

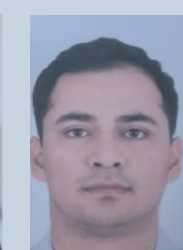
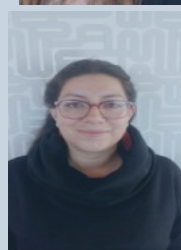
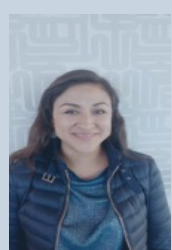
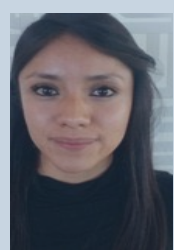
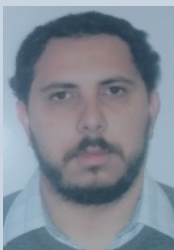
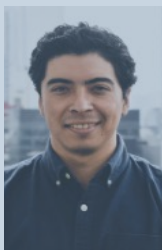
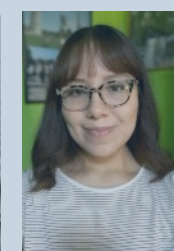
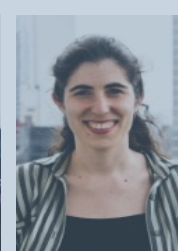
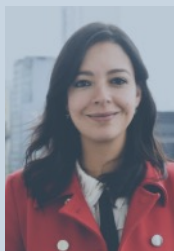
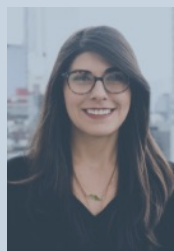
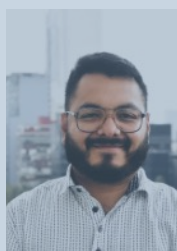
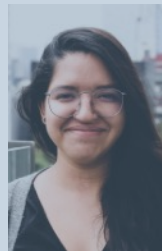


Building Effective, Resilient, and Trusted Police Organizations in Mexico



Yale







Research

- 1 Organizational design
- 2 Organizational development process
- 3 Enactment of practice

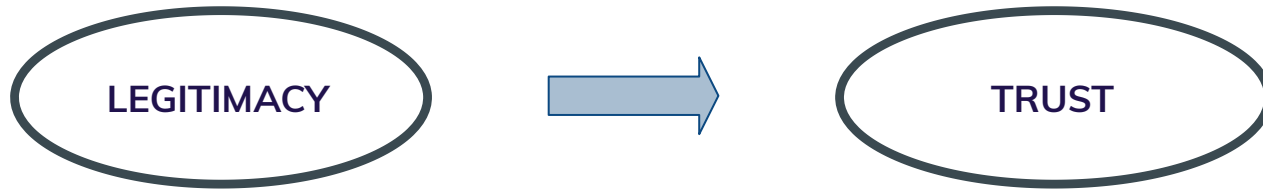


PROCEDURAL JUSTICE TRAINING

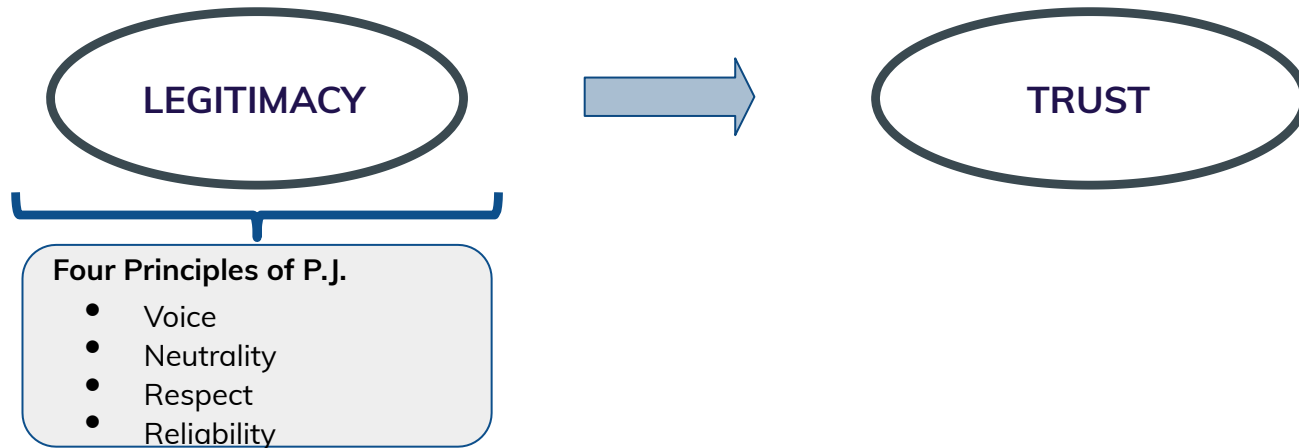
A grayscale photograph of Mexican police officers at a public security station. In the center, a female officer in a dark uniform and cap with a star emblem looks down. To her left, a male officer in a tactical vest looks on. To her right, another officer in full tactical gear is partially visible. In the foreground, the back of a person's head is seen. A blue semi-transparent rectangle is overlaid on the center of the image, containing the text 'STEP 1: THEORY'.

