what you say and stand by those actions	Trust is where community members have confidence policing services are fair and without bias. There must be a continuous effort to build and maintain a mutual trust between community and police in order to enhance the quality of life in areas, etc.
Q9	Trust	The belief that a person will honor his/her commitment and do what's right	Trust is built over time	Sharing the leadership of the department with the people.	I lead by example and my staff's ability to trust me is extremely important, confidentiality must not be broken unless it violates the laws, rules, or regulations. Anything less would perceive me as unapproachable, detached, and unconcerned.
Q9	Trust	Having faith that an individual/groups' actions will match what they have verbally said.	Trust is the belief of character and strength in someone or something. Having the confidence that expectations will be fulfilled.	Outstanding relationship between police and communities they serve based on respect and understanding of responsibilities to each other. Does not mean total agreement on everything but shared understanding of mission.	The belief that you are of honest or genuine character

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Q9	Trust	Treating all people with dignity and respect and with fairness and mercy through equitable treatment.	Public trust can strengthen and maintain a social connection between police and citizens. Citizens are more likely to become engaged civilly i.e. contacting police without fear. Especially if they think the police are there for their security	When a citizen can experience law enforcement as an extension of themselves, and believe that you will, to the best of your ability defend, serve and protect them from avoidable and unnecessary harm, due to a shared value for human life and dignity.	I can believe, 100%, in what you say.
Q9	Trust	I believe there is a lack of trust internally (Police Department) and externally in the community. Building trust can be equated to putting money in the bank you reach out to withdraw when something needed. Officers have to make a deposit	Trust is important because when working with citizens, each individual must believe that you are looking out for their well-being as a police officer. Citizens who trust their officers are not resistant to lawful orders and requests.	Being Transparent.	The community believes in me and my department
Q9	Trust	Trust is an emotion. It is not easily achieved but difficult to sustain.	Rely on wisdom and experience	Residents believe that police perform their duties fairly and impartially, based on the law, not on personal bias.	I am minority male who grew up in one of the poorest and most violent cities in the country, Camden NJ. Trust with the police was non-existent. Trust should not be expected it needs to be earned and nurtured. Persistent and Consistent.

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Q9	Trust	Belief that the information coming from a specific entity/person is rooted in authenticity.	Knowing that your agency is doing all it can to be fair and honest in its ways of policing and there remains no doubt from the community of such practice.	Building trust with your community is a keep part of becoming a truly great police department. To fully understand your community you must be willing to listen to them, which in return builds trust.	Known to be reliable and truthful.
Q9	Trust	The position of authority in law enforcement you strive to achieve with people.	Having faith in a person or institution to do the right thing.	Building partnerships and relationships	The community believes in us and what we say we are doing.
Q9	Trust	Trust is a process that can be established over a period of time. That process has to happen inside the agency first, not so much from command down, but at the line level at the same time. Trust can then be built within the community of service.	Each and every interaction with citizens or subordinates has value. Believing what they tell you and acting on their opinions is paramount.	A belief in the affirmative, people will do what they are sworn or empowered by the people to do.	Reliable, confident, and a sense of safeness
Q9	Trust	Trust is when I believe your word is your bond and you will do what you say you will do.			

Pillar One Survey Results – NOBLE Executives

Warrior Mindset

Q27	Warrior Mindset		A "bulldog", "maverick", or no flexibility mindset of an individual during an event.	Reactive to fight crime and be ready to confront and do battle.	The warrior mindset is when police officers are prone to apply an aggressive approach when providing police services. This is not the approach that progressive and service oriented police entities display in the delivery of police services.
Q27	Warrior Mindset	Focused and determined without succumbing to pressure	Protect by any means possible	Imposing your will on the community	Never give up on yourself, Former First Lady Michelle Obama said "Leaders fall forward, they don't fall backwards." Always remain dedicated to your goals and allow no one to tell you they are not achievable.
Q27	Warrior Mindset	Being constantly prepared for "war, battle" or an attack; hypervigilance; expecting the worst to occur; non-trusting of those outside law enforcement; not balanced in mind and spirit.	The determination of overcoming challenges, adversity in an aggressive manner. And the utilization of physical and psychological skills making you able to be adaptive, effective and persistent.	Aggressive attitude/mindset towards the community you are there to serve with an us against them mentality	Having the mental fortitude to persist through challenging events
Q27	Warrior Mindset	Limited mental image of self in the context of a situation calling for aggressive action in	Warrior mindset may be employed according to what community your serving. This mindset	Approach work, as if engaging enemy combatants and gearing up for war each day, and	Superman. Conflict is resolved by exhibiting force against someone else.

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		the protection of life.	should be situational according to the crime in that community.	then disengage from those people, communities and cultures when not at work and build a case against them, to make it feel easier to use force and kill.	
Q27	Warrior Mindset	Protection mode that officers transcend to protect citizens and themselves from imminent danger.	Responding with a warrior mindset is situational driven. Basically, you instill in yourself the will to survive and win during a critical incident that may involve being severely injured on the possibility that you will die.	Adapting and overcoming a situation. Aggression and persistence. Militarizing police	Occupiers of a community
Q27	Warrior Mindset	Unknown. A term I don't utilize.	Protect and serve	Officers recognize that they may encounter violence at any time from an unknown source and that they must be prepared to meet and overcome violence decisively, physically, mentally, emotionally, and legally.	This mindset established the we must win at any cost and has attributes to creating barriers with the community. In the community I served, this mindset created a prison environment which those who commented crimes were always seen as the enemy.
Q27	Warrior Mindset	Win the fight, dominate with force.	Doing what it takes to get home safely everyday when faced with proactive adversity.		A philosophy to combat criminals.

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Q27	Warrior Mindset		Being an attack dog. Always ready for a fight, ready to take on an enemy. A combat mentality.	We are not the military. remember the 9 principles from Sir Robert Peel.	"Us vs. them" mindset.
Q27	Warrior Mindset	Old school, but this is one of the largest reasons at risk communities are not trusting LE. Why, in Wars, there are collateral damages, sometimes that are intended to mean or do good, but others suffer in the process of a War.	Aggressiveness and determination allow a person to overcome obstacles and challenges.	Us vs. them attitude among LE agencies. Idea that LE is an occupying force in a community that is bad and the occupying force is good. Which means the community is the enemy and all residents are bad. LE must protect themselves first from these ppl	Having a mindset to win at any cost without thought of any other outcomes
Q27	Warrior Mindset	Warrior Mindset means you don't give up, you go into battle with courage and fortitude to defend at all costs. Warrior Mindset refers to the "Protect" in Protect and Serve.			

Pillar One Survey Results – NOBLE General Membership

Accountability

Q26	Accountability	The ability to answer to or be held to a standard.	Is everyone's responsibility. Most of all you have to be accountable for you own actions.	Everyone is held to the highest standards and held accountable for action.	To hold responsible for.
Q26	Accountability	To be responsible for your actions.	Issuing appropriate detailed findings letters or report at the conclusion of every investigation, to publicly document evidence obtained by Division.	Taking fair and proportional corrective action when people or agencies behave in unacceptable ways	Law Enforcement accountability should be investigated and should be held to a higher standard.
Q26	Accountability	A system of accountability must exist that holds public servants accountable. The system must be fair and provide for training, intervention and corrective action.	Accountability is a system to hold true to a promise be it a brand, a people, or a concept. It is often associated with discipline but it is larger than that. It goes as far as how you prepare for something (i.e. schooling or training, etc...).	Making sure a person or company, group carries out their stated tasks/missions/goals, etc.	Taking responsibility for things done correctly and those that are not and taking steps to make needed changes when deficiencies are recognized.
Q26	Accountability	As defined; 100% and 365 (plus leap year) everybody has to play; brass, community; up and down the chain. Can't change in the wind...	Accountability is taking responsibility for one's actions and delivering on one's commitments.	The concept of equitable consequences existing for all actions.	

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Q26	Accountability	LE should always feel accountable to the citizens that they serve. If officers know they are accountable to their actions, it makes it easier to serve the citizens fairly and hold them accountable.	Taking responsibility for the decisions the agency makes whether popular or not. If mistakes were made own them. If the actions were correct own them too.	Most of the time no one is held accountable... African Americans in leadership roles do a better job of holding their white counter parts accountable at times and in some instances.... Not all	
Q26	Accountability	Being responsible for what you do or don't do.		Having and taking ownership of actions whether they are right or wrong. If wrong, owning the consequences of those actions.	We must be willing to discipline personnel and speak to issues when they are wrong and ensure it fits the improper action. We also must expect the same from our citizens so that we hold one another accountable.
Q26	Accountability	We are held to the highest moral and ethical standards. We are responsible for providing quality service and protection to all. There will be no loafing. We're accountable to engage with the community in a positive manner and not just enforcement.	It is important to take responsibility for your (department) actions. Stand up to the outcome of the consequences of one's actions, despite the outcome. This bills trust, transparency, and confidence in a community.	Being responsible for ones actions.	Setting and enforcing standards equally across the board. Every agency must be committed to it as, like it or not, the public sees us as one institution and not individual departments separate from one another.
Q26	Accountability	As a Leader you must be Accountable, Responsible, Obligated, and Fair		Embracing complete responsibility for roles and decisions.	Answer to your mistakes.

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Q26	Accountability	Being held responsible for one's actions, whether such actions were good or bad. Taking ownership of the outcome of one's actions or lack thereof.	Accept responsibility for one's actions.	Holding someone responsible for what they do	This is what we should be toward all of the communities we serve.
Q26	Accountability	The freedom of accountability can no longer mean them against us.	The actions of being responsible for actions and the willingness to accept the actions.	Owning an action and the repercussions.	Everyone must be held accountable at all times in order to promote trust and legitimacy
Q26	Accountability	Taking responsibility for actions which produced a favorable/unfavorable outcome affecting others	Regular sharing of information related to policies, expectations, promises	To be responsible and accept ownership, ensuring to do the just act.	Holding yourself and others responsible for their actions and decisions. Being willing to stand up and say the decision was your choice and the buck stops with you
Q26	Accountability	Do you punish officer when they do wrong	Holding yourself to a set of standards. The standards, nor the punishment for violating those standards, are flexible. Those standards cannot be less than the standards that you expect others to live up to.	The governance of being condition, responsibility for actions that occurred.	Quarterly reporting standards to State Attorneys Generals and County Prosecutors!
Q26	Accountability	Obligation or willingness to accept responsibility for one's actions	Holding self or others responsible for behavior(s) or lack thereof; serves as interconnection between transparency and legitimacy in law enforcement.	To accept responsibility or to hold someone responsible for their actions or omissions.	if you are the leader, take responsibility for the mistakes. Spread the accolades. Don't take all the credit.

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Q26	Accountability		Responsible for myself and those under my command. Being responsible for any and all that I say and or do.	When one is able to take full responsibility for one's actions, or for those under one's chain of command or line of authority.	The ability to self-govern one's self or group they have power over.
Q26	Accountability	The ability to hold another to a set standard in which that person is liable and responsible for how they measure up to that standard.	A condition of being responsible.	Accountability is the internal foundation of trust and legitimacy.	Unequivocal sharing of all standards
Q26	Accountability	Accepting responsibility for your organizations or individual actions.	Word is bond	Police accountability involves holding both police officers, as well as law enforcement agencies responsible for their actions and outcomes ensuring we treat individuals fairly and equitably.	Exactly what the words mean, we are responsible for our actions and should take ownership of it, and be prepared to be held accountable for our actions at any given time
Q26	Accountability	Accountability is taking responsibility for any action or inaction in law enforcement and holding officials responsible for such actions or inactions.	Being responsible and holding others responsible to the rules, regulations, and the law. Meeting expectations that are established	Law enforcement agencies and officers are accountable to the people we are sworn to protect, the citizens.	The ability to explain one's actions and take responsibility for them.

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Q26	Accountability	Holding ourselves accountable for our actions, as we hold others accountable for their actions, is at the heart of so much social unrest. Building methods or accountability will serve to ensure we are being fair and address any wrongs to build trust	Responsible		Showing responsibility for action
Q26	Accountability	Having to explain who, what, where, why and how about an action or decision to those affected or anyone who asks	The act of showing responsibility for one's actions or decisions.	Being held responsible for your actions.	
Q26	Accountability	Mean what you say	Everything Rise and Fall through Leadership!	Accountability is being held responsible for the consequences of an action that was under one's control.	
Q26	Accountability	Understanding of liability of an agency.	The willingness to accept responsibility for your actions.		Consequences for all actions
Q26	Accountability	Taking responsibility for one's actions.	Walk your talk	I own up to my actions and those I am charged over.	Being able to own your actions

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Confidence

Q21	Confidence	Daily demonstration that you have the education, experience, skills and abilities to conduct business for your organization.	Confidence has to be balanced with knowledge.	Confidence is obtained from the community when they know that those who swore to Protect and Serve, really PROTECT AND SERVE the community. Black communities are hunting grounds for some officers. Leadership is need to demonstrate what's acceptable	Feeling something is reliable
Q21	Confidence	The ability to accomplish a task without thinking.	Believe in your self and organization and displaying that image to public.	Expectation that police will behave in a legitimate way in the future	The public has lost confidence in law enforcement, because law enforcement refuses to deal with poor acting officers. Law Enforcement needs to change this action to gain confidence by the public.
Q21	Confidence	A force that is supported by their constituents because of the services they provide and the trust that they built can be confident. Confidence will rise in your performance through consistent and progressive training.	Confidence is the outcome of truth. This means that ALL information, good, bad, or ugly is considered when weighing a situation. Basically, using all the facts to uncover the truth regardless of what that truth maybe. Truth = Confidence	confidence is that you believe in someone or something also trust, strength.	You know the right thing to do and do not hesitate to do what's right.

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Q21	Confidence	Trust; for example confidence in training and organizational and personal belief.	Confidence is the full trust and belief in a person based on their power, authority, trustworthiness, reliability, integrity and character in that they will do what is right, correct and honest and will make decisions based on the same.	A belief that the police do all that they can to support the community through crime prevention and supporting victims of crimes and their needs.	Confidence is increased when you act with integrity, honor
Q21	Confidence	You have to be confident in your ability to serve the public which will elicit confidence from your citizens.	Knowing that you're right. Not cocky but sure in your actions supported by the law.	Are you speaking of a person whom you have shared something? Or confidence in the judicial system? Most of the time if you share a topic/secret in confidence, it becomes no longer confidential!	
Q21	Confidence	Having the knowledge skills and abilities to carry out the job and know you are doing the right thing	Believing a person or organization can be relied upon to do what is warranted or required.	Assurance. No doubt in what is said or done. Total trust in.	We must be responsive to the needs of the community, do what we say we will, follow up with our citizens to ensure they know what has been done. We must get to know the community before they call us in their time of need. Conversation is important,

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Q21	Confidence	All are accountable to review weekly crime stats. Address high crime areas with Command and come up with a strategy to reduce crimes. Crime fighters will become experts on knowing crime in their zones and deploying Intelligent Led Policing tactics.	Confidence comes after Trust and Legitimacy. Once you prove that you can be trusted, community will count on you with confidence when a situation arise. Because I grew up in the neighborhood, many people have confidence in me to help when I can.	Knowing what you want without a doubt. Clear-headed and having trust. James Bond was confident he like his martini shaken, not stirred.	A vital aspect of professional competence and projected leadership. It comes from training and experience, and it inspires faith from staff and community members. It cannot be substituted with arrogance.
Q21	Confidence	Your officers must trust in your command staff and your community must have the trust and reassurance that you as the leader of that department will be open and transparent with them.	I am a woman of 41yrs of age	Trust in a system, process, or oneself based on experience, training and knowledge.	Must be from employees and the public.
Q21	Confidence	Believe in self and your ability to meet challenges and obstacles that come your way.	Self-assured in his/her ability.	Pride in doing what you know in your heart is the correct thing to do and knowing you are able to do the task correctly	both the community and the police must have confidence in each other.
Q21	Confidence	We must strive to establish the public's confidence for their selves and their property.	Confidence in policing comes with treatment of every community person with respect and civility anytime and every time. The actions of the police are watched and noted by the community and is etched in memory for any and all additional encounters.	Knowing things will get done	Confidence is born of experience and success. Learning from your mistakes and not repeating them

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Q21	Confidence	Reliability and dependence in people and systems.	Faith in someone, something, that without a doubt what they say shall be done.	Is self assurance in completing what is expected and right.	Being resolute in your abilities and knowledge where even when challenged and times ridiculed that you remain resolute because your foundation and facts are solid and you will eventually be proved correct
Q21	Confidence	Do you have a relationship with the people you expect to have your back when you have made a mistake. Will they believe what you are saying about the incident	Courage and competency breeds confidence. Knowing that a party has the skill set to tackle an issue, as well as the courage to do what it is right will instill confidence in themselves and others.	The belief that one can rely on someone or something.	Give the state of law enforcement and the FBI notification of infiltration by white supremacist groups, confidence in fair policing culture will be hard to obtain.
Q21	Confidence	A feeling or belief that one can rely on something or someone	Confidence is a state, belief, or feeling of sureness in self or others knowledge/skills/abilities.	Confidence is having trust, faith, and belief that your intention is proper and can be effectively achieved.	Lean in. When you know your worth, don't let anyone diminish it.
Q21	Confidence	Should have confidence in knowing there job.	Having faith in me and or being able to rest a sure that I can and will be able to deal with or handle any particular situation that may arise. Doing the right thing.	The ability to count on someone or something. One may be confident in one's own ability or that of another person. Usually confidence denotes that the person in question remains assured that they Can do a thing and that it is the right thing to do.	The unwavering support that a person, group, and or organization will the right thing.

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Q21	Confidence	To believe in or firmly trust in one who is deserving.	Self-assurance of one's abilities or qualities.	Assurance that the actions taken or the directions given are proper.	Unfailing trust in your ability and aptitude
Q21	Confidence	Display assurance in your convictions and actions.	I can do all things through Christ who strengthens me	In order for the people of our communities to have confidence in their Police Department's, the department and government must be transparent in all of its actions.	As Sheriff. having confidence that when you call our office you will be treated with respect, dignity and compassion and your voice be is heard is extremely important to me
Q21	Confidence	Confidence is built on reputation and repetition. Confidence is gained when law enforcement shows consistency in doing things right in the community.	being certain about a person or situation, having assurance	Citizens should have confidence that they are being treated fairly and without bias. While we cannot make people believe anything, we should at least do our due diligence	Police have the requisite training and guidance that hey know how to do their jobs, and they know their leaders will regard their actions fairly after the fact, and not be driven by political or other bias.
Q21	Confidence	Confidence, like trust, is at the foundation of what we need to be successful. Our communities need to have confidence that we will provide for everyone's safety in a fair and just manner and be a resource in times of stress and uncertainty.	Believe in	Must be internalized and displayed openly, that no matter what the odds are, you, individually have the responsibility to make the difference. We must be Change Agents, one-on-one and as teams within our agencies and with our citizens.	Assurity of completion of tasks
Q21	Confidence	To know with a certainty and to have self assurance	Belief in one or their ability.	Being self-assured in what your are doing or saying. Knowing you have the ability to be	

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				successful.	
Q21	Confidence	Have faith in the future of LE	Know The Way, Show The Way and Go the Way!	Confidence is the belief that the organization will continue to perform as expected.	
Q21	Confidence	Well trained and disciplined in following S.O.Ps, Work Rules and State and Local laws and ordinances.	Being sure. To have no doubt that you can do whatever it is that is put before you.	The public always has to have confidence in you as a police officer	Ability to do anything and everything without doubt
Q21	Confidence	Belief and honesty in one's knowledge, abilities and prowess going into any given situation.	proven performance, the courage of conviction and dedication	All of the above procedural justice words = confidence. Our communities begin to trust LE, share the that LE is legit, and lastly have confidence in the LE agency in their community.	The state of mind that you are comfortable with who you and your ability.

