

CALIFORNIA HIGHWAY PATROL

GENERAL ORDER 0.12

REVISED APRIL 2018

ENHANCING SAFETY THROUGH SERVICE

1. **PURPOSE**. The purpose of this General Order is to accomplish the following:
 - a. To provide guidance and resources to enhance public trust within the Department.
 - b. To define policy regarding commanders' responsibilities to convey the importance of the public's trust in the Department to each of their employees.

2. **BACKGROUND**. Earning the Trust of California's Communities (Annex A) and the Public Trust Long-Range Plan (Annex B) are the product of thoughtful input from Department employees at all levels, including officers, supervisors, and managers. Area commanders, Department Executive Management, representatives of the California Association of Highway Patrolmen, and members of the Commissioner's Citizens' Advisory Board all contributed to the development, bringing their own experiences and points of view to these trust documents.

3. **GENERAL**. The California Highway Patrol (CHP) exists to serve and safeguard our communities with compassion and understanding, to allow the public to enjoy California to the fullest. Enhancing safety through service means the CHP must seek every opportunity to increase trust with the public we serve, to enforce the law equally, impartially, and without favoritism or prejudice. Recent events have caused some to lose trust in law enforcement agencies across the nation, and governments in general. To reverse this trend, we must demonstrate, with each internal and external contact, the heart of service. This is our sacred duty to the public and profession we swore an oath to serve and protect. There are three primary reasons we must enhance safety through service by building public trust:
 - a. Public and officer safety is built upon mutual trust.
 - b. Public support is essential for safer communities.
 - c. Provide an opportunity for the CHP to assume a Leadership Role in building a public trust framework that could serve as a model to others.

4. COMMANDER RESPONSIBILITES. Commanders shall:
 - a. Review this order with newly hired and transferred employees.
 - b. Ensure the importance of the public's trust in the Department is conveyed to all employees during training, annual evaluations, and periodic discussions on the topic.