STEP 1: THEORY

THEORY OF CHANGE



THEORY OF CHANGE



Training: Procedural Justice
and Police Legitimacy

A grayscale photograph of police officers in tactical gear at a community meeting. A female officer in the center wears a cap with a star emblem and a 'MEXICO' patch. To her left, a male officer looks on. In the foreground, the back of a person's head is visible. A blue semi-transparent rectangle is overlaid on the center of the image, containing the text 'STEP 2: CO-DESIGN'.

STEP 2: CO-DESIGN

- Based on best practices in the U.S.
- Designed sessions with Mexican police officers.
- Three rounds of pilot trainings + feedback + re-design.

**POLICÍA
CDMX**

The image shows a police officer in the foreground, seen from the back, wearing a dark blue uniform with 'POLICÍA CDMX' printed in white. In the background, a man in a dark suit and light blue tie is standing and gesturing, likely presenting. To the left, there is a large whiteboard. To the right, there is a table covered with a dark blue cloth, and a small white plate with a cupcake is visible on it. The room has a warm, slightly dim lighting.

BASELINE BALANCE



Variables	(1) Control	(2) Treatment	(3) Diff	(4) p-value	(5) p-value bootstrap	(6) Nor-Diff
<i>Sector Characteristics</i>						
Population	121.82	129.20	7.39	0.68	0.68	0.11
Marginalization	2.97	3.29	0.33	0.21	0.21	0.33
High School	77.29	79.50	2.21	0.24	0.25	0.31
911 Calls	6.53	5.62	-0.90	0.45	0.51	-0.19
Crimes	0.32	0.26	-0.06	0.17	0.17	-0.36
<i>Individual Characteristics</i>						
Female	15.19	11.15	-4.04	0.03	0.04	-0.12
Age	36.74	36.59	-0.15	0.84	0.85	-0.02
Experience	12.57	12.11	-0.46	0.38	0.39	-0.07
College	7.60	6.53	-1.07	0.42	0.43	-0.04
Married	72.81	76.96	4.14	0.13	0.14	0.10
Motivation	23.20	25.18	1.99	0.33	0.37	0.05
Patrol Officer	52.70	47.11	-5.59	0.18	0.20	-0.11
Public Sector Occupation	9.01	9.13	0.12	0.93	0.94	0.00
Extroversion	3.73	3.73	0.00	0.90	0.90	-0.01
Agreeableness	4.40	4.41	0.01	0.63	0.63	0.02
Conscientiousness	4.49	4.52	0.03	0.20	0.21	0.06
Calm	4.43	4.47	0.03	0.13	0.14	0.07
Openness	4.10	4.13	0.03	0.29	0.30	0.05
Pro-social	3.78	3.78	0.00	0.92	0.92	0.01
Risk Perception	3.23	3.20	-0.03	0.60	0.60	-0.03
Satisfaction - Job	3.49	3.48	-0.01	0.83	0.83	-0.01
Satisfaction - Superiors	2.45	2.40	-0.05	0.44	0.45	-0.05
Satisfaction - Peers	3.19	3.25	0.06	0.16	0.18	0.07
<i>Outcomes at Baseline</i>						
PJ Index	3.88	3.91	0.04	0.16	0.18	0.08
Internal PJ Index	2.31	2.33	0.02	0.67	0.67	0.02
Citizens	2.82	2.84	0.02	0.66	0.67	0.02
Rules	3.80	3.88	0.08	0.00	0.00	0.12
Institutional Identification	3.23	3.24	0.02	0.75	0.75	0.02
Joint F-test				0.00	0.26	



A grayscale photograph of Mexican police officers in tactical gear. In the center, a female officer in a dark uniform and a cap with a star emblem looks down. To her left, a male officer in a tactical vest looks towards the left. To her right, another officer in full tactical gear is partially visible. In the foreground, the back of a person's head is visible. A blue semi-transparent rectangle is overlaid in the center, containing the text 'STEP 3: IMPLEMENTATION'. At the bottom left, a sign reads 'Policía Municipal' and 'Caso'. At the bottom right, a sign reads 'Atención Ciudadana de Seguridad'. In the background, a banner partially shows the words 'Caso' and 'MAS CERCA'.