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Implicit Bias

Q24	Implicit Bias	Attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner.	Limits the playing fields. This is true from every side.	Hire qualified candidates instead of known problems. Why?	Unaware of how ones bias thoughts drive certain decisions to act or not act,
Q24	Implicit Bias	Having a preference over a race, group, or person.	Subconscious feelings, perception and stereotypes that have prior influences.	Actions driven by the unconscious absorption of societal messages that one group of people is superior or inferior to others	Implicit Bias is used to in law enforcement to much and should be disciplined when it is determined to be a factor.
Q24	Implicit Bias	We must work hard to recognize and identify our biases. Acknowledging those biases and working to be sure that as individuals those biases don't affect our ability to perform in a fair and unbiased manner, to the people we serve.	This is having an internal belief about people, places, or things and unknowingly acting upon them either favorably, or unfavorably.	Implicit bias is a thought or perception that you have underlying in your psyche and is giving you a perception that is/may be false and can be detrimental to that individual or group. Not knowing the person but forming a perception normally negative	Unconscious and/or subconscious actions taken or treatment of an individual or circumstance based on solely on unrecognized perceived notions
Q24	Implicit Bias	Implicit bias is highly controversial, but happens to everyone all of the time. Our thoughts, feelings, and actions can be influenced by social cues even when we don't want to be influenced; many are not aware, intentional steps to ID are needed now.	Implicit bias is hidden or subdued opinion or judgement that exists and without being self-managed properly can lead to incorrect and unfounded truths.	Bias that you are not aware of that are the result of your life experiences.	

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Q24	Implicit Bias	We all have and deal with Implicit Bias. The trick is to treat all while under the color of authority fairly.	This is a set of beliefs all people have. Comes from your background, environment, education and how you were raised. Not always bad but should not be the driving force for your actions.	Try another word for Bias if you will..... Bias is Bias. How do you determine Explicit or implicit? Other than a way to say I wasn't aware.	
Q24	Implicit Bias	We all have them.		Prejudices that are ingrained in our make-up that we should acknowledge so that officers don't treat people unfairly because of our own	Internal thoughts and stereotypes that we all possess. It is nothing wrong with implicit bias, but it is how you react to your bias. It is natural for you to have these thoughts but being able to recognize this bias prevents improper action.
Q24	Implicit Bias	Entire police force attends a yearly training on implicit bias. Sgts discuss implicit bias in line ups. In appropriate comments & behavior will be documented. Officers are held accountable for their social media and can be discipline. 0 tolerance.	Implicit Bias unlike Explicit Bias, a person may not even be aware of their Implicit Bias until it's brought to their attention. It is more reflective of influences of families, or environments, a dislike of person or situation within, morals, values	Stereotypes. Attitudes and beliefs we have about a person or group on an unconscious level. Unaware and unconscious of the prejudices and beliefs you possess.	As professionals, we must be on introspective and constantly or guard to guard against negative perceptions learned or developed about any group or people or persons. Take the time for positive exposures to remember what makes us all the same.
Q24	Implicit Bias	Continuous training to you and the department to assist with their bias and behavior towards a certain group of people. Lead by		Being unaware of attitudes and bias about people, which serves as an underlying reason for unfair treatment of those	Subliminal. Not openly displayed maltreatment to certain people.

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		Example		same persons.	
Q24	Implicit Bias	Beliefs and opinions about groups that we may not know we have but these beliefs and opinions come out when we usually feel under threat. These are below the surface and typically are reaction-based.	Unintentional subliminal beliefs or attitudes affect our understanding, actions, and decisions in an unconscious manner.	Being unaware of feelings you may have toward a certain group of people	Something that we all have internally and display but is very misunderstood
Q24	Implicit Bias	Implicit bias exposes personal agenda's.	Implicit biases are (1) opposite of explicit biases and unconscious bias and (2) operates outside of the person's awareness and can be in direct contradiction to a person's espoused beliefs and values. It seeps into a person's affect or behavior.	Unconscious attitudes we have about people that don't look or act like us.	Bias you apply implicitly
Q24	Implicit Bias	Underlying unconscious attitudes, prejudices, and stereotypes towards certain groups of people that affect actions and decision making.	Inherent subconscious opinions that we all have about people unlike us, based on our individual life experiences.	Attitudes or stereotypes that affect our understanding and actions in an unconscious manner.	Having internal views that you form about a group that causes you to treat differently based on those characteristics
Q24	Implicit Bias	Bias that you are not aware of	Unknowingly having bias towards a particular group that guides your decision making process.	The attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner.	We need nation wide law enforcement consent decrees to dismantle this systemically racist mindset.

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Q24	Implicit Bias	Attitudes or stereotypes that affect our understanding, actions and decisions on an unconscious level	The unconscious belief(s) or stereotype(s) a person holds for/against another person or group, may be adverse to the person's values, but is reflective in their behavior and decision-making.	An unconscious or subconscious attitude or belief about a person or group.	We all have it. Try your best not to let it influence your decisions and actions. Get feedback from trusted sources regarding your decisions to keep your biases in check.
Q24	Implicit Bias	We all have it just don't let it interfere in your law enforcement decision making.	Associating or thinking how people are but not actually saying it.	Being biased or prejudiced against any thing, group, persons based on immutable characteristics, but often without realizing that one is acting in such a manner and with base motivations.	Personal prejudices of a person that they have about something or someone that they do not realize.
Q24	Implicit Bias	An unconscious belief that ultimately effects the way we interact with those people or things in which the belief is directed.	The attitudes and beliefs we have about people unconsciously.	Hidden or unconscious bias. This type of bias is embedded by a persons upbringing and experiences in life.	Judging groups or individuals through your own experiences without provocation which cases inconsistent interaction
Q24	Implicit Bias	Passive or unintentional display of one's personal opinions and perceptions that can have a negative impact on others.	Subconsciously prejudiced	Implicit bias refers to the attitude, stereotypes or beliefs we have that unconsciously affect our understanding, actions, and decisions in we make about the subject we are dealing with.	Implicit bias within my agency is not tolerated, and any member of the Sheriff's Office engaged in this conduct will be held accountable. Our staff has been educated on how to identify implicit/unconscious bias and use to moment to educate

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Q24	Implicit Bias	Implicit Bias is unconsciously showing bias against another human being based on the predetermined bias of the mind.	Those attitudes and beliefs we subconsciously have that influence our actions and behaviors and decisions	ALL human beings have implicit bias and we should all strive to be introspective enough to realize it and minimize it. As people who have been invested with the authority we have, law enforcement officers should strive even more.	The unrealized categorization of a certain group or groups of people, that is unintentional and MAY lead to unequal treatment by the person with implicit bias, not through conscious intent but based on programming, rather than the person's actions.
Q24	Implicit Bias	There needs to be an understanding that we all have implicit bias and that it is wired into our minds. Once there is an acknowledgment of unconscious bias there needs to be training and education to mitigate any bias that would impact our serving.	To stereotypes with them without our conscious knowledge		This is another bias based on stereotyping individuals usually internalized by another
Q24	Implicit Bias	Hidden unconscious favoritism toward a person, group or organization often driven by perceived stereotypes	Unconscious, inner-personal thoughts and actions the display prejudice.	Showing bias, but not necessarily being aware of your actions or that they demonstrate biased behavior.	
Q24	Implicit Bias	Daily effort to rid bias of all types	Speak Truth To Power and Stand by your Word and Decision!	Implicit bias is unconscious actions or statements that favor one entity over another	

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Q24	Implicit Bias	Those beliefs that one person holds to be true of another culture, group, or individual.	Judging someone because of the group they hang out with or judging a person because of who they are and knowing that it's wrong.		Favor or dislike of something that is not apparent
Q24	Implicit Bias	Unknowingly and not purposely aware of bias or actions being based on prejudicial thoughts.	Failure to recognize your preferences	Unconscious bias, person may be unaware of their behavior toward others	This hidden behaviors that are displayed during times of stress or discord.

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Explicit Bias

Q23	Explicit Bias	Attitudes and beliefs that we have about a person or group on a conscious level, which are a direct result of a perceived threat.	Can be overcome with enlightenment and tolerance.	Police unions should not be fighting for bad behavior, negotiations problems, no one's job is safe if the oath taken has been violated numerous times. Bad police need to be removed if behavior doesn't change.	Display of ones bias or prejudice construct through actions, inactions, or intentions
Q23	Explicit Bias	A belief about a group or person.	Understanding and being aware of your prejudices and attitudes toward certain groups.	Actions and thoughts derived from a conscious belief that one group of people is superior or inferior to others	Explicit Bias has risen in recent years and law enforcement refuses to swiftly discipline those poor actors.
Q23	Explicit Bias	Recruitment, selection and retention efforts should be designed to identify candidates who are not a good fit for law enforcement/public safety career, and encourage them to find a career better suited to their beliefs.	This is having an internal belief about people, places, or things and knowingly acting upon them either favorably, or unfavorably.	the beliefs or attitudes we have about someone or something that is learned which is a threat.	Outward and obvious action taken or treatment of an individual or circumstance based solely on preconceived notions
Q23	Explicit Bias		Explicit bias is a detrimental opinion or judgement that is prejudice in nature and is often based on stereotypical judgements that are not necessarily based on truth.	Biases that you are aware of and are often freely expressed.	

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Q23	Explicit Bias	If you love your fellow man and don't surrender to fears or stereotypes, explicit Bias will be a flame without oxygen.	Being aware of your bias and not utilizing it as a driving force for your actions.	Bias is Bias	
Q23	Explicit Bias	Taking overt action because of your beliefs against a particular class of people		Bias (prejudices) that is overt, conscious, and deliberate. Police acting on their prejudices when conducting police work, to treat people unfairly.	Overt thoughts and actions that discriminate or cause inequity in how citizens are treated. This type of bias creates mistrust and openly displays the character of the individual.
Q23	Explicit Bias	Zero tolerance for this behavior. It will be addressed immediately and the employee will be sent to training. It will be documented and every effort will be made to remove the employee from this profession.	Explicit Bias are demonstrated in actions, words, gestures. It's what you show on the outside. It's my opinion that media plays a part in the demonstration of Explicit Bias.	Attitudes and beliefs we have about a person or group on a conscious level. Alert and consciously aware of the prejudices and beliefs you possess.	Purposely applying or acting on personal and damaging generalizations or assumptions has no place in our profession. It tears away trust and catastrophically changes the lives of its victims and their families. We cannot tolerate it in our ranks.
Q23	Explicit Bias	To the Best of your ability acknowledge you do have beliefs towards a certain group of people but provide training for you and your agency to work through their attitude and beliefs.		Being actively aware of bias towards certain people.	To treat certain people with unfair treatment without fear of recourse.
Q23	Explicit Bias	Blatant, open, conscious attitudes and beliefs about a person or group.	People are judged by prejudices that target certain groups of people.	When you come right out and let it be known you do not like a certain group of people for whatever reason	Something that we all have and display but is very misunderstood

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Q23	Explicit Bias	It goes without say that explicit bias targets certain communities.	Explicit biases are (1) opposite of implicit biases and (2) the individual's actions of recognizing their attitudes and reactions to certain groups whether opposite their own or alike.	Conscious attitudes we have about people that don't look or act like us.	Bias on display
Q23	Explicit Bias	Being aware of your prejudices, stereotypes, and attitude towards certain groups of people that affect actions and decision making.	Negative opinions that we have about people unlike us that is exhibited through/by words and/or actions, to the detriment or loss of the recipient.	A conscious attitude or belief about people, groups, and processes that are based on biases.	Openly treating or discriminating against a group based solely on their race, gender or other characteristics
Q23	Explicit Bias	Bias that you are aware of	The purposeful uneven application of justice. Knowingly treating one group differently from others, for the purpose of treating them differently.	The attitudes and beliefs we have about a person or group on a conscious level.	Bluntly put racism is inter woven within law enforcement and until these explicit biases are dealt with from a leadership and union standpoint we're doomed to repeat the atrocities of the past.
Q23	Explicit Bias	Attitudes or beliefs one has about a person or group on a conscious level	The conscious belief(s) or stereotype(s) a person has for/against another person or group which is reflective in their behavior.	A conscious belief or attitude about a person or group.	Should not be tolerated. Call it out when you see it.

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Q23	Explicit Bias	With having this you still need to keep feeling to self and not use this to make a law enforcement decision.	Being prejudice towards to a class of people or person. Could possibly stem from preconceived thoughts that makes you believe that a particular race of people are all the same regardless of the individual.	Outwardly demonstrating bias toward a person, thing, group, etc., usually based on a set of immutable characteristics. As examples, during the Jim Crow era, many Whites were explicitly raised against persons of color, but usually focused on Blacks.	A past incident that solidifies a person's ideas about a particular group that they are made aware of to cause such feelings
Q23	Explicit Bias	Consciously holding on to a belief about a certain group/person with no scientific/statistical evidence to support that belief.	The attitudes and beliefs we have about people on a conscious level.	Fully exposed bias, not hidden.	Overtly labeling groups of people in a manner that support your belief without justification
Q23	Explicit Bias	Bold face display of one's personal opinions and perceptions that can have a negative impact on others.	Overt comments purposely or un-purposely	The attitudes, beliefs and actions the we have about a person or group on a conscious level. Much of the time, these biases and their expression arise as the direct result of a perceived threat or a misinterpretation of another actions.	Explicit bias within my agency is not tolerated, and any member of the Sheriff's Office engaged in this conduct will be held accountable. Our policies and mission does not tolerate said conduct
Q23	Explicit Bias	Explicit Bias is the outward showing of prejudice against another human being.	biases are about attitudes and beliefs we hold. Explicit biases are those expressed openly at a conscience level	There is no place in our society for explicit bias and certainly not in law enforcement. If it is identified it should be dealt with and excised	The known categorization of a certain group or groups of people, that leads to unequal treatment by intention, based on the membership in the group, not based on the

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				immediately	person's actions.
Q23	Explicit Bias	Those who have explicit bias need to be addressed. If on a conscious level individuals who are expected to serve a community actively behave and/or think counter to the values of dignity and respect than a different career path should be pursued.	The beliefs you have about a person or group on a conscious level	Insist that you will not tolerate bias actions or words uttered within your agency or outward to citizens; that if such occurs the appropriate response with take place. Provide training, however, accountability must be the order of the day, daily.	Perception of one person about another based on a stereotype... a perceived threat
Q23	Explicit Bias	A know bias that one recognizes about ones self and is fully aware of the responses or reactions based on these biases	Conscious, openly and outwardly displays of prejudice.	Openly possessing or demonstrating biases toward something.	
Q23	Explicit Bias	Daily effort to rid bias of all types	Accountability is directed to all.	Explicit bias is conscious actions or statements that favor one entity over another	
Q23	Explicit Bias	Those beliefs that one group holds to be true of another culture or group or individual.			Favor or dislike of something that is apparent
Q23	Explicit Bias	Known, confirmed and stated.	just because you can	Conscious bias, when people are clear about their feels and attitude	Openly displaying opposition or hostility

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Guardian Mindset

Q28	Guardian Mindset	Treating others as people with value and not discarding or treating them in a vile manner. Faith, Hope and Love!	Useful if you are will to make alliances with others who feel the have to protect others from the people they are guarding.	When leadership determine that the TEAM, FAMILY, COMMUNITY needs assistance, shouldn't be Us and Them.	A protector mentality over those that need protective services.
Q28	Guardian Mindset	Should be LE's mindset, to protect the citizens, officers, and even the offenders.	Mindset to build trust and legitimacy both within agencies and with public guiding principles for internal and external policies and practice guide their interaction with officers and citizens they serve.	Focus that emphasizes problem solving and avoiding situations which may lead to force, paternalistic but less so than adversarial mindset	"Am I my brother's keeper" mindset should be used to handle situations by law enforcement.
Q28	Guardian Mindset	The state of mind that public servants should operate under the majority of their career. The mindset that creates a safe and inclusive environment for the public to thrive.	The Guardian Mindset is one where a person is willing to go to battle in any form it may come. However, they are willing to do so to save another. It is built upon the belief that one stands ready to protect another they promised to protect.	To protect what is rightfully yours and/or others from harm and not to inflict harm on others that you protect.	Protect and serve

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Q28	Guardian Mindset	As defined...	A guardian mindset is the state of cognitive thinking that drives an individual to be protective in their engagement, vigor and courage in the work she or he is doing each day.	The primary mindset of protecting the community and its members from crime. It is grounded in the belief that all protective efforts are centered around ensuring the wellbeing of the community and all its members.	
Q28	Guardian Mindset	Guarding Mindset shall be that you are willing to put your life on the line to protect the citizens that you serve.	More of a problem solving mindset where law enforcement officers feel they should help and find solutions.	To protect, serve and build trust while demonstrating that you care about the person, community, City and well being of all citizens regardless of color.	
Q28	Guardian Mindset	Protectors of the community		Officers who have a mindset to work with the community and combat resistance by first using verbal judo or negotiation before using force, if appropriate or necessary.	We must show compassion and empathy as much as we are enforcing the laws. we are servants to our community and must be a part of the communities we serve. There are times where you will be a warrior, but majority of our interactions are guardians.
Q28	Guardian Mindset	Guardian mindset is more fitting. We are guardian of our communities. There may be a time when that Guardian has to be a Warrior, but he/she needs to know when to go back to being a Guardian. We are to	A Guardian is a protector, someone who looks out for others. In Law Enforcement, a guardian cares about the people and the neighborhoods they	Well trained and alert to protect and serve others. Helpful and protective of the community.	Our role and responsibilities are to serve and protect. To protect people from those that would do harm to them, and to protect and safeguard rights and liberties afforded by our constitution.