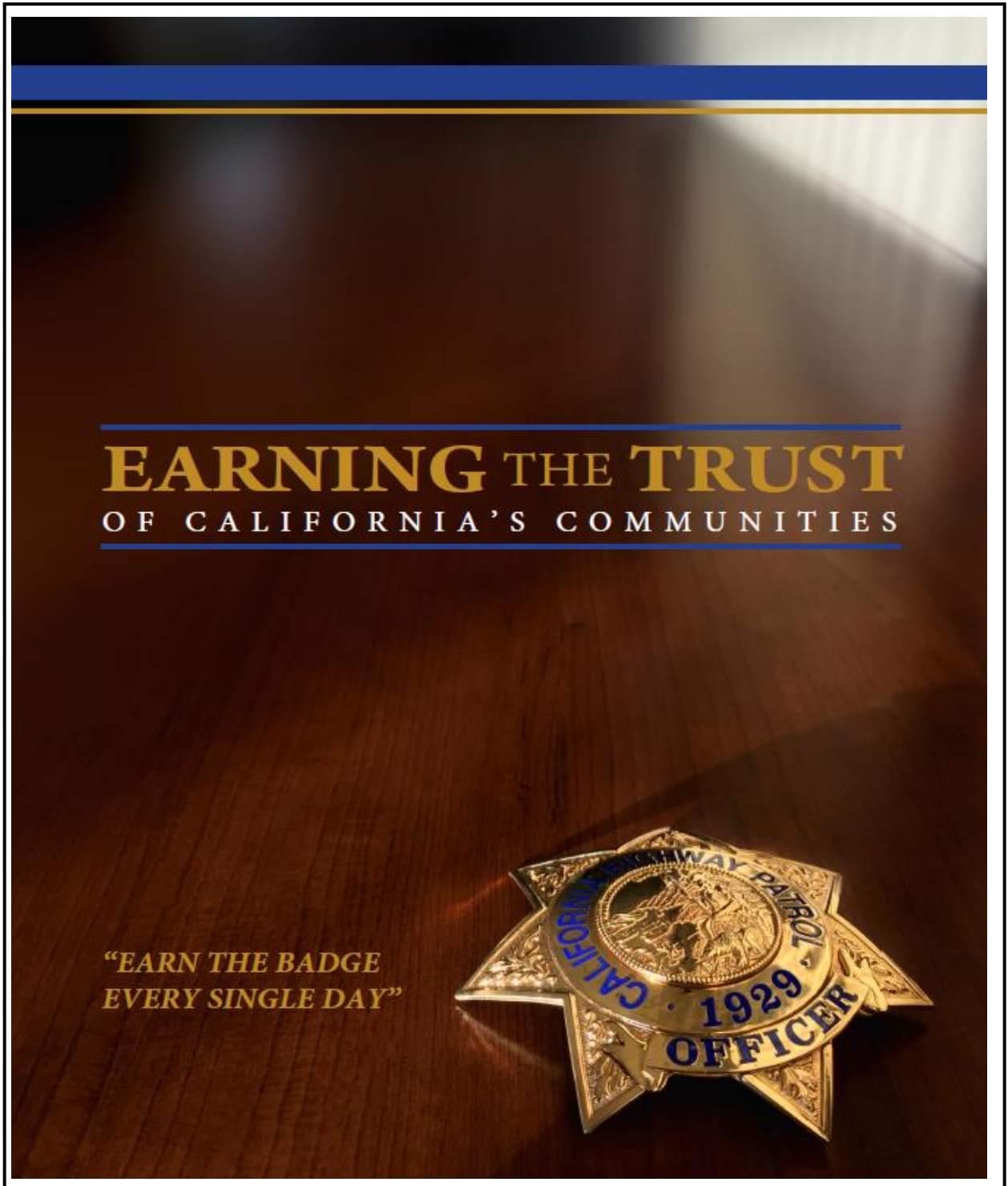
OFFICE OF THE COMMISSIONER

ANNEXES A, B

OPI: 003

ANNEX A

EARNING THE TRUST OF CALIFORNIA'S COMMUNITIES



ANNEX A

EARNING THE TRUST OF CALIFORNIA'S COMMUNITIES (*continued*)

The California Highway Patrol (CHP) is a highly respected law enforcement agency grounded since 1929 in its core values of courtesy and service. At its founding, the Department's mission was to facilitate the safe and secure transport of persons and property upon California's highways. Since then, the state's highways and transportation systems have evolved dramatically, requiring the Department to constantly adapt and innovate, always embracing those fundamental core values.

"The California Highway Patrol (CHP) is a highly respected law enforcement agency grounded since 1929 in its core values of courtesy and service."

Public support of law enforcement remains strong across California and the nation; nevertheless, even our supporters will challenge our actions from time to time. Others may question our integrity, cast doubt upon our ethics, or criticize our methods. At no other time in the Department's history has it been so important to remain cognizant of the close attention being paid to law enforcement officers and their actions. We must remember that, as peace officers, we are never behind the scenes. When we wear the uniform and enter public view, we are on a stage for all to see.

Our success as an organization depends upon the establishment and maintenance of a unified vision of our public service role shared by both the Department and the California Association of Highway Patrolmen (CAHP), designed to embrace best practices that maintain the public's trust. The Department and the CAHP understand that we share common cause and responsibility in attaining this vision – one that involves achieving professional excellence, encouraging continued improvement, and exceeding the public's expectations.

Recently, members of the Department's Top Management and the CAHP have engaged in important discussions focused on long-range planning and a strategy to secure public trust. This statement of our shared vision is the product of thoughtful input from employees at all levels, including officers, supervisors, and managers. Area commanders, Department executives, representatives of the CAHP and members of the Commissioner's Citizens' Advisory Board all contributed to its development, bringing their own experiences and points of view to this statement.

Together, we embrace the principles of:

- Individual Evaluation – a willingness to evaluate our own attitudes and actions from the perspective of the people we serve.
- Respect and Dignity – understanding that respect must be mutual between law enforcement and the public.
- Unified Vision – Department officials and patrol officers working together to make the California Highway Patrol the most respected law enforcement agency in America.