STEP 3: IMPLEMENTATION



1. Police legitimacy/trust as the principle of **operational efficacy**.

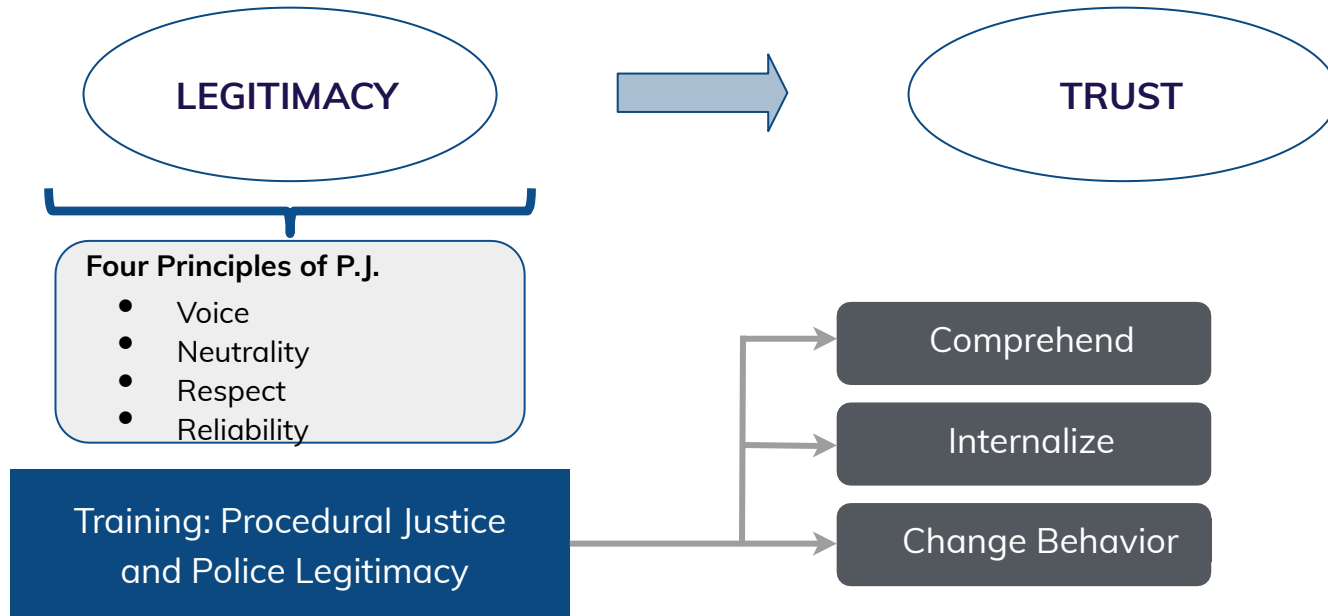
2. Four principles of PJ

3. Citizen-police relationship