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		bring to justice when possible.	patrol. Every neighborhood needs to have Guardians		
Q28	Guardian Mindset	It starts with Leadership of the department showing respect taking responsibility, being involved in the community, having dialogue with their officers and their community you must be able to differ when to show compassion and when to be a warrior		The idea the law enforcement must protect of all communities by engagement and help versus criminal pursuit or combative posturing.	Protecting the people of the community.
Q28	Guardian Mindset	Feeling that we protect you, we are here to serve, to help you solve and resolve problems, and not always solve them for you. A mindset of care and concern.	Seek cooperation through positive communication versus hard command tactics	Taking care of someone no matter what you have to do to accomplish the task	Protect
Q28	Guardian Mindset	The mindset if a guardian is the resounding meaning of: Protect & Serve	Guardian mindset is embracing the role of care, compassion, and empathy for all citizens and enforce laws equally regardless of the citizen encountered.	Having the mindset of a protector, as if you're protecting your family.	I am my brothers keeper

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Q28	Guardian Mindset	More focus on how your actions may impact others. Gaining the respect and trust of others to determine courses of action which will have a win-win outcome.	Focus on protecting, serving, and being a resource, if needed.	Those who want to protect all from harm	Willing to do whatever it takes to protect
Q28	Guardian Mindset	Believe they are there to watch over and protect the community.	Protector. Defensive posture. Safety and service are the first priorities. The mission will have to be accomplished another way of what is currently required involves endangerment.	Is a defender who advocates for other.	Can only be gained when community members are employed as Law Enforcement!!!
Q28	Guardian Mindset	Community partnership policing	Shift or balance in critical thought and behavior or law enforcement which fosters empathy, constitutional policing, and effective community partnering that sustains police legitimacy. The shift in is displayed from the entire chain of command.	The state of mind to protect another from a threat or enemy.	Protect those that have gone to bat for the truth, especially a whistleblower. They must be protected. Do everything in your power to keep them safe.

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Q28	Guardian Mindset		Watching over, protecting from harm or potential danger. Being that sheep dog.	Conduct designed to remind the downtrodden or powerless that one is able to champion the former's cause or to rescue them from untoward situations. This Should be the rule within the ranks of law enforcement in the USA!	The philosophy that police are to protect all groups of people, regardless of race, class, gender, or socioeconomic status by using other resource to fix problems in the community, rather than relying heavily of arrests and citations.
Q28	Guardian Mindset	To protect those who can't protect themselves	A frame of mind where the person feels or believes they are the protector of a person and/or group.	The Guardian mindset sets the foundation for officers to be protectors of all communities in partnership with those communities.	Comprehensive partnership building when addressing quality of life issues. Incorporating education, interaction, presence, discipline in addressing ALL concerns
Q28	Guardian Mindset	Willing to sacrifice everything to protect those under your wing.	If I can help somebody as I travel on.....	The overriding concept of recognizing that we must preserve the peace and recognize that just because we are legally authorized to take an action, that we should. We must guard human dignity, the public peace and provide customer service.	A mind-set of safeguarding the communities we serve and emphasizing it, knowing that we may have to engage in enforcement of the law

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Q28	Guardian Mindset	Guardian Mindset is the caretaking of life, liberty, and justice. It is the watchful defense of human rights.	Protect and serve, defending, deescalation, keeping the peace	I think that is the mindset we should all have as law enforcement professionals. We should be able to switch from Guardian mindset to Warrior mindset if justified by the law and the circumstances.	The perception that one is like a "shepherd" tasked with public protection. For example, the "Warrior" who shoots a person attacking another, when possible, must quickly transition to a "Guardian" and give first aid to the wounded attacker.
Q28	Guardian Mindset	We are the guardians of our community. We protect those who need protecting and we help those who need help. We guard the freedom of everyone in this country and beyond! Guarding the light that is so dearly needed in times of darkness.	Caretaker protector		Acting with thoughts, cares and concerns for the community
Q28	Guardian Mindset	The type of policing and mind set that embraces empathetic approaches to solve community related problems in a way that minimizes the negative collateral consequence while achieving the targeted goal with community cooperation and collaboration	A protector of the innocent and helpless.	Protective	
Q28	Guardian Mindset	Always	I am the defender and Protector of all that is entrusted in me.	A guardian mindset is being willing to defend something of value from threat.	

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Q28	Guardian Mindset	Emphatic Sheepdog"	To protect at all cost. Being loyal to the thing or the person that you trust or love. Protecting because you care as to not see harm done to anyone.		Protector of all
Q28	Guardian Mindset	Same as warrior mentality.	Protecting those who can't protect themselves	The guardian mindset IMO sets out to protect people, by problem solving, relationship building, building trust, being legitimate. But it also included a warrior mentality to protect victims.	Being protective of one's position

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Legitimacy

Q10	Legitimacy	Daily demonstration of the skills and abilities that prove that you are more than capable of performing your duties, while aspiring to be more efficient in your operations.	This is the hardest thing to overcome in the minds of some who don't think we should be here.	Legitimacy is not given. It's obtained from building trust with the ranks and community.	Proper, respectable, just
Q10	Legitimacy	What is said about your character after you leave.	Being transparent and reporting in a timely manner major incidents and following up with citizens on end results.	Community understands that police are doing necessary work in an appropriate and respectful way	Legitimacy is earned through the actions of law enforcement. Doing the job by the policies and with public creates legitimacy that the public yearns for.
Q10	Legitimacy	The trust you build will result in active participation by the community and recognize your organization as legitimate. You need community support for funding, reform, growth, change and service improvement.	Legitimacy is the outcome of transparency. This means the people can follow your logic to the conclusion and see your thought(s) of how you got there. Confidence = Legitimacy.	factual and real and able to validate and prove.	Decisions/ choices are based on legal and ethical principles and are supported by legal and socially acceptable standards
Q10	Legitimacy	Intentional, inclusive and transparent direction and policy	Legitimacy requires the lawful, legal and rightful condition of a person, place or thing that may consider environment and socio-economic circumstances.	An understanding of the necessity of the police and support for the role that they possess in the community.	The very fabric of our being as LEO's. Our power and authority is given by those we have sworn to serve. We are apart of and empowered by the citizens we serve and if we are not deemed legit in their eyes we lose power, respect, trust and authority

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Q10	Legitimacy	Legitimacy goes hand in hand with the authority that I have sworn to wield faithfully and fairly.	Doing what's right and not what's easiest. Proving through actions helps develop legitimacy for the agency.	Not much respect for that word.	Body cams, truthful statements
Q10	Legitimacy	The people believe the police are honest, and being fair and even handed when doing their job	Having legal and/or morale foundation for a position or action taken.	Community giving authenticity and approval for the power law enforcement yields in their community. The community will comply freely and willingly to commands and recognizes police authority as authentic and lawful.	We must hold our personnel accountable and ensure the public knows that we hold one another accountable. Collaborate with citizens to ensure they have a voice. Do what you say and speak out not only when you are right, but when you are wrong.
Q10	Legitimacy	Be consistent with disciplines. Rewards, recognitions, compliments, and acknowledgments are important and should be done often.	Legitimacy and Trust goes hand and hand. You gain legitimacy with trust. If you are true to your word, do what you say and say what you do, it creates legitimacy.	The real McCoy, the real deal. Legitimacy is the right and acceptance of an authority, usually a governing law or a regime MC Hammer was too legit to quit.	Legitimacy, the public's recognition of powers bestowed to law enforcement, hinges on trust from the community. It is hard fought, easily lost and the result of transparency, accountability, and our adherence to policy and law as officers.
Q10	Legitimacy	As a law enforcement agency you must have a open dialogue with your community and when possible provide information to incidents as soon as possible no matter how damaging to you and	I've worked for 15yrs as an officer & have a college degree from an HBCU & this is my second career employment	Being qualified through commitment to competence, history of achievement, education and transparency.	Being genuine will bring legitimacy to your agency.

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		your department.			
Q10	Legitimacy	Actions that confirm to the laws and regulations of society.	To build legitimacy one must have earned credibility through honesty, compassion, integrity, etc.	Truly yours, no chance of being someone else's	Given by the people
Q10	Legitimacy	Legitimacy of Policing bridges the gap between enforcement and community.	I believe legitimacy is conforming to the laws and demonstrating accountability. Trust is the communication and legitimacy is the action of that communication from police to community about holding the actions governing them.	The right to operate effectively and efficiently with up-to-date knowledge and transparency.	Legitimacy is earned as above
Q10	Legitimacy	Complying with and/or establishing rules, regulations, policies, procedures, and protocols to achieve a course of action applicable to the majority to minimize opposition, variance, and uncertainty.	Something that is real, believable, authentic.	A normal or positive way to implement policy and procedures which are transparent to the public.	Having a level of expertise and authenticity that when you speak it is understood that you are coming from a vantage point that lets everyone know you are sincere.

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Q10	Legitimacy	How well/fair do you handle internal matters	Legitimacy is objective affirmation. Facts, not opinion dictate legitimacy. When opinion is used to legitimize a subject, it can be questioned. Thereby, nullifying any legitimacy.	To defend with logic, justification and validity.	We can't legitimacy w/o truthful dialogue and reporting of disciplinary action against rogue cops!
Q10	Legitimacy	Defendable with logic or justification	Legitimacy is the public acknowledgment (and belief) in law enforcements' authority when making decisions. It situates law enforcement as a valid contributors of the executive branch of government.	Legitimacy is gained by establishing your actions as genuine and lawful, and never spurious or ill intended.	Do not embellish your credentials. If you make mistakes, own up to them. Don't blame others for your mistakes.
Q10	Legitimacy	Should be someone good with good morals.	Was it good, was it right.	The right and proper thing.	The acceptance of an entity because of the role that has been entrusted in them.
Q10	Legitimacy	Something valid and justifiable by rule/law.	The ability to be defended with validity.	Being perceived by your actions as having the authority to operate in a defined space.	Shared set of values that support and validate all standards
Q10	Legitimacy	An entity that is living up to its claims.	Too legit to quit. Sound and unwavering	legitimacy is a critical building block in order to build trust	As Sheriff, it is my utmost priority that the community have trust in us and that our legitimacy is recognized by our professionalism and positive interactions with the people we have sworn to serve

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Q10	Legitimacy	Legitimacy is the community's trust that law enforcement has the right intentions when dealing with any issue in the community.	validity or authenticity, being accepted as right	We as law enforcement professionals should do all that we can do to establish trust and legitimacy in our jurisdictions. We should strive to develop trust so that our actions and statements have legitimacy.	Police will operate under the rule of law and not by personal bias. Police commanders will continually learn their craft and never assume they know everything because they are the boss.
Q10	Legitimacy	Every effort needs to be made to put for the legitimacy of the good work that public safety professionals do every day. Understanding the value they bring to any organization. At the same time we must acknowledge the legitimate community concerns.	The ability to justify.	Accountability, starts and stops with each and every officer, especially supervisors and command level personnel. All actions and activities must be lawful within department policies and executed in a humane matter.	The morality of issues or stance based on acceptable precepts.
Q10	Legitimacy	Enough experience and knowledge to intelligently speak about, explain or define a certain topic	Recognized and respected by peers, subordinates and/or stakeholders as an individual, business or organization for displaying traits of honesty and integrity.	Being official/authorized	Do my duty safe and to continue to have the communities trust.

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Q10	Legitimacy	Mean what we say	Accountability	Legitimacy is the belief that the entity in question has the authority and credibility to act or speak on behalf of another in the manner that the other would chose for themselves, if the other had the knowledge and expertise the entity has.	
Q10	Legitimacy	Valid, credentialed, and P.O.S.T. approved	The authenticity of something that needs to be proven. To know that there is no doubt.	And Be willing to explain why you showed up at location Be willing to explain what you're doing while you're there and their rights and your rights explaining that you	
Q10	Legitimacy	Doing what is right morally and legally. Using discretionary judgement but leading by example and not being hypocritical.	Doing the right thing at the right time for the right reasons regardless of who's involved	When you build relationships the by-product is trust. Trust builds legitimacy, community members will vouch for LE.	That you occupy a status or position that is in accordance with organizational standards

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Procedural Justice

Q22	Procedural Justice	Accountability for people or processes when applying policies and procedures.	Lurks in the outfield but is out of reach of most people of color.	The entire System needs change but that's not a new idea.	Voice; Impartiality; Trustworthy; Fairness
Q22	Procedural Justice	Following the law that are establish without prejudices.	Holding individuals accountable and treating everyone fair.	Treating stakeholders (internal and external) with respect, fairness, transparency, and really listening when they exercise their voice	Procedural Justice is rarely applied on equal terms. Plea deals play a huge factor into procedural justice for some.
Q22	Procedural Justice	Training, FTO process and other performance monitoring efforts must support fairness in dealing with those you serve. How would you want your family treated? What are the lasting effects of unyielding policies and procedures on the public?	Procedural Justice is the summation of Legitimacy, Confidence, Transparency, and Trust. These four pillars are ingredients used to achieve procedural justice each having their own distinct requirements.	Following the law as outlined in the procedures of law.	Applying the right laws, policies, and procedures at the right place and time.
Q22	Procedural Justice	Justice the follows procedures; assuming they are fair.	Procedural justice is based on a set of stated laws, rules, regulations or procedures to drive and/or support the action of an individual or the rights of which an individual is entitled.	The belief that respectful, fair, and equitable treatment will be given in every element and at every phase of the criminal justice process.	

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Q22	Procedural Justice	Procedural justice should be fair and consistent throughout all walks of life.	When the system does what it is intended to do. Letting the system work without tweaking it to get a desired outcome whether it is right or wrong.	Rules to be used against people of color	
Q22	Procedural Justice	Making sure the police play by the rules and give suspects and victims the opportunity to be heard.		Giving people dignity and respect; treating them fairly, and giving them a voice.	We must ensure that we are being equitable and fair in our enforcement efforts. Every situation is not black and white and we must utilize discretion if it can resolve the situation. Arrest is not always the best solution.
Q22	Procedural Justice	Hold those responsible for committing crimes accountable. Investigate & document. Have good working relations with the State Attorney's Office. Follow up with the State Atty. Violent crimes should not be downgraded in order to clear case loads.	Procedural Justice is somewhat hard to convince minority communities of, due to the many injustices in the world. But, procedural justice should be just that, a just, procedural process of the judicial system. Fairness for all.	Fairness, impartiality, transparency, respect, trustworthy, neutrality, Procedural justice is the idea of "fairness" in the processes that resolve disputes and allocate resources.	Effectively utilizing community resources and if need be, the criminal justice system to address crime and problems in our communities. It must be applied fairly across the board with the intent to fix problems and not perpetuate them.
Q22	Procedural Justice	As a leader of your agency you officers and your community must know you are fair, and open to resolving conflict with them and the public.		Fairness and proportionately allocated resources for collective treatment of all people.	Do things the right way and by policy not by "how you think things should be."

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Q22	Procedural Justice	Fairness and equity in processes and systems that will resolve issues and/or hold people accountable.	Being fair to all as decisions are being made to resolve issues.	Completing an arrest from the beginning to the end, using everything available to you to do the best job possible	Procedural Justice is subjective depending who you are and where you live.
Q22	Procedural Justice	Procedural Justice should apply for all citizens.	Procedural justice is the way police and other legal authorities interact with the public, and how the characteristics of those interactions shape the public's views of the police, their willingness to obey the law, and actual crime rates reported.	Win-win situation for all involved	Fair and equitable application of the law across all races and creeds
Q22	Procedural Justice	Fairness in the way law enforcement enforces and legal entities interpret laws to invoke equality. Transparency by these authorities is necessary to shape the public's view of the legal system.	Fairness and equity in systemic processes.	A procedure that is just and consistent	Treating employees and citizens with respect and following laws and policies without bias, prejudice or favoritism.
Q22	Procedural Justice	Is all of your process fair to include the way you treat black/brown officers.	Equal application of the law to all. All parties are policed and disciplined equally and relevant.	The perceived fairness of the procedures used to make decisions.	Reform within this guideline is hampered by union power base and law maker negligence in follow up.

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Q22	Procedural Justice	The way law enforcement interacts with the public they serve and how that public perceives those interactions, shown through the public's willingness to obey laws	The concept that law enforcement processes from start to end, as well as the delegation of resources are distributed equitably to constituents. The process must be transparent and hold officers responsible at every level.	A fair and equitable process by which a disagreement or dispute can be resolved.	Just be fair! Treat people the way you would want your loved ones to be treated in a similar situation. Be transparent!
Q22	Procedural Justice	Yes you should follow all the correct steps on everyone.	Steps that have and must to be followed in the pursuit of punishment when a crime is committed or seeking retribution.	The outcome of correct procedures to reach a just and proper outcome, verdict, etc.	The legal steps taken in each stage of the criminal justice system
Q22	Procedural Justice	Transparency and fairness in due process	The idea of fairness in legal proceedings.	Giving people the opportunity to tell their story during an encounter and communicating with them in a way that gives them a perception of fairness in the outcome.	Consistency in all components of partnership building, internal and external consistency.
Q22	Procedural Justice	Processes that pursue what's right in the face of any circumstance.	Render to Caesar the things that are Caesar's. Abide by the golden rule	Procedural Justice revolves around treating people with dignity and respect, giving citizens a 'voice' during encounters, being neutral in decision making, and conveying trustworthy motives.	We will make sure that the outcomes of our work are fair, and that everyone is treated with dignity and their voices heard.

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Q22	Procedural Justice	Procedural Justice is treating everyone fairly and equitably under the color of law.	Fairness and equity in the justice and legal proceedings, are all people treated fairly under the law	Procedure justice to me means that that policy and procedure is being followed consistently regardless of race, gender, status, income, sexual orientation, etc.	Police operations will be done according to the law and policy, and each person will be dealt with reasonably, fairly, and according to their actions, not the bias of an officer.
Q22	Procedural Justice	Knowing that there are procedures in place that guide how every department operates and that these policies are in line with best and promising practices helps build trust and demonstrates that there is a fair process for everybody.	The idea of fairness in the processes	Live and display it internally and externally: lawfully, administratively and humanely thereby, conveying that you support what is right, reasonably done (human errors) but will absolutely condemn what take place with malice and purposeful intent.	Fairness of the process
Q22	Procedural Justice	The fair implementation of criminal justice procedures so that the laws do not discriminate against or favor any individual because of race, gender, ethnicity or sexual orientation	A system of fairness.	Decision or actions by an official source, which reinforces the law.	
Q22	Procedural Justice	Command	Equality too and for all!	Procedural justice is the consistent application of procedure irrespective of the person being subjected to the procedure.	