BACKGROUND

Historically, the CHP has benefitted from a high level of public support. While we continue to receive this support, recent events throughout the country have altered the public's perception of law enforcement and focused national attention on the sometimes unsettled relationship between law enforcement officers and the communities we serve. This should serve as a reminder of how a single significant event can compromise the trust and faith our community members have in us. We are reminded that each of us has a responsibility to cultivate and care for the positive relationships we have with those we serve. Attention to that responsibility is the best way to maintain the public's respect for the law and for the officers who face peril every day to protect society.

This statement of our shared vision offers an opportunity to shape and influence the public's perception of our officers, the institution symbolized by our uniforms, and the greater law enforcement community.

The impact of social media and other digital platforms on law enforcement cannot be overstated. These technological innovations provide the public with greater access to information and an intimate perspective of law enforcement operations. Disciplined and thoughtful engagement in these social forums provide opportunities to educate the public and to support our officers when their conduct is justified and when it deserves acknowledgment and praise. These forums also give us opportunities to communicate our desire for self-assessment and willingness to learn from our inevitable mistakes. We must avoid self-inflicted harm to our reputation and should always appreciate the need to follow up our words with actions, which will ultimately define us.



CALIFORNIA HIGHWAY PATROL

ANNEX A

EARNING THE TRUST OF CALIFORNIA'S COMMUNITIES (*continued*)

INDIVIDUAL EVALUATION

By now, most of us have likely participated in discussions involving the theme of enhancing public trust. We have arrived at a time of true and honest reflection, both individually and as an organization. We must embrace and understand the fact that each of us has a stake in the Department's success – this is truly our Highway Patrol. Each employee has the opportunity and ability to achieve individual excellence and to make daily choices that greatly impact the Department. Commanders throughout the state receive countless letters of commendation from members of the public who have been positively affected by the professional conduct of our employees. This praise exemplifies a job well done in a very complex, demanding environment. Each of us must be willing to evaluate our own actions and demeanor from the perspective of the people we serve.

RESPECT AND DIGNITY

The community's trust in us and our authority depends largely on the degree of respect and dignity people feel when they engage with CHP employees. All of us are proud of what we do and passionate about our profession while remaining respectful and evenhanded in our contacts with the public. We must enforce the law fairly and respectfully, and we must do so while demonstrating the highest level of compassion and professionalism. We must evaluate every contact to determine a course of action that will provide the greatest benefit to both the individual and the public at large. Each public contact offers an opportunity to enforce and educate equally.

UNIFIED VISION

Just as each of you comes from a background that is unique to you, your leaders are comprised of a diverse group of individuals with their own unique and broad perspectives. We recognize the difficult decisions confronting you each and every day, and we acknowledge the dedication each of you have for our mission. We have all faced those challenges. Our diversity as individuals is unified by the bond of our common experiences that began at the CHP Academy. As cadets, we all quickly learned to set aside our differences and to work together as a single unit – a team. By developing a unified vision, we focused our efforts and collaboratively achieved our goals. We can attain the same success over the course of our entire careers by maintaining a shared vision of our commitment and responsibility to public service.

CONCLUSION

We are all committed to and connected by a common vision of maintaining our position as trusted leaders in law enforcement, ensuring California is the safest place to live and travel. We must continue our unwavering dedication to serving the public and form vital collaborations with the communities we serve. By creating and enhancing these relationships, we can work together to assist the people of California in the best way possible.

We are a proud organization, and we shall never become complacent or silent. We can learn, grow, and continue to earn the public's support. We owe that to the people of California. We must take notice of these concerns and make a continued commitment to honor our long history of professionalism and service. We must demonstrate to our communities our determination to treat each person we encounter with respect and dignity. This effort begins and ends with your exemplary individual efforts.

Each of you swore an oath when you became an officer – when you accepted a badge from the people of this state. With that badge, the people have signified their trust in you to bear and use police authority to assist and protect our communities. You do not own the badge – it is entrusted to you by the people who count on you to protect them. At the end of your career, if you do your job well, the people of this great state will give you that badge to keep. Earn the badge every single day.