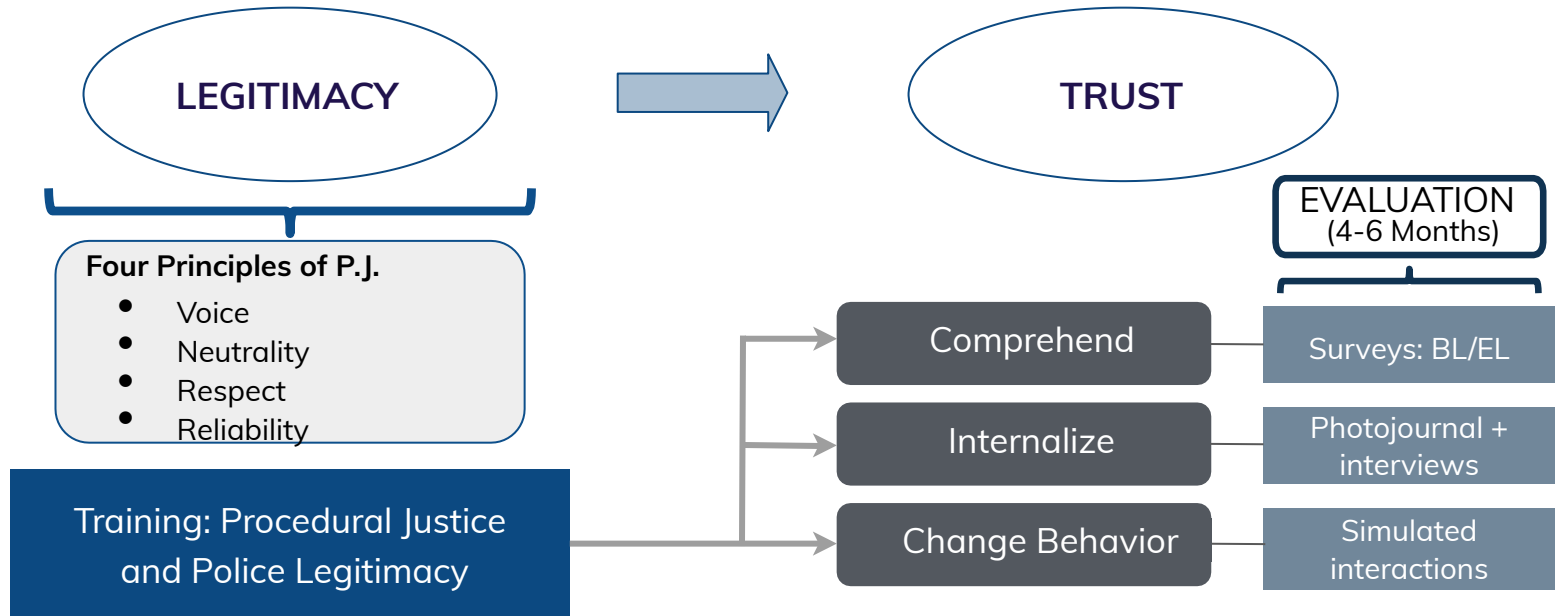
4. Mexico City Police's history

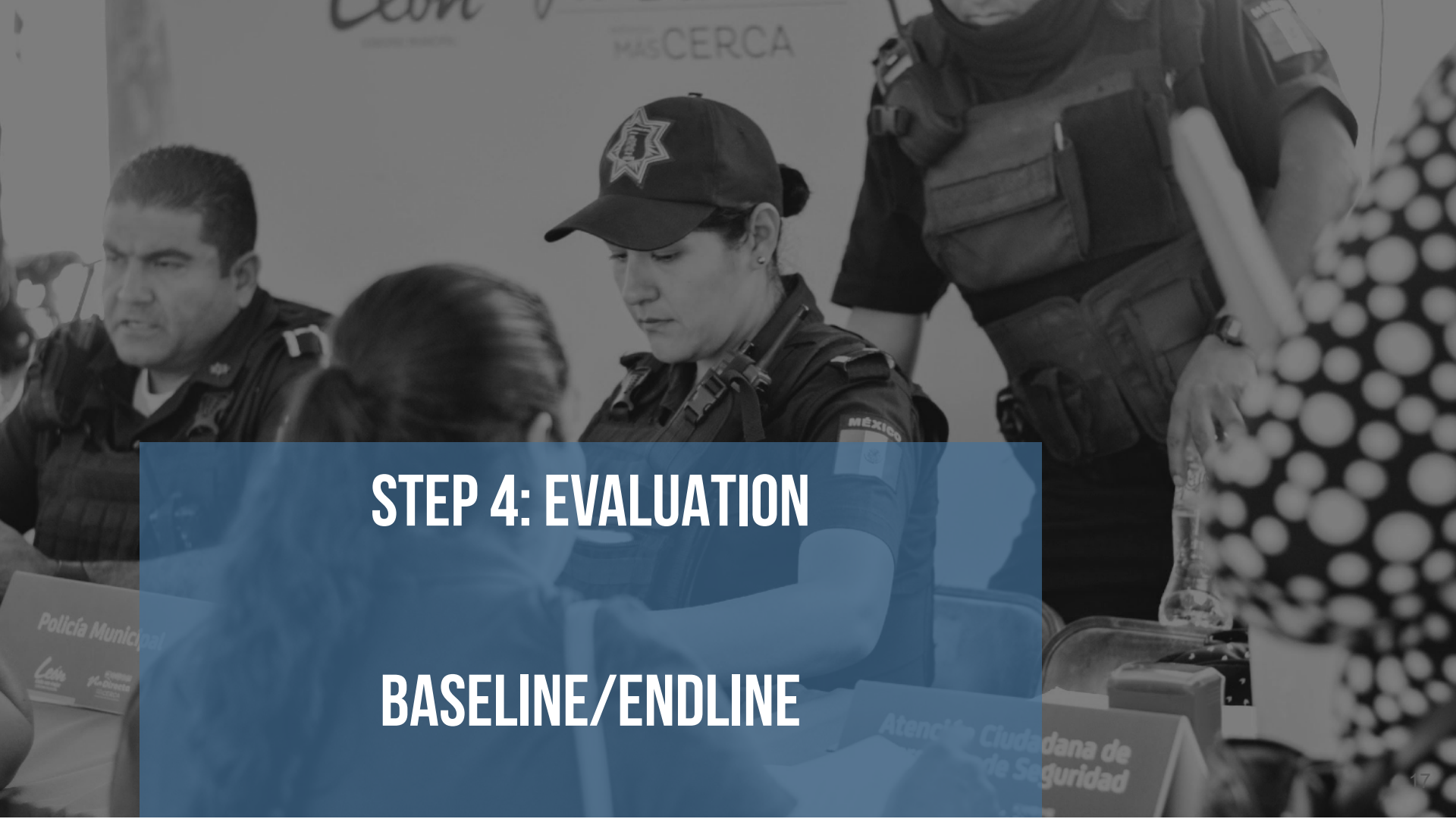
Community Bank of Trust:
Every interaction with citizens generates a deposit or a withdrawal.