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Q22	Procedural Justice	Court defined, tried, and sentenced.	To be fair in all things and not be biased in decision making regardless if you have to go against your law enforcement fellow officer or the agency itself.		Fair execution of the laws
Q22	Procedural Justice	The courts and system treating people fair and giving appropriate punishment.	Treating all people fairly, operating based on the principals not on personalities	Fairness in the process, our community needs to see their is diversity at the table, equity in the process and inclusion.	Equitable treatment according the established rules or procedures

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Transparency

Q25	Transparency	Nothing to hide. Conducting business in a translucent manner for all to examine and arrive at the same conclusion.	Is opening up to how others see you and not how you want to be seen.	Leadership, Leadership, Leadership. They do what they see and hear about.	For all to see clearly and equally, at all times
Q25	Transparency	To be able to have the someone or a community to view your conduct or the way you conduct business without hindrance.	Data sharing information and transparency, reviewing policies, use of force, stops, warrants and police misconduct complaints. Making data available to public for review.	Having and following rules and guidelines for decision-making, ensuring people can know how decisions are made	Transparency should be used in every case, except when it compromises the integrity of the case. Command Staff should determine when facts of the case is released... not lawyers.
Q25	Transparency	Building policies, procedures, and practices that can be seen and judged by those you serve. Ensuring that there is a mechanism to receive feedback from your constituents to update and improve those 3 P's.	Transparency is the act of revealing ALL known facts of a matter, the good, the bad, and the ugly for consideration.	Open, honest and revealing to all	Following policy and procedures and openly documenting that those policies and procedures were followed and producing legitimate proof of such.
Q25	Transparency	just as defined; actions have to be there as well in the good and bad.	Transparency is the state of being personally vulnerable to one's views, feelings or emotions in an effort to understand and develop a growth mindset.	Being truthful in allowing access to all elements of operations and outcomes, whether they are favorable of you or not.	

Pillar One Survey Results – NOBLE General Membership

Q25	Transparency	All LE should be transparent in all actions when dealing with the public.	Admitting the department actions good or bad. Getting in front of your actions and not attempting to cover them up. Show the public that you are policing yourselves when it becomes necessary.	Telling or sharing some information ONLY when it benefits you..... your agency or organization.	
Q25	Transparency	Everything is one in the open. Decisions are not made in a vacuum. Subject to review and auditing. Rules, regulations, policy and procedures are posted on line. The community participates		Making certain situations known to the public. Being open.	We allow citizens to garner an understanding of how we operate. Public data, collaboration, and speaking/responding to critical incidents creates transparency. We must be honest with our citizens and provide as much information as we can on issues.
Q25	Transparency	It's imperative to build the trust in the community by being transparent the police functions. IA cases, complaints, budget. Community Policing is not a unit, it's the philosophy of the agency. Attend HOA, community meetings, and answer questions.	Transparency is being genuinely truthful & trustworthy. It's providing all the information and being accountable for the outcome of it.	Make known. Candor, openly sharing thoughts and values.	Truthfully communicating with staff and the public at all times regarding all things. Our agencies will not garner trust without it.
Q25	Transparency	Open, Accountable, Honesty with your department and your community.		Being open and communicative about processes, actions and decisions.	Be willing to show and explain your policies and procedures openly to the public.

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Q25	Transparency	Being open and honest about what is happening, the reason behind what is happening, not attempting to hide or obscure the reasoning, facts, message, outcomes.	Being open and honest.	Being able to tell a person something from the beginning to the end without holding anything back, regardless of how it may sound or be taken	The way we present our departments to the community
Q25	Transparency	Transparency denounces fear	Transparency is openness communication and accountability.	A state of being open to criticism, in actions, documentation and operations.	The key to all effective organizations
Q25	Transparency	Disclosing actions, motives, thoughts, and feelings to others	Sharing detailed information with the community regarding all aspects of the organization	Fair and consistent application of the laws and procedures for everyone	Being open in how you conduct business, treat others, make promotions and discipline decisions and manage.
Q25	Transparency	Provide information that is not in your favor even when not requested to do so.	Provide all stakeholders with the inputs, as well as the outputs of decisions. Be forthcoming with information, both good and bad.	The condition, quality or the state of recognizing the obvious.	Should be a national mandate within law enforcement, enforced By US DOJ.
Q25	Transparency	Not hiding or concealing anything	Open and forthcoming of information regardless of criticism or praise.	The clarity of being able to see something completely without any aspect hiding.	People will see through lies. It is always wiser to tell the truth no matter how difficult it may be.
Q25	Transparency		Allowing others to be able to see and understand the process or being able to explain why decisions were made.	Operating with others around one with open and non-secretive actions. Usually, being honest without trying to hide underlying motives for certain actions.	Openness of communication between groups with any intentions of hiding parts of that communication

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Q25	Transparency	These ability to be open and forthcoming with information and experiences.	Method of keeping ideas and/or actions open and public.	Being open, honest and inviting to a stakeholders during good times and bad. Allowing for input in the process of developing policy.	Comprehensive information sharing with internal and external customers
Q25	Transparency	Full disclosure to stakeholders of a particular regardless of its appearance.	Clear and straight forward	In policing, transparency links the principles of honesty and openness are transparent in our actions, decisions and communications with all persons we encounter and serve. This ensures that we are honest and open in all of our interactions.	Being willing to share policies, practices, and data freely with the public, and minimize restriction of access when possible.
Q25	Transparency	Transparency is being open, honest, and integral with the community	Being open and honest, not covering up or concealing, not having an ulterior motive	Agencies should be as transparent as possible as long as it does not compromise ongoing investigations.	The ability to explain what is being done and why.
Q25	Transparency	The more transparent we can be as an organization the more likely we can build trust and confidence. These areas are interconnected. To truly succeed we need to embrace this concept as much as the others.	Completely open		Openness
Q25	Transparency	Open book. Not trying to hide anything and a willingness to openly speak or have a discussion about a topic in it's entirety	A willingness to share thoughts, ideas, actions and/or decisions.	Open and clear in thought, being honest.	

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Q25	Transparency	LE upfront with who we are sworn to protect and serve	Be Fair, Firm and Courteous!	Transparency is being able to see every element and relationship among elements of a system.	
Q25	Transparency	Open and forthcoming.	Being able to see through. Does not try to hide or conceal. Staying honest and true.		Truthful and direct
Q25	Transparency	Open, not hidden. Honest and done in view	Telling it how it is, the good, the bad, the ugly	Open about the process	Being open and honest

Pillar One Survey Results – NOBLE General Membership

Trust

Q9	Trust	Daily demonstration that you are dependable and a person of your word. Building relationships with everyone that you come into contact with.	Trust is the single most component of any relationship.	Take appropriate action when things go south, Take responsibility for the actions of your officers and other staff with immediate corrective action. Tell the truth.	A tested reputation for being honest in all dealings.
Q9	Trust	Being put on a position that a person has full confidence that a task will be accomplished without supervision.	Being honest and doing what you say you will do. Build trust among police and community by engaging with one another. Police officers can volunteer for community services in their neighborhood they serve.	Mutual belief in good intent	Trust is earned, but law enforcement officers believe trust should be automatically given by the public.
Q9	Trust	Building and maintaining trust with your constituents is the single most important thing a department of public safety can do. It takes a village. The members of the village must actively participate.	Trust is the sum of transparency and truth. This means that by being transparent, the people could legitimately see your conclusion(s) and have confidence in the truth of the material used to get to your conclusion(s). Trust = transparency + truth.	Being able to believe an individual someone and that they are honest and truthful and will not harm or deliberately do anything to harm you.	People know you will do what you say you will do.

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Q9	Trust	Over a period of time consistency and rooted relationships builds trust and legitimacy; not just the flavor of the month.	Based on its definition, trust requires reliance on the integrity, strength, ability and surety of a person. It is a confidence and expectation in someone for who they are, what they represent and how they will respond.	A relationship between community and police that is grounded in mutual respect and willingness to work together for the betterment of the community and everyone involved. A belief that the police are working to serve all members of the community.	A two way street; you must bring some to get some. Not earned overnight and once broken, it takes an even longer time (if ever) to restore.
Q9	Trust	I believe that trust is the feeling you would invoke in an individual to the point that they would blindly fall back into your arms knowing that you would not let them hit the ground.	A bond between law enforcement and community members that goes both ways.	Trust no one.	The community must have some trust with LE to build and cultivate safe neighborhoods.
Q9	Trust	Having a relationship and communication	Trust is having complete confidence in the words and deeds of a person or organization to take the actions articulated or required of them.	Others belief that your word is true and can be counted on with assurance and confidence.	We have to be transparent about what we do and why. Policies need to be available to the public along with statistical data on arrests, use of force, traffic stop data. Citizens need to be part of establishing how to police their communities.

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Q9	Trust	Communicate with line officers as much as Management. Leaders do not watch the clock. Be willing to work any hours. Midnight, too. Once in a while, patrol the streets with the Officers, and participate in training. Join them on meal breaks.	Building trust with the community before something happens is extremely important for all involved. Even someone doing wrong will be more willing to talk to or call upon a trusted officer. Treating people with dignity and respect speaks volumes.	Expected truth that can be reliable. Having integrity.	Trust is key to establishing legitimacy. It is incumbent upon law enforcement leaders to find ways to foster mutual trust behind officers and staff and the communities they serve. No other steps can be taken without trust.
Q9	Trust	In order to have a successful law Enforcement agency, you must have the trust of the people who sworn to provide service and to protect.	How I am policing comes from a personal place as a Black West Indian Woman first & a mother of a Black son.	Trust is the shared quality of being accountable to your words, actions responsibilities with peers, subordinates, leaders and members of community.	The Department must gain the confidence of their employees and the public.
Q9	Trust	Having the character traits that causes people to believe in you and they can rely on you to treat them with equity and fairness. Ethics, honesty, confidence.	Trust is earned by doing the right thing even when no one is looking.	Someone you would believe that would not lie to you for any reason	Most important
Q9	Trust	In order to build trust and establish legitimacy Law Enforcement must begin with transparency.	I believe building trust within a community police serve starts with communication and establishing a positive rapport with community leaders and stakeholders by being committed to what is	Having my best interest openly and behind closed doors.	Trust is earned, not presumed. Treat everyone with dignity and respect and trust is earned

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			communicated AND true in actions within the community.		
Q9	Trust	The ability to place confidence in systems and people, and having the assurance in such to handle issues and responsibilities to the best of their abilities and/or discussing issues which may hinder a positive outcome.	Belief that what you say and do are genuine.	Confidence that Law Officials will act and resolve issues in a ethical and transparent manner.	Trust is both citizens and officers believing the words that you say and actions that you will take even if you may not have evidence or supporting documentation. It involves having a relationship and reputation that gives you the benefit of doubt.
Q9	Trust	To be forthcoming even when the information is not in your favor	The equation for Trust is Transparency + Consistency. In order to achieve real trust, your decision making must meet the same criteria, across the board at all times; and that criteria must be known by all stakeholders.	Having effective trust within a community improves the enhancement, the interaction, the communication and shared responsibility in addressing crime or disorder.	Removing the racially systemic system within Law enforcement unions would build the needed trust and vanquish the broke vehicle of policing.

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Q9	Trust	A firm belief in the reliability, veracity, ability or strength of someone or something	Trust is one of the hallmarks of policing; the confidence citizens place in law enforcement officers in the delegation our/their duties. It is a surety that the relationship is sustained by mutual respect and inclusivity.	Trust is earned by working together with another, trying to understand both perspectives, even if one doesn't agree, knowing the other will not hurt you even if you disagree, while still working to achieve the mutual objective.	Speak the truth so that people know it is true. Do everything with integrity so those who you interact with know you are doing it with integrity. Do not ask anyone to do anything you will not do yourself. Don't be afraid to apologize.
Q9	Trust	Must be a trustworthy person.	Knowing that you can be certain that I will do what I'm called to do and that I'll do my job to the fullest.	The ability to believe in another person and their honest, integrity and wisdom.	The ability of two or more people, groups, and or organizations to respond to one another with goodwill with the allowance of transparency at the height of each encounter
Q9	Trust	Complete confidence in one's ability and character.	The reliance on a person's character and ability.	The ability to have both internal and external statements, policies and actions viewed as authentic.	Mutual support and understanding by both community and law enforcement agency
Q9	Trust	The ability to believe that what you say will be acted upon.	Trust is the earned; followed by unconditional dependence on another	Trust is not given it is earned, every day!	As Sheriff, it is my utmost priority that the community have trust in us and that our legitimacy is recognized by our professionalism and positive interactions with the people we have sworn to serve

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Q9	Trust	Trust is the faith and confidence that the community has in law enforcement when law enforcement does the community's right things.	A belief in the truthfulness of a person or a relationship	Trusting that law enforcement will treat all citizens fairly and based on the circumstances, facts, and law.	The acknowledgement of all members of the community that they will be dealt with legally and fairly, and that the intent of the police is to protect the safety of everyone as much as possible.
Q9	Trust	Trust is critical to our success. Now more than ever public safety professionals must strive to engage their community, especially those who feel they have been marginalized or harmed in the past. Building and maintaining trust is crucial.	To have confident and hope in something or someone	Convey that as a protector of life, you are not so interested in being politically correct that you would be easily swayed in your decision making of matters pertaining to public safety. Ones' passion can be heard and felt in conversation.	Reliability, full of integrity
Q9	Trust	The ability to feel comfortable and safe with the sharing of knowledge, experience, secrets or personal information with another	Established or earned faith in one or their ability to accomplish a task or goal.	The concept of being able to relying on the words or actions of another.	To be honest in my daily duties and provide safety to the community
Q9	Trust	Building trust within the rank and file	Solemn Foundation of Success	Trust is the belief that those who are free agents, with full volition, will act in a way that is to the greatest benefit of all the stakeholders involved in the action they are considering, without being coerced or prompted to do so.	Transparency with communities we serve, subjects we encounter is important.

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Q9	Trust	Transparency	Being able to build a relationship with someone that you can confide personal matters and endeavors in that you have the confidence of knowing that it will not be repeated by that individual.	You develop trust by being honest and straightforward looking people in the eye being courteous and polite and not quick to Judge	Ability to allow someone else to complete something knowing they will do what you expect without input from you.... not being around and your team members still perform their duties
Q9	Trust	Belief and confidence that someone or something will behave a certain way, and that certainty guides your actions.	Believing the other party comes to the table with good intentions	Building relationships with the community, having real dialog to problem solve. Relationships build trust with one another, the community feels well enough to call LE to solve problems or report them.	The ability to have followers believe in your integrity

Pillar One Survey Results – NOBLE General Membership

Warrior Mindset

Q27	Warrior Mindset	Take no prisoners. Everyone is guilty.	Is a misinterpreted phrase. The mindset should be to promote peace for everyone at all costs.	Demonstrate leadership	Having a tough mentality that allows one to overcome adversity
Q27	Warrior Mindset	Combatant's mindset, best used in the military service to defeat your enemies.	Force coming in from outside to impose control on community.	Adversarial focus that emphasizes winning the fight, appropriate for already violent situations but otherwise may cause officers to view every situation as adversarial	Warrior mindset should be discouraged in law enforcement. The "Cowboy" mentality should be half accountable when its found to be an over reach.
Q27	Warrior Mindset	An important state of mind for a very small portion of a career that must be available to call up as needed to address critical situations.	The Warrior Mindset is one where a person is prepared to go to battle in any form it may come. It is built upon a belief that one is constantly in an adverse situation that requires said mindset to survive.	the mentality that you have courage, strength, confidence to carry out the duties, tasks, whatever it is to accomplish your goal set forth with conviction but without harm. Tactfully destroy a matter without harm. Go after what you want do not quit	It is time to do battle.
Q27	Warrior Mindset	As defined...	A warrior mindset is the state of cognitive thinking that drives an individual to be engaged, show vigor and demonstrate courage in the work she or he is doing each day.	The mindset of attacking crime in an aggressive, militaristic, and 'by any means necessary' way of operation. While a warrior mindset is necessary in some situations, having it as a primary mindset results in collateral damage in	

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				the community.	
Q27	Warrior Mindset	The Warrior mindset should only be about survival and not a us against them mentality.	A mindset where officers feel they should always be aggressive in all situations.	Warrior mindset is for a battle field during a war, not in a civilized world.	
Q27	Warrior Mindset	Us vs. them		Officers that do not use procedural justice when patrolling. Officers who believe they must dominate persons by force, instead of using verbal judo or negotiation.	We must get away from the us against them mentality. Our job is not to arrest our way out situations and be heavy handed just because the law/ordinance allows us to be in some circumstances. Our residents are not our enemy.
Q27	Warrior Mindset	Warrior mindset is to be prepared and ready to attack. There may be times an Officer have to be a Warrior. Active Shooter situation, an attack on the Officer's or a victim's life. That Officer must go into action and protect the public and himself.	To have a Warrior Mindset, you are determined to conquer and control a situation. The Warrior just wants to save the day from the criminals and criminal acts on the streets. They will solve the problems.	Being ready for a battle. Willing to take on challenges, valor. Mental toughness. Well trained and alert for combat.	We serve America citizens and those who violate the law are still American citizens with rights and not combatants on a battlefield. A warrior mentality perpetuates "us vs them," and contributes to dehumanization.

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Q27	Warrior Mindset	When your mindset is when you are authoritarian, and when you treat your community with total no respect and no balance. Only responding with force making that Officer unsafe and violence upon contact.		The idea that law enforcement are to adopt a combat mindset when dealing with communities where criminal activity is prevalent.	The officer is in an ongoing, constant battle/war with the public.
Q27	Warrior Mindset	Feeling that we are in a battle, it's "them" or "us", we made the rules and you must follow them. No care it compassion. No softness. Must be firm, strong, powerful, in control at all costs. Display no weakness.	Will never give up because I will survive no matter what.	Attacking something with the thought of nothing but winning	Fight
Q27	Warrior Mindset	A warrior's mindset leaves children dying in the streets.	Warrior mindset is the determination to overcome challenges in an aggressive manner. However, warrior mindset should be housed and used in a manner that is congruent to the challenges or adversities presented and opposite of guardian mindset.	Having a mindset of "Us" against "Them"	The job gets done
Q27	Warrior Mindset	Never giving up. Staying focused and moving in a direction to accomplish stated goals and objectives. Quitting is never an option. Direct. Enforce regardless.	Focus on tactical procedures.	Those who project intentions to cause harm to others	Willing to do whatever it takes to win

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Q27	Warrior Mindset	Believe they should take over the community.	Fighter. Going on the offensive. Doing whatever it takes to accomplish the mission because the ends justify the means.	Mindset comes from employing a fixed mental attitude that predetermines your response to a given situation.	Rules when there is no exposure to the public that is to be served.
Q27	Warrior Mindset	Militarized policing	Mental preparation for challenges to include self-protection/ protection of others, resiliency during physical encounters to remain effective decision-making. Allows a person to guard against emotional detriment, must be balance with guardian minds.	The state of mind to conquer and win against an enemy.	Fight for what you believe in. Speak truth to power.
Q27	Warrior Mindset		Being able to go towards and confront opposition. Overcome obstacles.	Conduct that is designed to demoralize, conquer or dominate or intimidate persons; usually used in those situations where such conduct may not be appropriate, e.g., where LEOs bully and target others purely to show that they can do so.	The policing strategy that believes arrests and citations are the way to control groups of people to keep peace for larger society.