“At the end of your career, if you do your job well, the people of this great state will give you that badge to keep.”



EARNING THE TRUST OF CALIFORNIA'S COMMUNITIES


ANNEX A

EARNING THE TRUST OF CALIFORNIA'S COMMUNITIES (continued)

CALIFORNIA HIGHWAY PATROL

EARNING THE TRUST OF CALIFORNIA'S COMMUNITIES



| | | | |
|---|--|---|--|
|  J. A. FARROW Commissioner |  W. A. STANLEY Deputy Commissioner |  S. SILSBEE Assistant Commissioner, Field |  A. A. BROWNE Assistant Commissioner, Staff |
|  T. M. MCCREARY, Chief Executive Assistant, Field |  D. B. NEWMAN, Chief Executive Assistant, Staff |  D. S. GILL , Act. Chief Northern Division |  J. M. MULANIX, Chief Valley Division |
|  P. J. FONTANA, Chief Golden Gate Division |  N. G. NORTON, Chief Central Division |  W. G. SIEGEL, Chief Southern Division |  J. ABELE, Chief Border Division |
|  R. J. CHAPPELLE, Chief Coastal Division |  W. A. DANCE, Chief Inland Division |  R. W. MAYNARD, Chief Enforcement and Planning Division |  R. J. JONES, Chief Administrative Services Division |
|  S. R. HOWLAND, Chief Information Management Division |  M. J. BRUNET, Chief Personnel and Training Division |  C. C. MAIN, Chief Protective Services Division |  K. G. HILL, Chief Dept. of Developmental Services |



| | | | |
|--|---|---|---|
|  CARRIE LANE Chief Executive Officer |  DOUG VILLARS President / District 3 Director |  RICK LABESKE Vice President / District 4 Director |  DAVID DOWTY Treasurer / Supervisory Director |
|  SCOTT JOHNSON District 1 Director |  KYLE PACHECO District 2 Director |  TOM MAGUIRE District 2 Director |  GARRY GOLDENBERG District 4 Director |
|  MELANIE WEAVER District 5 Director |  GORDON KOELMAN Retired Director |  JON HAMM Strategic Advisor | |