THEORY OF CHANGE



THEORY OF CHANGE

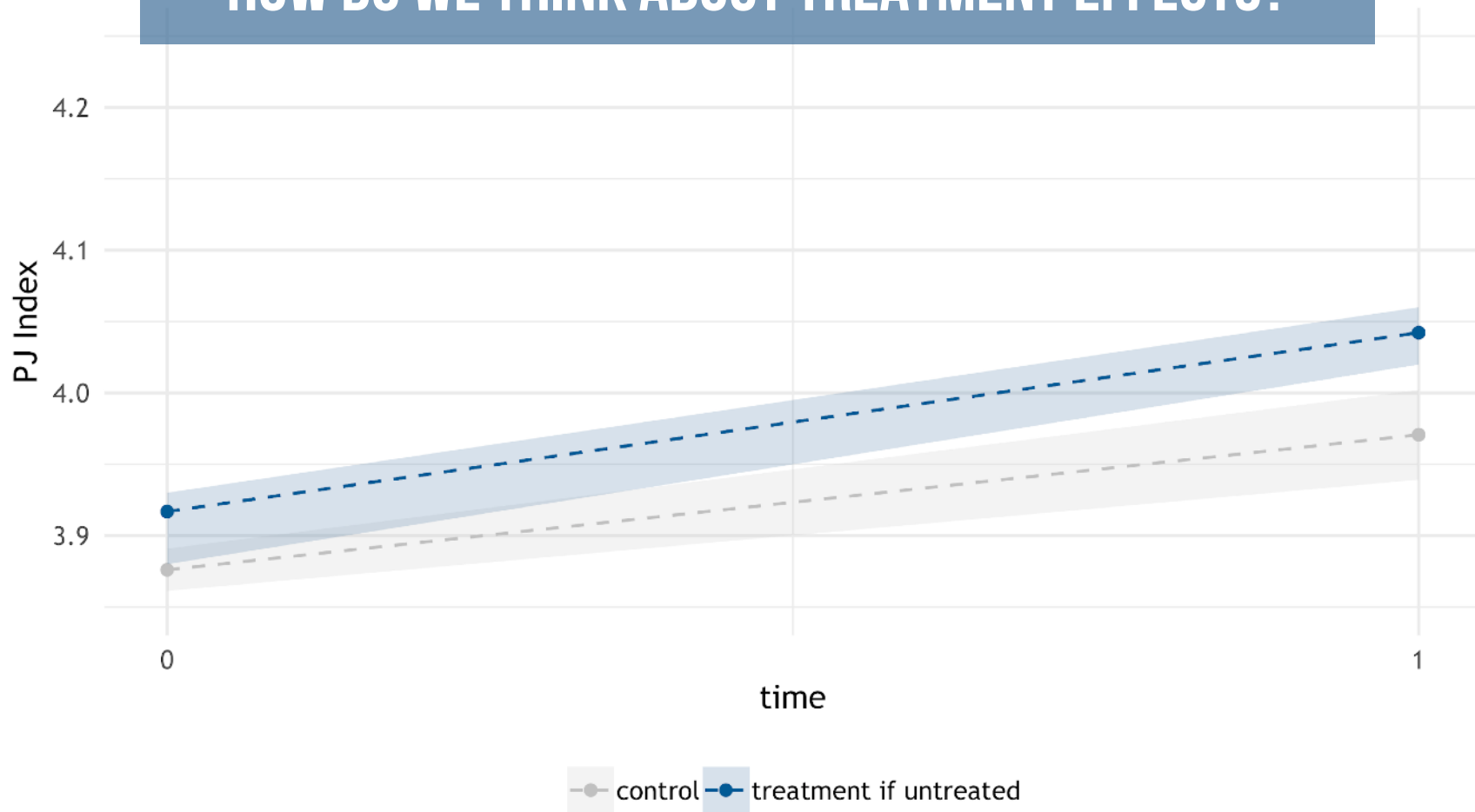




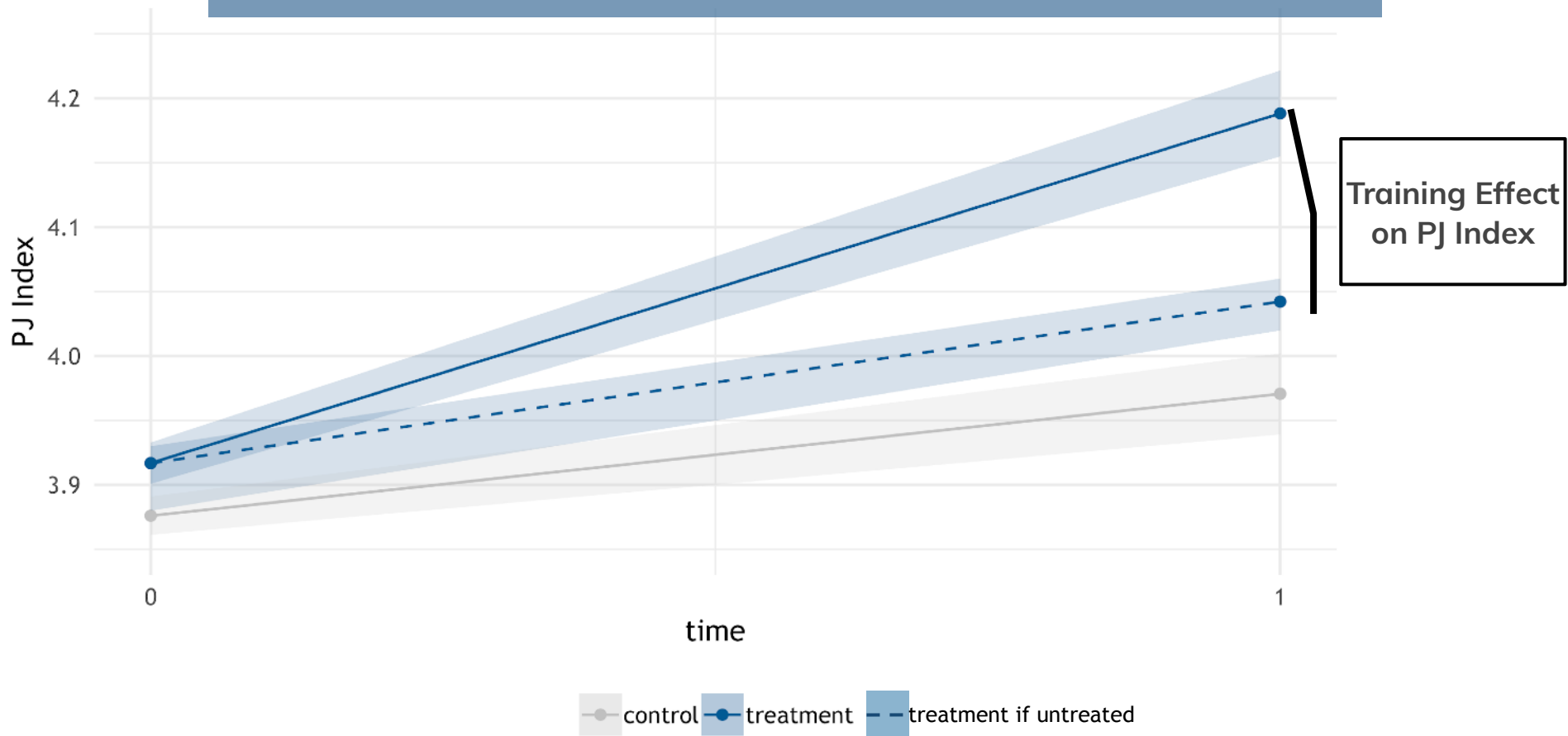