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Q27	Warrior Mindset	To aggressively pursue and overcome that a which is perceived to be an obstacle or a threat.	A person who was a don't quit mentality. The person does what is needed to overcome and prevail.	The Warrior mindset is typical of the past 50 years of law enforcement, it mandates that police officers must be tough, unfeeling, robotic soldiers even in an urban setting.	Addressing tangible concerns without regards collateral consequences
Q27	Warrior Mindset	Approaching every task as you are the line in the sand and failure is not an option.	I'm in it to win it	The us versus them attitude engraved in our police profession through training and our manner of response to incidents and occurrence.	A mindset of being at war with those that violate the law, good vs. evil, crime-fighter v service
Q27	Warrior Mindset	Warrior Mindset is the protection of life, liberty, and justice at all costs.	Aggression, fighting, attacking and using force	This has been a much discussed topic. Generally speaking, I think that the only time a "warrior mindset" should be adopted is when someone is attempting to seriously injure or kill an officer.	The perception that one has been called to battle. This may lead to over perception of the "other" as the "enemy." This mindset may be appropriate if selectively used to protect innocents from attack by active killers, and other violent criminals.
Q27	Warrior Mindset	As a public safety professional the warrior mindset translates to are we willing to do whatever needs to be done to protect the community you serve and support. The war is against our own bias and hatred that exists and embrace the good in everyone.	Brave focus and determine		Predetermined aggressive response based on a perceived threat

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Q27	Warrior Mindset	The type of policing and mentality that is focused on stats drive success (I.e. making arrests, writing tickets, etc.) to control crime without taking into consideration collateral consequences	One who constantly seeks an adversary.	The willingness to fight.	
Q27	Warrior Mindset	When necessary	I can, and I will	A warrior mindset is being willing to confront/challenge something one opposes when doing so puts one at risk of harm, and to do so in proportion to the degree that the opposition threatens something of value.	
Q27	Warrior Mindset	"Sheepdog"	To not quit. To persevere at all cost by never giving up. To have a strong will and determination to push through adversity.		Them against us mentality
Q27	Warrior Mindset	Being brave enough to live and uphold your oath to protect and serve in the face of any danger to self.	Willingness to give all to protect others	The warrior mindset is one to protect, a community using a aggressive mindset. IMO arrest, incarceration, tickets no breaks or discretion.	Believing that every issue is resolved by force

Pillar Two Survey Results – NOBLE Executives

De-escalation

Q32	De-escalation		Reducing of the situation that has escalated.	As the threat subsides the methods use to control the threat must subside proportionate to the amount resistance being encountered.	De-escalation of a situation or incident should always be the goal of a police officer and they should be trained and reminded of this philosophy.
Q32	De-escalation	Knowing how to calm situations typically through conversation and reasoning	during every community contact.	Reduce emotionality of a situation, allowing persons to better understand each other's positions.	The ability to take that tactical pause in a crises. De-escalation gives you time to regain calmness and clarity.
Q32	De-escalation	Taking the appropriate actions (can be actions or words) to bring calm and/or peace to an intense or heated situation.			Using the least harmful practical means to mitigate a threat
Q32	De-escalation	A tool in word, deed (or both) to calm or stabilize a stressful or volatile situation that allows room for problem solving or resolution. De-escalation applies to all people involved in a situation including the LEO within the situation.	MORE DE-ESCALATION TRAINING CAN PROVE TO BE BENEFICIAL TO THE LIFE OF THE CITIZEN AND OFFICERS. MORE TECHNIQUES AND TRAINING ANNUALLY	To see self and team as a catalyst that can positively impact participants in a emotionally charged and/or dangerous situation, gaining cooperation that seeks non- violent and/or minimal force options to complete the service or enforcement objective.	Using language and tactics to solve a high anxiety situation.

Pillar Two Survey Results – NOBLE Executives

Q32	De-escalation		Officers who have the talent to slow things and people down, with the intention of mediating conflict.	Strategies used to keep a situation from getting out of hand.	
Q32	De-escalation		Bring to a close	The use of communication and tactics to gain time and distance in order to avoid the Use of Force.	
Q32	De-escalation	Deploying tactics to minimize to potential for conflict and force.	Tactics of lowering a hostile subject actions to a calm state.		A process to reduce conflict from becoming heightened.
Q32	De-escalation		Calming down a situation, making it non-confrontational.	always attempt to deescalate the situation. use the guardian mindset.	"Slowing things down." Instead of creating greater tension, allow for more time and space to make a better plan of action.
Q32	De-escalation	Is a mindset. As LE, WE HAVE TO START SEEIGN de-escalation EXTERNALLY AND INTERNALLY too. Macroaggression are even more damaging internally than sometimes externally.	Recognizing that people interacting with the police are emotional and volatile. The actions of the officers on scene can have a calming effect if the goal is to prevent force.	Slow down process, try to establish a channel of communication to listen, compromise, and offer ways out of stressful situations for citizens who may be in crises. Attempt to avoid violence as safely as possible.	reducing conflict through resolution

Pillar Two Survey Results – NOBLE Executives

Q32	De-escalation	De-escalation in law enforcement is when your training dictates a process in which you take actionable steps to calm a situation or conflict, rather than escalate it by your actions or in-action.			
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Pillar Two Survey Results – NOBLE Executives

Sanctity of Life

Q31	Sanctity of Life		Value of a person's life.	Life is precious and must be preserved	Life is sacred, precious and all efforts should be taken to preserve it.
Q31	Sanctity of Life	Valuing human existence	First and foremost!	Life should be protected and valued	I have always had an order and it is God, Family, Career, and helping others. My faith sustains me and provides me with courage, motivation, and most of all inspiration of my belief that I serve a God who looks after everyone.
Q31	Sanctity of Life	Viewing all life as precious/worthy. Ensuring all possible decisions and/or actions taken against another individual/group are done so in a manner that preserves life whenever possible.			Knowing that all lives are valuable and deserving of being protected
Q31	Sanctity of Life	Deeply held belief that all humans and other living entities have a right to exist, and that as a LEO I have a high calling to preserve that life above all else whenever possible.	All measures to should be applied to ensure the sanctity of life.	A demonstration of the internal regard of self as a living being, and demonstrating the same regard of other living being, placing the safety of self and other lives as the overarching priority and duty during any police / citizen encounter.	The goal of protecting and saving lives.

Pillar Two Survey Results – NOBLE Executives

Q31	Sanctity of Life		Basically, this means that every life is precious.	The value placed on life	
Q31	Sanctity of Life		Responsibility	The belief that all life is precious, even that of the subject to be controlled or apprehended and that force should be used in a way to minimize the likelihood of injury or death.	
Q31	Sanctity of Life	Every life is valuable and should be treated as such.	Do all we can to preserve life and still being justice.		A philosophy where the concern is life is to be preserved at all costs.
Q31	Sanctity of Life		All life is precious and worth saving. Taking a life is only right when it will save a life.	Life, no matters whose it is, is the most important thing.	All life, even those who commit crimes, is sacred.
Q31	Sanctity of Life	Simple, is that all life matter. Policies and procedural and training on how and when and what is the better way to respond to everyday situation. Example, something may be lawful, but community perceptions can be awful.	All life is precious. Officer's lives are not more valuable or less valuable than a suspect's. The goal is to protect all life.	Preservation of life is the highest priority. When possible do all and anything possible to save or preserve a life, even if it means standing down in certain situations.	Protection of life

Pillar Two Survey Results – NOBLE Executives

Q31	Sanctity of Life	Sanctity of life is the belief that all human life is sacred, God-given and precious.			
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Pillar Two Survey Results – NOBLE Executives

Use of Force

Q30	Use of Force		Force that is reasonable and necessary for the action happening	Minimal amount of force needed to control.	The use of force should be applied within departmental procedural guidelines. The use of force is only the force necessary to resolve a situation.
Q30	Use of Force	Applies to force necessary to effect an arrest	Only the force necessary to effect the arrest	Physically compelling someone to comply	Simply the force that is utilized necessarily to gain compliance and control of uncooperative individuals and or violent encounters
Q30	Use of Force	Any force used to engage an uncooperative individual and/or to effect an arrest.			Action that are taken to gain control of a situation that is illegal or presenting danger to self or others
Q30	Use of Force	Any action taken upon a citizen or group of citizens when carrying out your lawful duties beyond that of verbal persuasion.	Use of force should only be applied when necessary. However all avenues should be taken to reduce the harm to the police and the citizens by applying deescalation tactics.	Accurate, acceptable and appropriate exercise of physical authority and use of weapons, equipment and tools to neutralize, apprehend or defend against equal and/or superior force or violence being used against citizen, self or another officer.	Using the force necessary to resolve the threat.
Q30	Use of Force		The force necessary to affect an arrest or stop a threatening or deadly encounter.	The amount of physical action taken to control a situation	

Pillar Two Survey Results – NOBLE Executives

Q30	Use of Force	The actions law enforcement take to enforce the law, and the protection of life.	Limited	The legal application of balanced force to overcome unlawful resistance, regain, and maintain control.	
Q30	Use of Force	Using physical force to accomplish your objective.	Force needed to stop or prevent resistance		A decision making exercise to resolve a situation.
Q30	Use of Force		Physical force used against someone to defend yourself or others and to subdue a combative subject. The force used must be minimal and responsible under the circumstances in which the force is applied.	only that much force that is necessary	Officers must be able to use the necessary and reasonable amount of force to protect themselves and others.
Q30	Use of Force	Use of Force is necessary at times, however, training and open communications can prevent misguided perceptions and community anxieties. The biggest hurdle to Use of Force is the historical history as it relates to communities of color.	Any physical action (to include the presence of an officer) that is used to enforce written code.	The last resort to gain compliance with a non-compliant individual. The minimum amount of force necessary should be used to gain compliance.	The def. is the amount of force needed to gain compliance

Pillar Two Survey Results – NOBLE Executives

Q30	Use of Force	Use of Force is the type and amount of force used by law enforcement to stop the threat, and/or bring about compliance of a combative or unwilling subject.			
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Pillar Two Survey Results – NOBLE General Membership

De-escalation

Q32	De-escalation		Needs to be considered even when it doesn't seem like an option.	Training and accountability, leadership	Influencing a desired change by using the least amount of force or threat of force.
Q32	De-escalation	To tone down a hostile situation between two or more parties.	Termination of use of force policy, maintain use of force policies and procedures that address when force against individuals who fail to comply with lawful commands should terminate.	Techniques, including walking away, used to calm situation so that the use of force can be reduced or avoided, and to minimize physical and emotional trauma to all involved	Attempted, but not required 100% of the time. Some situations escalate so quick the de-escalation is not possible
Q32	De-escalation	The ability to identify what is contributing to the crisis you are helping someone deal with, and get them to recognize that you are there to help them, and trusting you to do so.	De-escalation is the act of reducing aggressive behavior(s) or action(s) to allow the opportunity to isolate an issue that caused it.	defusing a hostile situation whether physical or verbal.	Reducing levels of confrontation to reduce higher levels of response to resistance.
Q32	De-escalation		De-escalation is the act and skill used to change a set of circumstances or a condition so that it results in diminishing anger, violence or the threat of violence, harm and actions that are detrimental in nature.	The active effort of decreasing the level of crisis or tension of an interaction. Decreasing the level should result in the reduction or elimination in the necessity for use of force. It also provides more opportunity for discretion in the outcome.	

Pillar Two Survey Results – NOBLE General Membership

Q32	De-escalation	LE should always attempt to de-escalate every volatile encounter with the public. Check the ego, be smart, and demand compliance with minimal force being used.	This is a way for attempting to calm a situation down by controlling the officers actions when safe to do so. Give the situation time is it is safe to do so to find a resolution that could avoid violence and force being utilized.	De-escalation is a new term used by academia's and law enforcement. When I entered service in 1977, we were told, if an officer is out control, get him/her in control right then and tell them to knock that shit off it won't be tolerated!	
Q32	De-escalation	Talking and asking questions, slowing things down instead of resorting to force right away		Using tactics like lowering voice inflection and lowering the temperature through body language in an attempt to diffuse a potential violent situation.	The ability to use our verbal skills to bring resolution to a situation without having to use force. It is imperative that we go into situations to diffuse situations and minimize confrontation. Our personnel are trained to calm the situation.
Q32	De-escalation	Officers are required to use de-escalation. Our Officers go through De-escalation Training and most have gone through Crisis Intervention Training. Measures must be taken into context to avoid escalated situations. Warriors use verbal skills to calm.	De-escalation is the ability of being able to calm down any situation. It is a skill and a moral talent to be able to communicate with others persuade someone in crisis to realize the value of life, whether their own or some else without violence.	Calmly handling a heated situation. Bringing calmness. Avoid and prevent conflicts. Conflict resolution.	The first step in every interaction we take.

Pillar Two Survey Results – NOBLE General Membership

Q32	De-escalation	It's important for us to have training to assist us on how to handle potential violence either verbal or non verbal incidents to keep control instead of Escalating the situation with force.	That is paramount in all situations. It really helps....	A commitment to use interpersonal communication and good decision making to bring calm to a situation.	Try to resolve the situation through verbal communication if time allows.
Q32	De-escalation	Calming the situation, allowing a person to vent, trying to understand where the person is coming from to engage in dialogue and conversation that will lead to a non-violent, non-physical resolution to the contact.	Reduction of tension by remaining calm in stressful situations.	Trying to talk a situation down so it doesn't get out of control	At all times we must begin with de-escalating
Q32	De-escalation	De escalation allows cooler heads to prevail	De-escalation is a strategic (not tactical) technique that allows police to calculatingly calm a heightened situation to a more flexible situation that resolves without any severe or non-injury or death.	Calming a situation to the point of mutual respect.	Key component of effective police practices

Pillar Two Survey Results – NOBLE General Membership

Q32	De-escalation		To reduce hostility amongst people to situate as much calm as possible.	The ability to use acquired skills for a positive and agreeable outcome.	Ratcheting down a situation to where force is not needed. Reducing the level of hostility or violence in an encounter to where all parties agree that discussion is better than physical confrontation
Q32	De-escalation	Try to calm a situation	A tactic used to gain control without use of force.		Is the responsibility of all law enforcement officers, supervisors, managers and chiefs of Police. Chiefs of Police should be held accountable!!!
Q32	De-escalation	The strategic "slowing-down" of an incident in order to allow law enforcement more time, distance, space and tactical flexibility during dynamic situations	Set of techniques used to identify, manage, and resolve conflict, as well as provide viable solution(s)/resource(s) as to not inflate future dissent.	The technique of bringing calm to a volatile situation.	Use your words! If a person is talking to you, keep them talking. Get personal, ask them about their life.
Q32	De-escalation		Being able to defuse a situation and allowing for a more peaceful resolution with minimal to no force.	The use of actions that are designed to avoid making a situation more tense or grave than it initially begins. It involves the use of lesser means to control a situation rather than increasing the likelihood of violence.	The ability to communicate with a person that reaches compliance without force

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Q32	De-escalation	The ability to bring calm or sensibility to an otherwise emotionally heightened situation.		The act of calming down a situation by means of communicating with a person or persons. This can be achieved by means of giving space to the person, giving additional time to process the situation or by gaining a tactical advantage.	Utilizing conflict resolution in defusing any situation all without placing yourself in a danger.
Q32	De-escalation	Calming down high-stress situations.	Quick to hear, slow to speak, slow to wrath	Actions that are intended to prevent escalation of conflicts, and implement conflict resolution. purposeful actins that are designed to calm situations and prevent them from becoming inflated and hostile.	A skill applied in an attempt to control a hostile interaction, without sacrificing additional harm.
Q32	De-escalation	To bring down a situation without the use of force or excessive use of force. Law enforcement uses their skills of communication instead of using their skills of defensive tactics.	To defuse, to mitigate, and lower the anxiety and stress of a situation	Should be attempted when appropriate. We should attempt to de-escalate when possible with the understanding that it takes two to de-escalate. The officer is but one variable in that equation.	A practice of reducing violence and the potential for violence through the minimum application of force, through approach, words, maneuver, etc, with the goal of ensuring the safety of all involved whenever possible.

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Q32	De-escalation	The value of de-escalation can not be overstated. Having deep and ongoing training to enhance these skills must be a priority.	To take an action down to a lower level		Using non-violent means to bring down a threatening situation. Verbal or deliberate or non-lethal measures used against an aggressor.
Q32	De-escalation	The ability to intervene and calm a volatile out of control situation and/or the ability to prevent a situation from escalating to the point of no return	The utilization of tools, techniques and one's physical presence to decrease the likelihood of a negative interaction (or further negative interaction).	Try to bring calm and order to a situation.	
Q32	De-escalation	LE must take a look at the policies		De-escalation is the practice of reducing the volatility of a situation.	
Q32	De-escalation	The alternative to force.	To decrease or reduce conflict or potential violence.		Non violent Techniques used to gain compliance without
Q32	De-escalation	Tactics employed to keep or take a situation down before it becomes necessary to be violent. Controlling one's own emotions and using whatever you can (humor, commonality, voice tone, relatability, logic, etc.) to achieve goal of lawful objective	talk em' into cuffs	In LE we are often confronted with aggressive situations, the ability to de-escalate the situation by calming, listening and feeling the persons emotions.	The ability to bring the temperature down in a crisis situation

Pillar Two Survey Results – NOBLE General Membership

Sanctity of Life

Q31	Sanctity of Life		Has to be the prevalent consideration.	Leadership..... training and evaluation. Medical director evaluation and recommendations	Placing the preservation of life as a top priority of any decision making in which conflict could be expected.
Q31	Sanctity of Life	Preserve life at all cost.	Value all life and willing to save all lives	All people are deserving of dignity, and lethal force should only be used when necessary to protect other lives from imminent lethal threat	Guarded at all costs
Q31	Sanctity of Life	Respecting all as worthy members of society. Everyone comes to the table with gifts. What are their gifts? Recognize those gifts and help build them.	Sanctity of Life is the belief that ALL lives matter regardless of actions taken by someone and that there is NEVER a time where the taking of a life is acceptable (even when it is legal or necessary to do so).	Preserving human life and respecting the life of all (humans and animals)	All life is precious.
Q31	Sanctity of Life		Sanctity of life exurbs that life is precious and is a gift rewarded to every human being by their Creator. Protecting life requires a goodness mindset and in and of itself requires skill and community mindfulness.	Valuing all lives and the preservation of all lives, no matter what the person is believed to have done.	