ANNEX B

PUBLIC TRUST LONG-RANGE PLAN

PUBLIC
TRUST
LONG-RANGE PLAN

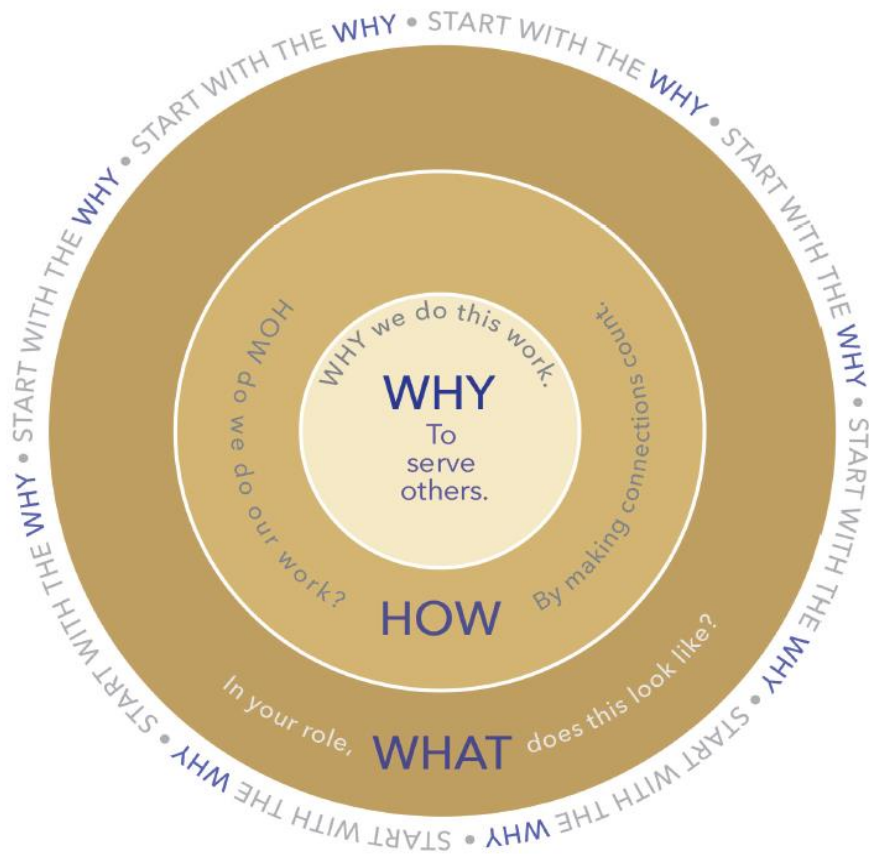


SEPTEMBER 2017

ANNEX B

PUBLIC TRUST LONG-RANGE PLAN (continued)

WHY IS THE CORE
OF WHAT WE DO



ANNEX B

PUBLIC TRUST LONG-RANGE PLAN (*continued*)



Since 1929, the California Highway Patrol (CHP) has existed as a public service organization whose core mission is to serve others by providing safety through service. This is firmly rooted and founded in the Department's professional values (General Order 0.8).

Across our country, public trust in law enforcement is shifting. From Ferguson to Dallas, implications of this shift in trust and respect for police officers are manifesting in ways never seen before. Lack of trust imperils officer safety and our ability to serve the people of our state. Public Trust is an innovative effort to stay out in front of a changing society and provides the tools you need to not only continue to do what you do so well, but to take this critical component of our responsibility to the next level. To put it simply, public trust is quickly becoming as important a tool as any other piece of equipment we utilize.

LONG-RANGE PLAN | 2017 3

ANNEX B

PUBLIC TRUST LONG-RANGE PLAN (*continued*)

PROFESSIONAL VALUES

CHP
PRIDE

COURAGE

Stand for what is right, despite the threat of adversity.

HONESTY

Uphold the truth, and maintain the trust and confidence placed upon us by the citizens of California.

PROFESSIONALISM

Constantly strive for quality and excellence.

PRINCIPLES

Adhere to a rule of conduct which promotes moral and ethical ideals.

RESPECT

Display a positive and service-oriented attitude towards the public and each other.

INTEGRITY

Be honorable, open, and fair; this is the cornerstone of our profession.

DEDICATION

Commit to the mission of the Department and our oath of office.

ESPRIT DE CORPS

Encourage personal and organizational success through group effort and team spirit.

ANNEX B

PUBLIC TRUST LONG-RANGE PLAN (*continued*)

This Long-Range Plan was developed to institutionalize these values and contribute to public trust, providing the framework for long-term sustanment and continuous improvement.



Making Connections Count Through Core Principles

1. Individual Evaluation.

We must learn to objectively evaluate our own attitudes and actions, not only from the perspective of a professional law enforcement agency, but also - and just as importantly - from the public's perspective. We may not always agree with this outside perspective, but we must always understand it.

2. Respect and Dignity.

Ideally, respect should be mutual between law enforcement and the public. However, we have little control over an individual's state of mind, and we do not know what has occurred to them or their friends and family in the past. Therefore, it is essential to establishing and sustaining public trust that we seek to always understand their point of view and treat everyone with dignity.

3. Unified Vision.

To achieve our mission, departmental personnel must share in these goals and values to make the CHP the most respected law enforcement agency in the country.

Flowing from these core principles are a set of eight overarching goals, developed in coordination with CHP and the California Association of Highway Patrolmen (CAHP) and Public Trust working groups, we will pursue and accomplish these goals to enhance public trust.

LONG-RANGE PLAN | 2017 5

ANNEX B

PUBLIC TRUST LONG-RANGE PLAN (*continued*)

WHAT

Your Role in Pursuing Goals

The following goals are fully aligned with the CHP Strategic Plan, and are established to drive Public Trust into the fabric of the CHP culture.