STEP 4: EVALUATION

BASELINE/ENDLINE

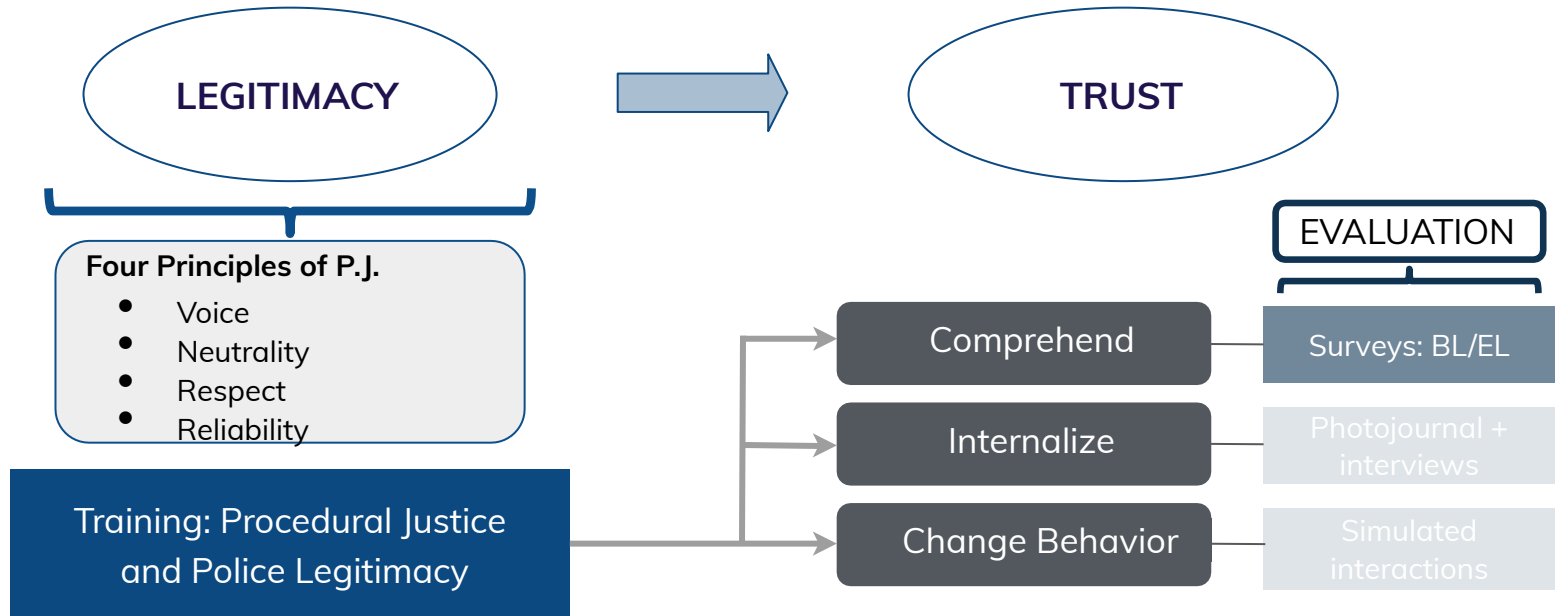
HOW DO WE THINK