Pillar Two Survey Results – NOBLE General Membership

Q31	Sanctity of Life	All life is important. Unfortunately, the officer life will be a little more valuable to that particular officer if threaten.	Preservation of life is one of the most important jobs in law enforcement. This should be first and foremost to all officers. Life should be held at the highest.	Some folks don't believe in the sanctity of life. (gang members, drug sellers, law enforcement, prison & courts)	
Q31	Sanctity of Life	Comes before all else		Respecting the publics' life and not killing the public unnecessarily.	The preservation of life is of the utmost importance in any use of force encounter. We must always look at ways to minimize the force to only meet the needs to gain compliance and do as best we can to preserve the life of individuals we encounter.
Q31	Sanctity of Life	A Police Department's policy should emphasize the sanctity of life in a central principal of our duties. We use the least amount of force necessary to reach legal lawful arrests or objective. Proper arrest procedures and restraints are used.	The Sanctity of Life is required to have a low crime, thriving, production communities. Everyone needs to be able to have the basic necessities (food, water, shelter, education, jobs) to ensure the absence of the "Broken Windows" theory.	Respectful of life. Protection regarding aspects of sentient life that are said to be holy, sacred, or otherwise of such value that they are not to be violated.	We must take steps as individual professionals to remember we serve human beings. Organizations must be vigilante in ensuring it does not promote cultures that dehumanizing those we are sworn to protect.
Q31	Sanctity of Life	We as officers must attempt to preserve and protect human life to the Best of our ability, to show respect to All.	Its of utmost importance	The concept that all life is valuable and precious and should be considered as such, even in the most	Respect the life of all people.

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				dangerous of circumstances.	
Q31	Sanctity of Life	Be cognizant that a person's life is sacred and should not be taken without due process. Without justification.	Is valued and honored.	The preciousness of life. How you value life	Most important at all times
Q31	Sanctity of Life	When one is in a battle for ones life choices of survival must be made.	Sanctity of life is a principle of implied protection regarding aspects of sentient life that are said to be holy, sacred, or otherwise of such value that they are not to be violated.	Respect of all lives	Above all else
Q31	Sanctity of Life		Value and peacefulness of life.	The respect of all lives without indifference.	Understanding that nothing is more important that preserving the life of the citizen. Approaching each hostile situation as the first goal to save not take a life
Q31	Sanctity of Life	All lives matter	Protection of life is the top priority in any situation.		Of the utmost priority for all law enforcement officers to be mindful of!!!

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Q31	Sanctity of Life	The extent to which human life is considered precious	Principle or mission held (by police, for example) that values, respects, and protects all people.	The moral principle that the protection of life is supreme.	Every life is worthy. We should attempt to preserve it at all costs. The ability to take a life as a law enforcement officer is an awesome responsibility that we must not take lightly.
Q31	Sanctity of Life		Preservation of human life.	An appreciation for the value of all human lives regardless of one's social rank or status. This concept should automatically come into play during the course of interactions when one person has the ability to use deadly force against another.	The philosophy that all life should be valued regardless of race, age, ethnicity, religion, and or gender.
Q31	Sanctity of Life	Preserving the sacredness of life at all costs.		A Every persons life should be treated with reverence and respect.	Respecting the lives every citizen no matter who they are which results in unilateral treatment of all
Q31	Sanctity of Life	Placing the importance of life and a human's well being over all other matters.	Honor and respect for all	The extent to which human life is considered precious and must be preserved.	Our most precious gift, the value of who were are as a human being. Sometimes sacrifices have to made to protect the sanctity of life of others.

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Q31	Sanctity of Life	The implied protection of human life.	Preciousness and value, the sacredness and importance of preserving life	Should be at the forefront of all decisions we make. We are duty bound to protect life and property.	Officer should follow the "What's Important Now?" philosophy. First innocent life must be protected, then the public safety personnel, then the violent person. Once a violent person has been controlled, their safety must be maintained.
Q31	Sanctity of Life	There is nothing more important than the sanctity of life.	Lifestyle without any drive or motivation		Showing concern, regard and care for another...protecting one life before aggressive action.
Q31	Sanctity of Life	The preservation and value of life	The value of a person.	To the extent possible you work to save a life.	
Q31	Sanctity of Life	Truth		Sanctity of life is the belief in the inherent sovereignty and dignity of every life form.	
Q31	Sanctity of Life	The value of oneself and their fellow citizens life.	When human life is considered, precious, sacred and to have value as to not be violated.		
Q31	Sanctity of Life	Valuing all life as precious and a gift from God.	Just because you can doesn't mean you should	Human life is precious! LE is sworn to have the guardian mindset to protect our communities.	Being able to value every human life

Pillar Two Survey Results – NOBLE General Membership

Use of Force

Q30	Use of Force		Only when necessary. There are more tools available than force.	Training, fear versus force. Is use of force demonstrated out of fear or aggression? Most leaders know the strengths and weaknesses of their team and use the accordingly.	Using physicality in such away that it overcomes the resistance of another.
Q30	Use of Force	A method or technique use to cause bodily injuries.	Should involve community leaders, policies must reflect community values. Policies should state what type of information will be released, when, what situations for transparency.	Actions by officers which are known to have a likelihood of causing injury, used in certain situations to protect the greater safety of the public, the individual against whom force is used, and the officer	Reasonable AND Necessary
Q30	Use of Force	The minimum necessary to accomplish your goal. Repeated training to build skill confidence and de escalation capabilities is critical. Hands on practice is required.	Use of Force is the act of physically overpowering another against their will by way of hand-to-hand combat, intermediate weapons of some kind, or the use of a deadly weapon.	The use of force means forcefully using your body or equipment/tools to stop something and it is usually harmful which should not be. Forceful commentary can also be assertive and aggressive but not harmful.	That minimum amount of force needed to control and maintain control.

Pillar Two Survey Results – NOBLE General Membership

Q30	Use of Force		Use of force is the physical state of being that is often used by law enforcement to detain or remove any threat of hurt, harm or danger to law enforcement personnel or another individual.	Force necessary to control a situation and/or effect an arrest.	
Q30	Use of Force	Force that will be used to make and arrest or gain compliance or control of an individual you that is lawfully being contacted.	A necessary action when the right situation arises where officers need to protect themselves or others. These actions may be needed to achieve a goal when taking someone into custody for in defense of another.	Only when necessary and the appropriate use.....	
Q30	Use of Force	Use in accordance with Tennessee vs. Garner.		A forcible action to get a person to comply when he/she is unwilling to do so.	This is when we use techniques to gain control of individuals outside of normal handcuffing procedures. This includes hands on, taser, OC, ASP baton, and firearm. The force must be necessary and meet the resistance by the person to gain control.

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Q30	Use of Force	Police will use only the amount of force necessary to effect an arrest, protect himself, the public, or to mitigate the situation at hand. De-escalation, verbal commands, physical restraints, less-lethal or impact weapons will be used when possible.	Use of Force is when a police officer has to use physical touch to bring control to a situations. Use of Force should be reasonable and necessary. Training is very important to prevent unnecessary use of force. Recruitment and training is necessary.	Appropriate force used. "Amount of effort required by police to compel compliance by an unwilling subject"	To be applied correctly. The correct application of force stems from a balance in an inner understanding of one's self competency in the law.
Q30	Use of Force	Two different Scenario, an over Zealous officer who goes to far in executing an arrest, the another when an officer use necessary efforts to execute an arrest of a suspect who is using force to avoid arrest.	I believe some of it is definitely necessary however, there is a limit depending on each & every individual situation & you must have experience in Life & on the job to understand that difference.	Any mount active physical pressure or exertion to coerce or direct persons into a posture of compliance, in order to gain control.	Use only the force necessary for the situation.
Q30	Use of Force	The amount of force necessary to get control of the situation but should stop when the situation is controlled. There are accepted levels based on what is coming at you.	Force used the gain compliance from a subject.	Using enough force to control a situation or an arrest. Physically restraining someone who is resisting	Only when necessary and stop once the resistance stops.
Q30	Use of Force	Use of Force should be applied when working alone.	Use-of-force is a level of strength or energy legally applied by police to control, subdue, and apprehend a suspect.	Any force used during the course of our job.	That force necessary to effect an arrest

Pillar Two Survey Results – NOBLE General Membership

Q30	Use of Force		The amount of force required/utilized by law enforcement officers to gain compliance/control.	The physical force required to gain compliance.	Taking physical and verbal actions to bring a situation to a conclusion. Meeting aggression with actions that ends or minimizes the aggression
Q30	Use of Force	Force used to arrest someone	Minimum amount of force required to gain control of a situation.		A last resort and the degree necessary to overcome that being used against an officer or member of the public.
Q30	Use of Force	Amount of effort required to compel compliance by an unwilling subject	The amount of force use by law enforcement personnel that is reasonable and necessary to mitigate conflict without violating a person's Constitutional rights.	The effort of using energy to overcome or fight a threat from an opposing force.	Use force only when force is being used against you or someone else. Never initiate the force.
Q30	Use of Force		Action taken in order to bring a situation to and end or affect an arrest.	That degree of force used by LEOs that is needed to subdue a subject or to bring to a close any law enforcement situation.	The amount of force used to gain compliance
Q30	Use of Force	The amount of force necessary to subdue and apprehend the perceived threat.		The imposition of physical restraint against a person for purposes of controlling, stopping or limiting their actions and taking them into custody.	Any physical technique that is used to stop any threat. Utilizing training and reasonableness mitigating the threat

Pillar Two Survey Results – NOBLE General Membership

Q30	Use of Force	Any type of physical pressure applied to a person to effect an arrest or detention.	Only that what is needed	An officers authorized (or unauthorized) actions to carryout their duties; broadly speaking, the use of force as permitted under specific circumstances, such as in self-defense, the defense of another or during the enforcement against crime.	The use of force when officers respond to resistance, due to non-compliance. While it is our expectation that people will cooperate, at times we have no other resource but to apply some level of force to seek compliance.
Q30	Use of Force	Use of Force is the justifiable actions of stopping any aggression reasonably and fairly under the law.	The execution of various levels of effort or force to gain compliance or submission; to mitigate a an opposing level of force with force	Use of force should be proportionate to the circumstances and the law.	Force should be used only when deemed necessary to accomplish legitimate public and officer safety goals, in compliance with law and policy. If it is possible to use other means of deescalation without harm to a person, this should be tried first.
Q30	Use of Force	Use of Force must only be done when all other options have been exhausted. There must be significant and ongoing training to ensure the appropriate force continuum is followed.	A mean of control		Using aggressive behavior to overcome a situation that may result in severe injury or loss of life.
Q30	Use of Force	Any force necessary to achieve compliance from an uncooperative	The utilization of tools, techniques and physical presence to deter one's	The concept of using force necessary to match the threat to	

Pillar Two Survey Results – NOBLE General Membership

		suspect	actions.	prevent harm to yourself or others.	
Q30	Use of Force	LE must take a look at the policies		Use of force is that application of energy, violence, or pressure as needed to change the state of the subject of said force.	
Q30	Use of Force	That force which is reasonable and necessary.	The amount of force used to compel compliance to an individual.		Physical contact necessary to stop a threat or gain compliance
Q30	Use of Force	5 levels of authorization to achieve lawful goals as a police officer.	Be swift, reasonable, decisive, and be done	Force necessary to mitigate a situation safely.	A process of being able to resolve an out of control situation

Pillar Four Survey Results – NOBLE Executives

Intervention

Q34	Intervention		Interceding in an event that escalated	Come between, de-escalated, redirect, and move in a positive direction.	Intervention as it relates to police -community member[s] is needed when a policing situation is in danger of escalating out of control or if it involve community members'
Q34	Intervention	Mediation	Our Job	To step in and impose	To come together for a cause to help someone who are heading towards a crises that they don't see because they are part of their own problems. The ability to help by intervening.
Q34	Intervention	Taking deliberate action (can be actions or words) to change or alter a situation or encounter.			Taking some type of action to help mitigate a situation that threatens lives or property
Q34	Intervention	Application of the wide array of "treatments" (problem-solving, de-escalation, inter-personal communication, force or tactics), to interrupt or resolve a situation.	Police are entrusted to intervene. Intervening should be solution driven.	To take action in word or physical activity, that becomes the catalyst that shifts, alters or corrects an action that is abusive, unjust or inappropriate	Offering alternatives to solve the problem.
Q34	Intervention		Stop something from progressing		

Pillar Four Survey Results – NOBLE Executives

Q34	Intervention			An intervention is interrupting a disruptive or destructive action or behavior with a strategy to stop the action or behavior. For example, referring to treatment or diverting.	
Q34	Intervention	Intentional steps to try to get a problem under control before it gets worse.			
Q34	Intervention			it's your duty to intercede if you see something wrong	
Q34	Intervention	Intervention in law enforcement is when you utilized your skills, training and resources to take actionable steps to improve or correct a situation.			
Q34	Intervention	Is a must and should be part of on-set training and re training. It has to be in all UOF policies.	Seeing a situation or trend and taking action to prevent the situation from getting worse.	When a person is in crisis, drugs, mental health, or some other hostile behavior. Attempt to deescalate, and get the person refocused on the issue at hand and deliver or direct them to the resources that can help them	to become involved, to provide alternatives; avoid confrontation whenever possible

Pillar Four Survey Results – NOBLE Executives

Interaction

Q35	Interaction		Incident between two or more events	Actively engage people to meet and work with them.	Interaction of all members of a law enforcement should always be with respect and with a customer oriented approach. The community oriented policing and its core values are applied.
Q35	Interaction	Healthy and productive conversation	Our Job	To work with	Socially active with everyone who crosses your path. Everyday we interact with our family, peers, team members, the community, various businesses. Interactions lead to networking
Q35	Interaction	Any contact (actions, words or just looks) with another individual that is known/acknowledged by that individual.			Any verbal or physical contact during a situation
Q35	Interaction	An exchange of actions between two or more entities. Interactions can be between objects, people, and/or people and objects. Interpersonal interaction is transfer of actions between people.	Police interaction and experience may be totally different depending on the community. Communities where citizens feel safe are inclined to engage with. Other communities feel like interaction can possibly be detrimental.	Anytime there is an exchange be it a look, a greeting, a conversation, a request a demand, a command or assistance of any kind, requires the attention and/or aware presence of another or group.	Getting involved.

Pillar Four Survey Results – NOBLE Executives

Q35	Interaction		Basic communication between citizens and officers.		
Q35	Interaction			An interaction is any exchange between 2 persons, in-person or via any other channel.	
Q35	Interaction	Paths crossing			
Q35	Interaction			Be one with the people	
Q35	Interaction	This too all boils down to trust, PJ and implicit biases training.	The key point is that it is equal between two parties and is not one way communication.	Collaboration, cross communication, listening, or empathic actions taken to understand and resolve issues	Communication among groups
Q35	Interaction	Interaction is when you engage in conversation or have some type of direct involvement with another person or group.			

Pillar Four Survey Results – NOBLE Executives

Zero Tolerance

Q36	Zero Tolerance		Mandatory action that has to be taken where not variation is allowed	Apply rules and regulations with out regard to circumstances or environment.	Zero tolerance [policing] is where policing service proactively enforces all laws within a community or area. Normally this approach results in a high rate of arrests in an area.
Q36	Zero Tolerance	No room for discretion	The stance the PD takes on excessive use of force	Only allowing one perspective	Nothing needs to be explained, it's self explanatory.
Q36	Zero Tolerance	Absolute enforcement of a law or ordinance without regard for the reason the person was not in compliance.			An inappropriate action that should never be accepted or allowed to occur
Q36	Zero Tolerance	A bad idea that limits contextual, inclusive and equitable decision-making, actions, and breaches trust and legitimacy of system support the intolerant position.	Zero tolerance measures are situational and sometimes necessary to improve certain situations.	To leave no room for an action or condition to continue, and without hesitation nor any compunction, take appropriate, required and commensurate action, when aware of something unjust, inappropriate, abusive, in violation of law or human rights	No second chances.
Q36	Zero Tolerance		Not allowing certain types of crime or criminal behavior.		

Pillar Four Survey Results – NOBLE Executives

Q36	Zero Tolerance			A strategy to focus on low-order public order offenses in an effort to disrupt and impact higher-level criminal activity.	
Q36	Zero Tolerance	Strict enforcement of laws and ordinances.			
Q36	Zero Tolerance			We don't do that here	
Q36	Zero Tolerance	As a cultural, it can be enforced, but is it sustainable and the first time a Chief veers away, should they lose credible or is it damaging to the focal leader.	Enforcing the law or policy of the organization without taking outside factors into account. This will lead to mistrust within and organization and with the community.	No flexibility. Follow the letter of the law or rule.	No discretion on outcomes
Q36	Zero Tolerance	Zero tolerance is when there is no room for exercising discretion or being lenient based upon individual circumstances or situations.			

Pillar Four Survey Results – NOBLE Executives

Collaborative Partnership

Q37	Collaborative Partnership		Working together for a common goal as the group for everyone's benefit.	Working together and sharing ideas to produce compromise.	Most progressive law enforcement agencies actively pursue collaborative partners [community members, faith, education, business, etc.] to assist in enhancing the quality of life in an area.
Q37	Collaborative Partnership	Working effectively with the community and law enforcement partners	Building all types of relationships	Working together	Working together with stakeholders in the community to create ways to make our lives better and the lives of those we serve.
Q37	Collaborative Partnership	Working together with others to achieve an agreed upon goal.			Taking a team approach with others with similar goals to complete a shared mission
Q37	Collaborative Partnership	Collegial pairing to serve a larger goal.	Collaborative partnerships can support a certain goal of the community between the police and citizens.	Working together as equals and looking for the best possible outcomes for the community and the police that are mutually beneficial and/or the best choice under the circumstances.	Working together to solve a problem.
Q37	Collaborative Partnership		Working together to solve a problem or condition.		

Pillar Four Survey Results – NOBLE Executives

Q37	Collaborative Partnership			Working with community partners and stakeholders to develop strategies and programs that bring all stakeholders' strengths and abilities to deliver services.	
Q37	Collaborative Partnership	Multiple entities working together for a common goal.			
Q37	Collaborative Partnership			The most important part of policing is working with every segment of the community.	
Q37	Collaborative Partnership	Is a must! When you bring in co-production team community members then they bare witness to the change and can pass word.	A collaborative partnership is when a group works together in a joint intellectual endeavor that pools common interests, assets, and professional skills in order to promote broader goals and outcomes for the entire group's benefit.	Inter-agency, interpersonal and collaborative efforts to work with outside agencies such as, other LE agencies, community leaders and academic institutions on an equal playing field to resolve issues.	Working together
Q37	Collaborative Partnership	Collaborative partnership is when two or more groups or individuals agree to share resources and knowledge to reach a common goal.			