- 1. Improve and Grow Community Engagement.**
To build the trust and confidence the CHP shares with communities throughout California, we must continue our unwavering dedication to serving the public, while forming vital collaborations with the communities we serve. By creating and enhancing these relationships, we can work together to serve the people of California in the best way possible, earning and growing their trust every day with every contact.
- 2. Understand and Promote Selflessness.**
It is important to keep our core principles at the forefront of every interaction by modeling CHP Pride and fostering these values within the Department and California's communities. Internalizing these core principles must be a priority and one that is modeled from the highest levels of leadership to the most junior personnel. Selflessness must not be brushed aside as a catchphrase, but rather expected as part of a larger calling in how public servants see others, as well as themselves.
- 3. Define and Achieve Advanced Levels of Professionalism Across the CHP.**
There is no doubt the CHP is a professional organization, but the very term "professional" is often misunderstood. Professionalism is not a title, but a series of actions and growth that builds upon itself. It is not a stagnant goal, but rather one that contains many progressing attributes such as vocational excellence, ethics, engagement, continuous improvement, image, and selflessness. By building these competencies, people are able to climb a professional performance ladder to reach their full potential and become game changers within their organizations. Through fostering true professionalism across the CHP, public trust will be improved as the organization strives for and realizes its full potential.
- 4. Sustain Public Trust.**
Change is difficult. It will be essential to sustain the goals made through Public Trust across a geographically diverse organization such as the CHP. Towards this end, this plan is designed to provide sustainable improvement—if followed—until such time as the "flywheel of progress" is self-sustaining as an integral part of the CHP culture.
- 5. The CHP Must Continue to Attract, Train, Grow, and Keep the Most Qualified Recruits if Public Trust is to be Successful.**
The CHP will adapt recruitment and training to meet the ever changing needs of California's communities including hiring a workforce representative of those we serve.
- 6. Align our Policies and Procedures to Support and Enhance Public Trust.**
Every successful change initiative is anchored in policy, and we must change and develop policies accordingly to sustain the long term objectives of Public Trust.
- 7. Create CHP and CAHP Leaders with Full Commitment to the Ideal of Public Trust.**
During times of change, leaders at all levels are the critical component to "making it real." From first-line supervisors, to the Commissioner's Office, leaders must be convinced and empowered to share the unified vision of Public Trust. Through role modeling, guidance, recognition of small acts, and if necessary, corrections to undesired behaviors, the leadership of the CHP, and just as critically, the CAHP, will be the linchpin of the change effort.
- 8. Own our Mistakes.**
In any law enforcement agency, occasionally things happen that are not in full alignment with desired levels of performance, or are misinterpreted and promoted through the lens of social media. When these events occur, it will be imperative for the CHP "to own its mistakes." Trust is built around long-term professional behavior, but can be lost in an instant if the public perceives it is not being told the truth or that information is being withheld.

ANNEX B

PUBLIC TRUST LONG-RANGE PLAN (*continued*)

WHY, HOW & WHAT

In simplest terms...

- Why?** To serve others
How? By making connections count
What? Your contribution through your role
within the organization



ANNEX B

PUBLIC TRUST LONG-RANGE PLAN *(continued)*

FROM
THIS

a good organization who
wants to
get better,
who enjoys
solid public trust,
and recognizes the
potential to lead
in this
critical task.



ANNEX B

PUBLIC TRUST LONG-RANGE PLAN (*continued*)

TO
THIS



a **great** organization
valued by the
public they serve
and recognized as
the benchmark
national leader and
in **restoring**
public trust
to law enforcement.

ANNEX B

PUBLIC TRUST LONG-RANGE PLAN (*continued*)

Purpose

Public Trust working groups plan, strategize, oversee, and manage key projects to realize the goals of Public Trust. Three basic process steps are required:

- Identify and remediate gaps within the organization that prevent us from providing the highest level of service with professionalism, integrity, and empathy.
- Communicate our mission and vision effectively and strategically to ensure continued transparency.
- Institutionalize Public Trust as a pillar of success and recognize we all represent the public being served.

Multifaceted Approach

Public Trust is comprised of four key elements:

- Communications
- Training
- Policy
- Strategy

Each key element is comprised of workgroup members representing the CHP and CAHP, and each operates under their own personal committee charter. Metrics and assessment criteria will be established for each committee.