ABOUT TREATMENT EFFECTS?



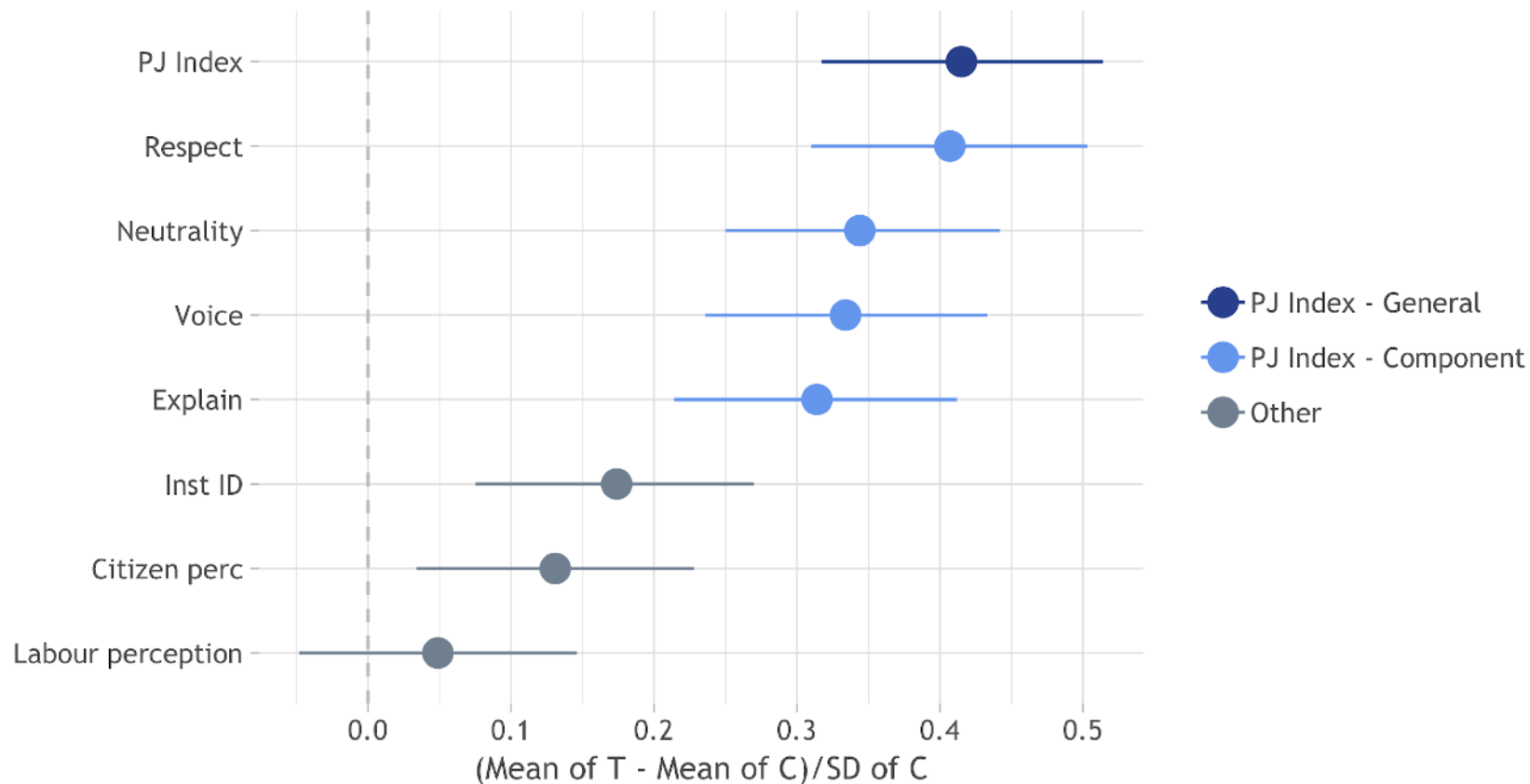
HOW DO WE THINK ABOUT TREATMENT EFFECTS?