Pillar Four Survey Results – NOBLE Executives

Protection of Public Safety

Q38	Protection of Public Safety		Keeping public safety "safe" while conducting their duties.	Making sure the safety of society is maintained.	The protection of public safety is the primary goal of any law enforcement agency.
Q38	Protection of Public Safety	Ensuring the health and well-being of officers	Our Job!	Providing for those who maintain the community	This is very important especially in our current climate. Law and Order is necessary we can't live without it. However, we must begin holding those who are entrusted to keep the peace accountable when they have broken the trust of the people.
Q38	Protection of Public Safety	Ensuring officers are well mentally, spiritually, physically & emotionally. This requires laws that deter assaults & attacks against LEOs, active support from L.E. leadership & the community & funding to support mental health and wellness programs.			Actions taken to ensure the viability of the profession and the services provided

Pillar Four Survey Results – NOBLE Executives

Q38	Protection of Public Safety	The preservation of safety and security and the perception of safety and security for all people in concert with the citizens.	Being ethical and protecting the publics safety is not arbitrary. It must be demonstrated without thought.to encourage and maintains the publics trust and reassurance	Using all the tools and authority available to ensure public safety with the understanding there is some risk when it comes to be a law Enforcement Officer. The Goal is to protect at the highest standards and minimize risk to the extent possible'	Ensuring the highest standards in the field.
Q38	Protection of Public Safety		Protection the entities that serve municipalities, police, fire and paramedics.		
Q38	Protection of Public Safety			Preventing public disorder by utilizing strategies to isolate community members from sources of harm.	
Q38	Protection of Public Safety	Creating an environment where the community feels safe to live their everyday life.			
Q38	Protection of Public Safety			The guardian mindset first and foremost.	

Pillar Four Survey Results – NOBLE Executives

Q38	Protection of Public Safety	Proper funding and getting away from defunding the police. I get the concept of defunding the police, but where should those line items of money be spent to assist with what will be taking away as a service.	Public safety is under attack constantly by false narratives. It is imperative that administrators defend and protect the men and women of who work in Public Safety.	Endure proactive measures are taken to maximize systems, community engagement and LE and other government services are equally applied to the citizenry. This can include protection of businesses, schools, churches and other community activities	Protection is the keyword.
Q38	Protection of Public Safety	Protection of Public Safety is safeguarding the public from the dangers of natural disasters, criminal behavior, international and domestic threats, etc.			

Pillar Four Survey Results – NOBLE Executives

Community Engagement

Q39	Community Engagement		Members of the community expressing their ideas towards a government entity	Ensuring that the community is included and provides input in addressing community issues.	Police actively pursue community members to be involved in a collaborative partnership. Community engagement is extremely important in addressing problems and concerns in communities and vital to enhancing the quality of life within same.
Q39	Community Engagement	Interaction with citizens	Our Job	The people sharing in their community leadership	Community engagement in all areas of the communities we serve should be equal, however we know this not to be the TRUTH. We become better individuals when we engage with others outside of our circle.
Q39	Community Engagement	Positive community contacts and interactions that are not related to law enforcement activities. Taking actions that create, build & maintain trust between law enforcement and the public.			Encouraging citizens and providing resources to encouraged them to voluntarily take an active role in safety

Pillar Four Survey Results – NOBLE Executives

Q39	Community Engagement	Formal and informal Non-enforcement interactions with people to build relationships, educate, listen / learn, or otherwise interact with people outside the LEO sphere.		To meet the community where they are and on their terms to the extent possible and reasonable with their best interest in mind to gain cooperation and work together to get the best possible outcomes under the circumstances and within the law	Seeking input from the community.
Q39	Community Engagement		Working hand and hand with community leaders and residents.		
Q39	Community Engagement			Reaching out to the community in person and through a variety of channels to involve them in Department activities and expose them to Department units and programs.	
Q39	Community Engagement	Having interactions with community members to build positive relationships			
Q39	Community Engagement			The most important thing in policing.	

Pillar Four Survey Results – NOBLE Executives

Q39	Community Engagement	I support it 100 percent. We, LE cannot do our jobs with out the community. We have to stay far away from group think. We really want to get it right, but history has shown us time and time again that we get it wrong and are slow to get it right.	It is a process of working together with groups of people collaboratively towards a common goal. In policing, it allows cops to interact with citizens in a non-emergency situation.	Collaboration between LE agencies, and the community to include businesses, churches, schools, community leaders in an effort to work on issues that are of LE concern to the community that the agency serves	Involving the community in decision making or information sharing
Q39	Community Engagement	Community engagement is when law enforcement builds a relationship with the community in which there is open communication, listening sessions, collaboration on initiatives, and transparency.			

Pillar Four Survey Results – NOBLE Executives

Fair and Impartial Policing

Q40	Fair and Impartial Policing		Equal treatment towards all in the community on a truly equal level.	Bias free policing utilizing social and procedural justice.	Most 21st Century police entities prescribe to fair and impartial policing. There should be no deviation from this standard
Q40	Fair and Impartial Policing	Policing everyone the same regardless of race, sex, and other differences	A must to have a successful police organization	Equal protection under the law	As a graduate of SPI, IACP Women's Leadership Institute, and attending conferences we know that this can be established. The 21st Century Policing reform act is not enforced under this current administration. We must have a leader to enforce it!
Q40	Fair and Impartial Policing	Treating all members of the community with dignity and respect in all L.E. encounters. This includes creating policies, procedures and practices that require employees to do so and holding employees accountable if/when they do not.			Requirement to treat everyone with respect at all times

Pillar Four Survey Results – NOBLE Executives

Q40	Fair and Impartial Policing	A framework of personal and organizations awareness and interrupts to mitigate the impact of implicit bias on organizational and individual trust and legitimacy. A better title would be Fair and Equitable Policing but we have what we have!	Fair and impartial policing impacts the communities trust. A conscious effort to treat all citizens fairly without bias.	The quality of treatment and expectation of service should look the same in affluent white neighborhoods as it does in poor and ethnically and racial diverse communities.	A policing method that is respected by the citizens.
Q40	Fair and Impartial Policing		Treating everyone regardless of their station in life the same way as it relates to policing and providing resources.		
Q40	Fair and Impartial Policing			Providing police services to the community in a manner that embraces the pillars of voice, respect, neutrality and understanding. Serving in a manner that allows residents to feel that they have been heard and respected.	
Q40	Fair and Impartial Policing	Treat everyone the same, hold everyone to the same expectation of behavior.			

Pillar Four Survey Results – NOBLE Executives

Q40	Fair and Impartial Policing			Treat others the way you want your mother treated.	
Q40	Fair and Impartial Policing	No comment, look at my responses, 100 for it.	A scientific approach to policing that acknowledges bias.	Simply follow the 14th amendment of the U.S. Constitution and apply all rules and laws equally	Decisions are based on evidence which attempts to reduce biases
Q40	Fair and Impartial Policing	Fair and Impartial Policing is based upon professional non-bias police service for everyone regardless, of race, gender, sexual orientation, religious beliefs or status else.			

Pillar Four Survey Results – NOBLE Executives

Civic Engagement

Q41	Civic Engagement		An event to hear from the community where the community has a true opportunity to express views in a truly open environment.	Government and community groups are encouraged and sought to be part of the solution to community issues.	The community oriented policing philosophy and its core values are applied.
Q41	Civic Engagement	Community involvement	Our Job	Community working with leadership	Always become a part of the solution and not the problem. Through civic engagement we can work together with our communities to address issues or decrease the gap in the agencies and communities. We can re-establish a rapport and look to uniting
Q41	Civic Engagement	Volunteer work; giving one's time, talent or treasures to community or organizational needs/activities. This can include coaching and mentoring as well.			Being actively involved with community events or concerns

Pillar Four Survey Results – NOBLE Executives

Q41	Civic Engagement	People coming together for a common purpose to serve the greater social, community or collective good.	Civic engagement gives citizens an insight into policing and how it works.	Operating from a place of duty as a member of society to use the authority of your office to engage the community as co-equal members looking for the best outcome possible for society.	Seeking community input to ensure that they have a voice.
Q41	Civic Engagement		Working to solve issues that are of public concern.		
Q41	Civic Engagement			Working with the community to increase the level of civic responsibility and duty as part of the social contract.	
Q41	Civic Engagement	Community members commitment to be stewards in the community.			
Q41	Civic Engagement			Do something for the community in your off duty time	
Q41	Civic Engagement	I support it in almost everything we do.	A group activity addressing a public concern.	Same as community engagement	Anytime a person or group comes together to address or take an action
Q41	Civic Engagement	Civic engagement is when an individual or group work on activities or actions to make a positive difference in their			

Pillar Four Survey Results – NOBLE Executives

		community, either political or non-political action.			
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Pillar Four Survey Results – NOBLE General Membership

Civic Engagement

Q41	Civic Engagement		Should be a prerequisite to enter into the profession.		Forming relationships by working with all related stakeholders.
Q41	Civic Engagement	Speaking to clubs, organization, churches, and other groups.	Involve everyone and allowing everyone to be heard.		Hold public courses on law enforcement practices and be part of the staff in the law enforcement agency. Reports only to the City Council, Alderman, Board of Supervisors, or state board
Q41	Civic Engagement		Civic Engagement is the act of citizens exercising their rights and/or privileges for or against a specific issue or issues properly and peacefully. This can take many forms.	Engaging in community dialogue or the activities in the community/neighborhood.	Working together with civic organizations to address civic issues to solutions.
Q41	Civic Engagement		Civic engagement is interacting within the civic organization of system which is broader than a community, i.e. a city, municipality.	Involvement in the community and its beliefs. Working with those seeking to promote causes to help move the community forward.	
Q41	Civic Engagement		Being involved in the community. Opening up your agency by providing insight to the way the organization operates. Pitching in and helping with programs in the community you serve.	Business, community, Colleges, school districts, Private sector should all work together for the betterment of the community and law enforcement	

Pillar Four Survey Results – NOBLE General Membership

Q41	Civic Engagement	The police being involved with the community in non policing activities		Interacting with public officials and those governing in the areas under your control.	We need to create forums for open dialogue with our community as well as advisory groups that allows critical conversation between law enforcement citizens.
Q41	Civic Engagement	Civic engagement is paramount for Police Officers. Get involved with the local Boys and Girls Club, participate civic organizations, schools, and attend events. Encourage Officers to stop by churches when in service. Start a P.A.L. Program.	Law Enforcement working with Community Leaders, Clergy and Businesses is a form of Civic Engagement. These are groups of "other" special interest that promotes public safety for all.	Being involved with civic duties. Working to make a difference in one's community.	
Q41	Civic Engagement	Building trust between the Public and Law Enforcement with communication and involved in police changes.		Voting and involvement with administration of government.	Be reasonable with resolving issues. Use the common sense approach.
Q41	Civic Engagement	Involvement in legislative processes and decisions that impact the public good.	Working with individuals or groups to address issues of public concerns.	Meeting with the public regarding various things, that can be socially or business involved	A must in order to serve and protect
Q41	Civic Engagement			Helping push issues that would better society	Higher level community engagement
Q41	Civic Engagement		Activities/events/interactions that address public concerns	Our oath and duty	

Pillar Four Survey Results – NOBLE General Membership

Q41	Civic Engagement	Becoming part of the community	Being involved with the community on issues of justice.		Mandatory to achieve symbiosis between Community and Police!!!
Q41	Civic Engagement		Like-minded group who participates in legal action to demand positive change (policy, treatment, process, etc.) from authority.	People or groups working together to bring change or benefit to the affected community.	
Q41	Civic Engagement		Group or individual being concerned for their community.		The duty required of all citizens to participate in their governmental processes
Q41	Civic Engagement	Willingness to addressing issues in the community with the intention of bringing a positive resolution.			Engaging with all local officials and non-profits organization to address crime, policy and strategic planning
Q41	Civic Engagement		Civic Duty		To be an active participant in community concerns at the local, state, and federal levels, such as funding your local agencies, school, road, traffic concerns, etc.
Q41	Civic Engagement	To engage everyone, you meet with civility and integrity. Working to make a difference in the community in which you police.	Being involved in the communities we live in. Working with elected officials and community leaders to improve and make a difference in the community. Volunteering time and resources to serve our citizens and community. Vote please. local and	Officers who are part of the community have, "skin in the game" and it is vitally important.	When citizens get involved with the operations of governing the community. This can be positive or negative, depending on what they want for the community.

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			national		
Q41	Civic Engagement	Partnering to build civic engagement in a community will provide opportunities for officers to meet community members when it's not a crisis moment. This builds a relationship and ultimately trust.	Fair engagement for all		
Q41	Civic Engagement	Understanding issues and problems within communities then engaging with members of the communities to effect the needed change(s)	Improving one's life through involvement.	Working within the community to make the environment, whether physical or cultural better. Allowing for the demonstration of pride and ownership within a community.	
Q41	Civic Engagement	Daily		Civic engagement is the proactive participation of citizens in the civic process.	

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Community Engagement

Q39	Community Engagement		You have to be a stakeholder in your community and few the community as a partner.		Intentionally being more relational in the context of conducting business, as oppose to transactional
Q39	Community Engagement	Knowing your community that you are serving.	Law enforcement should engage with youths in community and build programs to help youth in community.	Communicating with community, whether individuals or in groups, about topics important to police	Community Policing requirement
Q39	Community Engagement		Community Engagement is the interaction with community members to obtain knowledge or acknowledge collective issues within that particular community.	Community engagement is engaging the community in the dialogue about matters pertaining to their neighborhood that have a positive outcome and improvement to togetherness.	Working with the community you serve to address issues and find solutions.
Q39	Community Engagement		Interacting with and in the community among residents, businesses and organizations to ensure positive interest, safety and awareness.	Finding out directly from the community what they want and seeking their input on ways to have those needs met. The development of a true relationship with the community.	
Q39	Community Engagement		Working with the community. Being a part of the community they serve. Becoming involved in programs that will help foster a positive	The community often step's up to plate and desire to be involved. The police love community engagement as long as the community is telling them	

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			relationship with the community.	something or helping them. That's a one way street. The police are still very secretive and doesn't share	
Q39	Community Engagement	Getting the community involved in fighting crime and making decisions that affect them.		Interacting with the public around our span of control	We need to get to know our residents before they need us and not just during their critical times. We must have casual conversations and really get to know people in our communities through face to face engagement.
Q39	Community Engagement	Police Departments should form partnerships with the community. Police Substations should be placed in residential community in order to build trust and deter crime. Police will share crime stats with community and learn community concerns.	Community Engagement is one of the most important factors of today's policing. It's all about appeasing the community. Engagement in Community allows kids to see Law Enforcement in a positive light, which will encourage positive outcomes for all.	Knowing about the community. Knowing how to protect and serve the community. Process of working collaboratively with and through groups of people affiliated by geographic proximity to address issues affecting the well-being of people.	
Q39	Community Engagement	To have open dialogue with your department, to have continuous Q and A with the public.		Law Enforcement agencies direct and intentional efforts towards partnership and involvement with the community.	Speak with the community on all levels.

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Q39	Community Engagement	Interacting with the community on a regular basis in day to day activities, finding ways to have conversations, events, activities before there's a crisis.	Working collaboratively with groups of people to address issues affecting the well-being of those people.	Working with the community on a project or doing something just so they will get to know you and you them	A must in order to serve and protect
Q39	Community Engagement			Being out in the community all day and night, trying to educate and find common ground.	Without engagement you do not have the community's trustworthy
Q39	Community Engagement		Law enforcement orgs being intentional about hosting and/or attending events for/by the community.	Involvement and partnerships with the community	
Q39	Community Engagement	Having a relationship	Being part of the fabric of the community. Participating in community events, working with community leaders.		Should be 90% of policing.
Q39	Community Engagement		Affective relationship of communities with other entities who share similar beliefs or ideas. In policing, improved participation with constituents for the betterment of safety, collaboration, and interests.	A process of a government entity working with a group(s) of a community to achieve a benefit for the group.	

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Q39	Community Engagement		Working together with others for a better community.	Working with community leaders and all strata of the community in an effort to bring about desired outcomes, but especially when seeking to develop trust among the parties.	Plural groups convening in various forms to make a community better
Q39	Community Engagement	Positive interaction with individuals and organizations that make up the community in which one serves.			Actively meeting with all citizens with the intent to improve dialogue and seeking commonality
Q39	Community Engagement		Active engagement		As law enforcement immersing ourselves in the community and becoming active participants in community events, conversations and the overhaul well being of the community and the quality of life they hope for
Q39	Community Engagement	To be embedded in every aspect of the community to bring better partnerships between citizens and law enforcement.	To be visible, involved, and engaged with the community. Know the issues, talk to the people involved in the issues, and show genuine concern for finding solutions	Engaging the community is not only important in ensuring the safety and welfare of citizens, it is important for the safety of officers.	A process of police interacting with elements of the community in a way that proactively demonstrates the alignment of the public safety mission with the best interests of the community.

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Q39	Community Engagement	This is critical. Building an understanding of who we all are and the commonality that we share. Being engaged is something that comes to some easy, others must work at building the skills. Every officer will need to embrace engagement to succeed.	Being a part of events and people in the community		
Q39	Community Engagement	The interaction, collaboration and participation of police officers with members in the community (adults and children) in an attempt to bridge gaps and have a better understanding of one another	Voluntary action with the public in the interest of public safety.	Interacting with and taking an active role in working with people in the community served.	
Q39	Community Engagement	Daily		Community engagement is taking steps to generate buy-in and feedback from the community.	

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Fair and Impartial Policing

Q40	Fair and Impartial Policing		Needs to happen internally and externally.		Quality and absent of bias
Q40	Fair and Impartial Policing	Treat everyone with courtesy and respect during the performance of your duties.	Develop cultural competency working effectively with individuals from a variety of backgrounds.	Ensuring that identity does not predict level and quality of services received	Officer shall reside in communities they work.
Q40	Fair and Impartial Policing		Fair and Impartial Policing is the outcome of Procedural Justice. It requires the acknowledgement of implicit bias, the exclusion of explicit bias, transparency and truth.	Policing that is free from discrimination and biases that are harmful to anyone.	Policing based on meeting people where they are at the time, without succumbing to or subjecting them to biases.
Q40	Fair and Impartial Policing		Fair and impartial policing is equal, equitable law enforcement based on what is right regardless of either side or their authority.	Being equitable, unbiased, and respectful in all interactions. Procedurally just and empathetic arrests and enforcement efforts.	
Q40	Fair and Impartial Policing		A way of dealing with society's problems by utilizing the law. This should be fair across the board and not driven by bias and prejudicial practices.	I personally don't think it exist.	