Communication

The purpose of the Public Trust Communication Committee is to:

- Brand the organization so all work is recognized by the public.
- Communicate strategically to both staff and the public across multiple platforms to ensure timely and responsive sharing of information.
- Provide adequate communications to realize the goals of Public Trust.

Training

The purpose of the Public Trust Training Committee is to:

- Institutionalize Public Trust long-term and ensure regular messaging for all of our employees.
- Develop and enhance competencies that positively impact Public Trust through career-spanning training.
- Review existing training for consistency and alignment with the Public Trust intent and goals.
- Identify any training which may contradict the goals and intent of Public Trust.

Policy

The purpose of the Public Trust Policy Committee is to:

- Review existing policies for adequacy and alignment with Public Trust intent and goals.
- Identify any policies which may contradict the goals and intent of Public Trust.
- Recommend steps to develop and fully align the CHP's policies for long-term institutionalization of Public Trust, or conversely, reconfigure Public Trust to align with existing CHP policies.
- Review existing policy to determine if excessive responsibilities exist that prevent the first-line supervisor from accomplishing his or her leadership role.

Strategy

Support for this approach is founded in the Department's Strategic Plan, as demonstrated below:

Goal 1 - Protect Life and Property

The core mission of the CHP is safety, service, and security to the public. Protecting lives and property are the most fundamental aspects of sustaining public trust.

Goal 2 - Provide Superior Service to the Public and Assistance to Allied Agencies

- 2A. Expand public access to the Department's services and information.
- 2B. Improve customer service.
- 2C. Enhance our skills required to serve a diverse population.
- 2D. Expand educational, marketing, and awareness programs to inform the public and stakeholders about the CHP roles, programs, and functions.

Goal 3 - Enhance Public Trust Through Community Outreach and Partnerships

- 3A. Demonstrate integrity and respect during each interaction with the public.
- 3B. Demonstrate departmental integrity, transparency, and accountability.
- 3C. Proactively develop meaningful professional relationships with community stakeholders at all levels.
- 3D. Identify and respond to the specific public safety needs of communities and stakeholder groups.
- 3E. Promote our services and accomplishments.
- 3F. Expand our Explorer Post and Senior Volunteer Programs.

ANNEX B

PUBLIC TRUST LONG-RANGE PLAN (*continued*)

Goal 4 - Invest in our People

- 4A. Enhance employee safety and wellness.
- 4B. Recruit and hire the best qualified workforce from all segments of society.
- 4C. Coach and mentor our employees to reach their full potential.
- 4D. Identify and develop our future leaders.
- 4E. Encourage and recognize innovative best practices, and knowledge sharing.
- 4F. Assess our culture to improve employees' pride and passion about public service.

Goal 5 - Identify and Respond to Evolving Law Enforcement Needs

- 5A. Identify unfilled and emerging law enforcement needs to evaluate CHP's role.
- 5B. Formulate and communicate positions on emerging law enforcement issues.

Key Performance Indicators (Metrics)

Effectively assessing Public Trust is critical to enhancing public services. We must develop metrics, both internally and externally, to gauge our progress toward this goal.

Conclusion

This Long-Range Plan is a full spectrum analysis of key areas needed to drive Public Trust forward. As the national debate and media attention on the appropriate role of law enforcement continues to evolve, we will strive to demonstrate our core principles and values. The CHP and CAHP demonstrate great synergy, collaborating to honestly assess our strengths and weaknesses as we move forward. Careful attention to detail and follow through will be critical to long-term success. No plan, regardless of how well thought out, survives unscathed by the realities of institutionalization. To be successful, we will need to remain flexible and react appropriately and thoughtfully to change.

As such, this plan is a "living document" and should be reviewed and updated annually to ensure successful implementation and adoption. We are all part of the communities we serve. We are all members of the CHP. We are here to serve California. We can do no less.

ANNEX B

PUBLIC TRUST LONG-RANGE PLAN *(continued)*