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Q40	Fair and Impartial Policing	Treating everyone with respect regardless of station or situation in life		Being neutral in our policing. Treating everyone with equality, ensuring our implicit biases are not exercised.	Every situation is different and we need to look at a resolution that is equitable for everyone regardless of status, race, ethnicity, sexual preference, religion. we need to look at how the resolution will benefit and lessen the harm to the person.
Q40	Fair and Impartial Policing	Police department provides implicit bias training. Zero tolerance on explicit biases from all officers. Swift discipline, and/or termination with be delivered.	Fair and Impartial Policing is providing the same appropriate and necessary law enforcement in all neighborhoods. No racial profiling, no unjustified harassments. Policing on actions not color, money, status, affluence.	Treating everyone with the same respect. Implicit-bias-awareness. Police interaction at the U.S. Capitol was NOT fair and impartial of what occurred during peaceful BLM protests. Hold police accountable for their actions or lack of action.	
Q40	Fair and Impartial Policing	Training, and acknowledging behavior and making changes with policy to enforce it.		Treating every person you encounter with divinity and respect, with a focus on fairness and accountability.	Get rid of your biasness.
Q40	Fair and Impartial Policing	Treating people as individuals, without allowing biases to impact your actions.	Only achieved through unprejudiced, fair, and objective.	Doing what is right for everyone that is involved	A must in order to serve and protect
Q40	Fair and Impartial Policing			Policing "everyone" with respect	The golden rule
Q40	Fair and Impartial Policing		Self-explanatory - something that should be done at all times	Just and fair and equitable to all persons and groups	

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Q40	Fair and Impartial Policing	Treat all people the same	All neighborhoods are policed with the same respect and dignity.		Will only come with quarterly external oversight.
Q40	Fair and Impartial Policing		Training provided to law enforcement to provide awareness of biases and how to mitigate culture issues within department. There must be buy-in from commanders for this to work.	Law enforcement policy and practice of enforcing the law without implicit bias against the group being policed.	
Q40	Fair and Impartial Policing		Policing done without any favoritism.	Using honesty and equal treatment to all segments of those in a community being serviced. In short, treating people as one wished to treated!	Policing without any biases
Q40	Fair and Impartial Policing	The act of enforcing the law without bias. The act of procedural justice.			Unilateral and consistent procedural processes
Q40	Fair and Impartial Policing		The golden rule		The practice of being fair, just, unbiased, and impartial regardless of who you are. Treating everyone with dignity, respect, compassion in the performance of our duties.
Q40	Fair and Impartial Policing	Treating everyone fairly and impartially under the law.	Equality and equity in policing of citizens and communities regardless of what zip code, city or state. Treating all citizens like their lives matter.	Is what we are sworn to do.	Policing done so that all elements of the community, including those who commit crimes, believe they will be treated properly and according to law. according

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					to their actions, not according to prejudices or systems biased against them.
Q40	Fair and Impartial Policing	This is the goal. To be fair and impartial is what communities expect and deserve.	Equal		
Q40	Fair and Impartial Policing	The ability to apply laws fairly to all citizens regardless of race, ethnicity, gender, sexuality, socio-economic status	Predictable law enforcement and public service for society.	Doing your best to serve people without bringing personal biases and pre-established conclusions in the situation.	
Q40	Fair and Impartial Policing	Daily		Fair and impartial policing is the application of policing to a citizenry in a manner that that is free from bias.	

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Interaction

Q35	Interaction		Has to take place for tolerance to happen.		To willingly engage a person or an item in a meaningful and mutual manner.
Q35	Interaction	to be a liaison between one or more parties.	Police should volunteer yearly to engage in community activities to develop relationships with community they serve.	Communication between two or more people	Required to intervene with others are acting poorly. Required to report the issue or lose certification.
Q35	Interaction		Interaction is where the proximity of two or more people are engaged to express thoughts, ideas, and purpose.	Involvement with two entities/individuals/groups/etc. which can be talking with others and doing thing with others (communicating with others, etc.) now communication is virtually virtual.	Connecting
Q35	Interaction		An interaction is an encounter or the intent of collaborating for a purpose.	An encounter with another in person. The encounter can be verbal, non-verbal, or physical in nature. The encounter can be either good or bad and can change throughout its course.	
Q35	Interaction		The art of contact with people. Finding a way to communicate and give them a voice. Remembering that all interactions provide vital information.	Law enforcement interact with other law enforcement... the community doesn't trust because law enforcement is ONLY slightly friendly at a neighborhood gathering or meeting. Even then all the cops sit together!	

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Q35	Interaction	Being part of the community		Engaging with the public.	Our communication and face to face connection with people. Our initial response/tone sets the parameters for that encounter and will determine whether it is a positive or negative interaction.
Q35	Interaction	It's very important for Police to interact with the public. Exchange phone numbers and have conversations with community members. You build trust, it helps solve crime, and officers gain pertinent information on criminal activities.	Anytime someone engages with someone else, whether good or bad is an interaction. Positive or negative interactions can change the entire course of a person's life. One encounter with someone leaves a perspective and/or perception.	Being involved.	
Q35	Interaction	As a sworn officer to be involved with their community by serving and protection.		Engaging with persons, verbally or non-verbally.	Engage in conversation with the public.
Q35	Interaction	Engagement with others, can be verbal or physical.	Action which is influenced by other actions.	Working with someone on a project or with a group of kids - or just one child	A must for all police officers beginning at the top
Q35	Interaction			Could simply be a conversation	What policing is. What we do on a daily basis
Q35	Interaction		A communication or contact or participation in an activity with at least one other person.	The influence of participation	

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Q35	Interaction	to have conversation with someone	Making a casual contact, such as getting to know someone.		Proximity breeds comfort, while distance breed mistrust.
Q35	Interaction		Open and reciprocated communication between law enforcement and people, may be positive or negative in nature.	The exchange of action between two or more parties or things leading to a result.	
Q35	Interaction		Being able to get involved with others that or not of the same race, color, religion, or beliefs.	Action taking place between two different things, persons, etc.	An encounter with another person
Q35	Interaction	A brief or extended encounter that can be positive or negative.			Actively addressing concerns with external customers without judging
Q35	Interaction		Working relationship		Becoming part of the conversation, engaged, and possibly influence a conversation, our outcome if needed
Q35	Interaction	Having conversations with citizens in the community	Communicating with someone or getting directly involved through talks or other means	We should always have professional and appropriate interaction with the people we are sworn to protect.	Any communications between two or more people.
Q35	Interaction	Every interaction has the potential to make a lasting positive or negative impact. We should strive to be as engaged as possible and reward those who are successful at building and maintaining relationships.	To work with something or someone		

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Q35	Interaction	The contact with another	A meeting that can include both verbal and non-verbal communication that can include gesturing or eye-contact only. The meeting can be both positive or negative in nature.	The act of working together.	
Q35	Interaction	Daily		An interaction is the net result of two of more entities affecting each other.	

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Intervention

Q34	Intervention		Would be best within our agencies and could save many careers.		Creating an alternative pathway in order to reduce negative consequences-harm reduction
Q34	Intervention	To stop a certain action.	Law enforcement agencies should work with community to identify problems. Develop policies to engage the community to maintain public safety.	An intentional action designed to bring about a particular outcome	Same as De-escalation
Q34	Intervention		Intervention is the act of substituting criminal liability and consequences with mental health availability. Basically, substituting a criminal consequence for a non-criminal one using creativity.	When there is intervention it is the bringing forth someone or something that can bridge a gap of communality and calmness to continue to accomplish a goal/matter/etc. needed without harm/intimidation/etc.	Intercede, connect, redirect, and solve.
Q34	Intervention		Intervention is a facilitated conversation or meeting with the purpose and intention of a changed action or behavior that is meaningful and sustainable.	Intentionally injecting oneself into a situation where one or more parties seem to be the cause for elevation in tensions through their actions. The intersession is to stop the actions that are unnecessarily elevating the encounter.	

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Q34	Intervention		A way of helping one with an identifiable problem. After knowing what the problem is, then work to resolve it or seek out the proper resource that can assist.	No funds for intervention any longer, as they have been shifted to other sources. Law enforcement doesn't believe in intervention.. Not apart of their mind set for the most part.	
Q34	Intervention	Helping people with problems		Stepping in between two or more persons thoughts to obtain compromise.	We need to step forward and take charge when we see our co-workers acting improperly in order to de-escalate the situation. Sometimes it means removing a person from the incident.
Q34	Intervention	Police intervention could be problematic as dealing some community members that simply do not like Police Officers and many Police Officers having little tolerance to try to work through the problem. Community Policing involvement is paramount.	Intervention is being able to stand between someone or something that will cause harm to the person or someone else. Intervention is a good tool for being proactive. Stopping danger or harm before it happens.	Appropriately and activity stopping something bad from occurring.	
Q34	Intervention	When you notice your fellow officer conducting themselves in a abusive behavior and you stop it or report it and leadership act in it accordingly.		The act of disrupting a behavior or decision to avert a negative outcome.	Get involved when you see an issue and direct them to the appropriate resources.

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Q34	Intervention	Involvement in a situation in order to make it better and/or resolve it to the greatest satisfaction of all parties involved.	Action is taken to improve the situation.	Doing something that may help someone turn their life around and do the right thing	
Q34	Intervention			Taking steps to remedy a situation before it gets to the point where law enforcement is needed.	Stepping in to ensure all are treated fairly
Q34	Intervention		To intercede to help make a situation better and/or shut down a behavior/activity completely.	To become involved in a negative situation for a positive result	
Q34	Intervention	Step in and correct	Identifying a brewing problem and getting involved before the situation passed a negative point of no return.		Unless it's mandated it won't happen!
Q34	Intervention		Outline process(es) to intervene in a specific situation; for example, drug abuse/addiction, mental health concern, traumatic event.	The act of confronting and/or resolving a problem with a solution before the natural resolution of the problem.	5 years
Q34	Intervention		Taking action to improve a situation or provide a solution.	Coming between two different things, persons, etc.	The ability to step intercede when one sees a situation is likely to escalate without any assistance.

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Q34	Intervention	Willingness to insert oneself into a negative situation with the intention of bringing about a positive resolution.			Addressing negative concerns which hampers growth through collaborative problem solving
Q34	Intervention		Help and assistance		The ability to recognize an event, conduct or action, that may require an intervention to avoid further harm.
Q34	Intervention	Interceding to de-escalate a situation when needed.	Are actions taken to intervene or get involved in resolve or improve a situation	Law enforcement officers are duty bound to intervene when we see officers engaged in unlawful activities or using excessive force.	As a duty, it is the responsibility of officers on the scene to ensure they are all behaving reasonably for the circumstances and to stop unreasonable actions. For leaders, it is a responsibility to identify and correct in appropriate behavior early
Q34	Intervention	When an intervention is needed we must be sure to try and bring together the right resources. Whether that is mental health or social services. We need to provide the safety net for our community.	To improve a situation		
Q34	Intervention	To step in and attempt to handle or control a situation	Interceding on one's behalf.	To intentionally insert yourself into a situation.	

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Q34	Intervention	Daily intervention		Intervention is the practice of inserting one's self into a situation that is not immediately inclusive of oneself.	
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Protection of Public Safety

Q38	Protection of Public Safety		From itself?		Investing in equipment and/or processes that allows public safety staff to fulfill their obligations.
Q38	Protection of Public Safety	The protection of the social norms.	Law enforcement should protect the people they serve in all communities they serve. Build trust in community and assure safety of all community in which they serve by engaging.	Ensuring community is free from violence	Law Enforcement Bill of Rights. Law Enforcement should be able to sue on behalf false accusations
Q38	Protection of Public Safety		Protection of Public Safety has two views: 1.) It is the promise made to the public to be 'Guardians' for their safety; or 2.) It is the promise Federal, State, or Local governments make to Public Safety workers that it will protect them.	The idea that law enforcement additionally protects the community.	To ensure the public is physically safe and also has access to resources to assist with adverse conditions that could affect safety
Q38	Protection of Public Safety		Protection of Public Safety is preservation of any person, group or thing that is associated with public safety or that requires protection from hurt, harm or danger.	Addressing all things in the community to ensure that it believes that it is secure in its existence.	

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Q38	Protection of Public Safety		Provide the needed protections to the public from harm. Don't through enforcement of laws to improve the quality of life and lower the fear of crime.	Not sure what you are asking?	
Q38	Protection of Public Safety	Giving public safety the proper funding to do its job		Using tools, resources and manpower to uphold the law and keep people safe	We need to create policies and laws that provide the safest environment for our law enforcement personnel to operate. This includes working with the CA's office to ensure dangerous suspects are prosecuted appropriately.
Q38	Protection of Public Safety	Police Officers are trained and equipped to provide the best protection for the public, business owners, and community at large. The public should be safe and feel safe as they travel throughout the city. Officers will ensure our schools are safe.	Protection of Public Safety is just that. Creating, managing and monitoring situations that could bring harm to the community. For example; providing services to the homeless, patrolling crime ridden areas, Police presence at large crowd gatherings.	Keeping the public safe. Safeguarding people and public property.	
Q38	Protection of Public Safety	For me is to give protection to All and to law enforcement officers also.		Mission specific agendas and initiatives that enable the overall safe environment of the community.	Patrolling the community and engage in conversation about what is needed.

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Q38	Protection of Public Safety	Keeping the community safe and peaceful.	Safeguarding people from criminal activities, disasters, and other potential dangers and threats.	Doing what is necessary to keep the public safe	a must at all time without personal feelings or beliefs
Q38	Protection of Public Safety			Making sure public safety officials are protected while doing their jobs	The purpose of law enforcement
Q38	Protection of Public Safety		Safeguarding the people in a jurisdiction from danger, disaster and threats.	Preservation of ethical policies and laws	
Q38	Protection of Public Safety	Keep government honest	Ensuring that all decisions made do not sacrifice the safety of the community.		The expectation of Police and Community
Q38	Protection of Public Safety		Government resources to ensure the security and wholeness of community members.	The function of protecting the safety of one or more of a group of society.	
Q38	Protection of Public Safety		Protecting, educating, or the teaching of citizens.	The term is too vague. If you are referring to persons working within the public safety arena, you should be more explicit.	Using the law to safely administer justice
Q38	Protection of Public Safety	The act of preserving the well-being and prosperity of the public from a perceived threat.			Constant training internally and with members of the public.
Q38	Protection of Public Safety		Honor		Ensuring that as guardians we are prepared to protect the public from harm.

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Q38	Protection of Public Safety	Protecting all human, property, and constitutional rights	Ensuring the robust viability of processes, procedures, and institutions to keep the citizenry safe in their persons, homes, and property in society	Public safety is our primary charge.	A function when properly done, of everyone in the community except those who actively work against other people's well being, with specific areas of responsibility allocated to the police, fire, ems, other aspects of government as well as the public
Q38	Protection of Public Safety	Protecting the public is the core mission. We must ensure that the public feel as safe as possible in their communities. If the public does not feel safe they will not act safe and they will not trust those who are expected to be there for them.	Training, Policy and Procedures		
Q38	Protection of Public Safety	Making communities and roadways safe for all	Promoting the health and well-being for everyone.	Trying to protect the general public (people) and property within reasonable means.	
Q38	Protection of Public Safety	A must		Protection of public safety is taking the steps necessary to ensure the public can maintain its quality of life as it pertains to being threatened by danger.	

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Zero Tolerance

Q36	Zero Tolerance		Is out dated. It does not allow for grace.		A lack of compassion and patients for other human beings.
Q36	Zero Tolerance	No excuses.	Zero tolerance for all violations against law and citizens.	A system which doesn't allow for mistakes, extenuating circumstances, and disproportionately impacts groups when zero tolerance is inevitably unevenly applied	Zero tolerance for bad actors
Q36	Zero Tolerance		Zero tolerance is a very strict and stringent application of laws, rules, or ordinances without the consideration of circumstantial issues.	No acceptance of a bad behavior/situation/matter especially if it is against a law, policy, standard, etc.	No interaction. Follow the prescribed plan to achieve the desired goal or results
Q36	Zero Tolerance		Zero tolerance is a "no-excused" consideration allowed. Such as a zero tolerance for abuse of the code of conduct.	Enforcement of the "letter of the law" instead of the "spirit of the law". Void the use of discretion.	
Q36	Zero Tolerance		Not allowing for bad behavior. Having no threshold for violations of rules, laws and policies.	I understand the terminology, in some cases you can be very strict & adamant, in other cases, you certainly can deviate and make a different decision depending on the situation..	

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Q36	Zero Tolerance	One tactic of many to address crime. Not a very good one. There are exceptions to every rule. Each situation should be treated differently and base on the facts		No room for a certain action.	This is a flawed concept that takes away discretion and reason from law enforcement and sees everything from a black and white lens and no gray area. It creates mistrust and disparity in enforcement.
Q36	Zero Tolerance	At times there is a need for "Zero Tolerance" policing, but it has be closely supervised, i.e., no prostitution on Broadway, or no drug dealing in the parks. While enforcing the criminal acts, you cannot violate anyone's rights or escalate arguments.	Zero tolerance is no exceptions, no acceptance or negotiations for "breaking the rules" Facing the consequences for known misbehavior or breaking of the rules. Example: "There is Zero Tolerance for shooting someone running away without a weapon."	The last straw. Not accepting a certain behavior. Policies and practices that mandate severe consequences in response to specific types of misbehavior regardless of the context or rationale for the behavior.	
Q36	Zero Tolerance	Leadership providing policy and procedures for any misconduct and following through on disciplinary actions.		Unacceptable of any specific prohibitive behavior.	No nonsense approach.
Q36	Zero Tolerance	No opportunity for compromise, the rule is the rule, no change, no taking into account underlying reasons that may have brought the issue to a violation of the rule.	Refusal to accept bad behaviors.	Regardless of what is done or the reason, you will be punished	for excessive force and any mistreatment.
Q36	Zero Tolerance			No room for discretion	Zero tolerance for anything

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					but fair and equitable treatment of all
Q36	Zero Tolerance		Enforcement done without giving breaks.	no room for change or alteration.	
Q36	Zero Tolerance	everyone goes to jail	The line in the sand. If it is crossed, there is no negotiation of discipline.		Should the rules of the day when applied to police misconduct!
Q36	Zero Tolerance		A policy or rule of accountability to hold all of an organization to a standards and outlines specific discipline if policy or rule is broken.	Absolutely no acceptance of a result other than the one expected.	
Q36	Zero Tolerance		Following the letter of the law without leniency.	When those in control exercise ultimate actions to intervene whenever any infraction, albeit sometimes minor, takes place. Harsh response to every action that is contrary to a rule, law, code, etc., without deviation or prior consideration.	Strictly enforcing the law verbatim
Q36	Zero Tolerance	Unwilling to accept anything that does not meet a set standard, rule/law or expectation.			Consistency, consistency and consistency without subjectivity
Q36	Zero Tolerance		Unwavering		Strict policies or statement that does not tolerate an act, outcome, position. Violations of a zero-tolerance policy can lead to a harmful

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					outcome or punishment
Q36	Zero Tolerance	Applying every aspect of the law and reasonably pursuing the appropriate charges in any criminal situation.	No tolerance, not accepting certain types of behaviors or activities. Not willing to compromise on certain behaviors	There should be zero tolerance for excessive use of force, bias, and inconsistent treatment.	A phrase that tries to set strict lines for human behavior. Used properly, ZT can establish a desired culture of professionalism by proscribing actions that are not desired. Effective leaders demonstrate they hold themselves to the ZT standards.
Q36	Zero Tolerance	Zero tolerance for bias and prejudice.	NO excuses		
Q36	Zero Tolerance	No flexibility. Strict guidelines, which do not allow for the use of ones discretion	Inexcusable behavior or action.	Will not be allowed under any circumstances.	
Q36	Zero Tolerance	When necessary		Zero tolerance is a mandate that no deviation from an established parameter is to be accepted.	