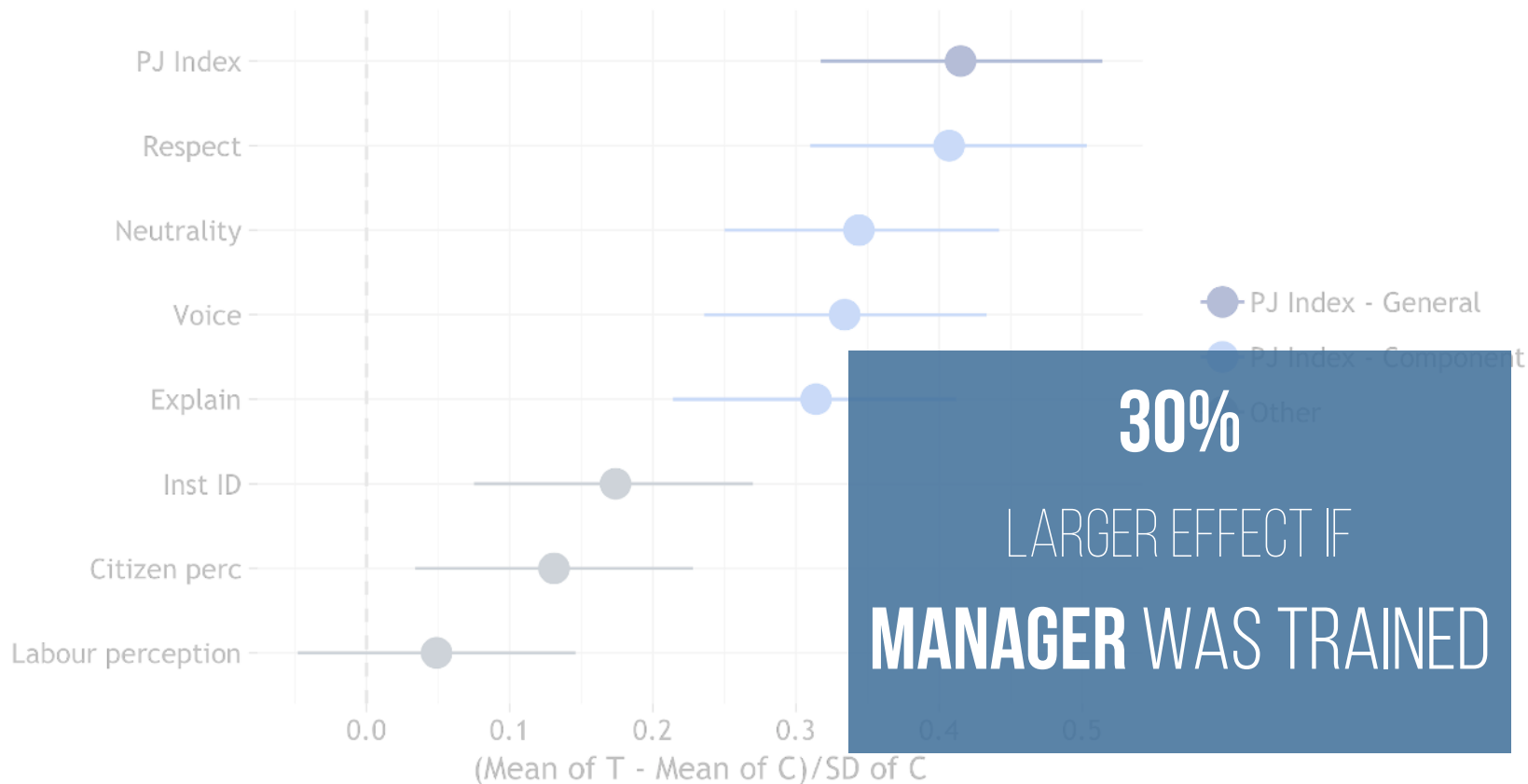
THEORY OF CHANGE



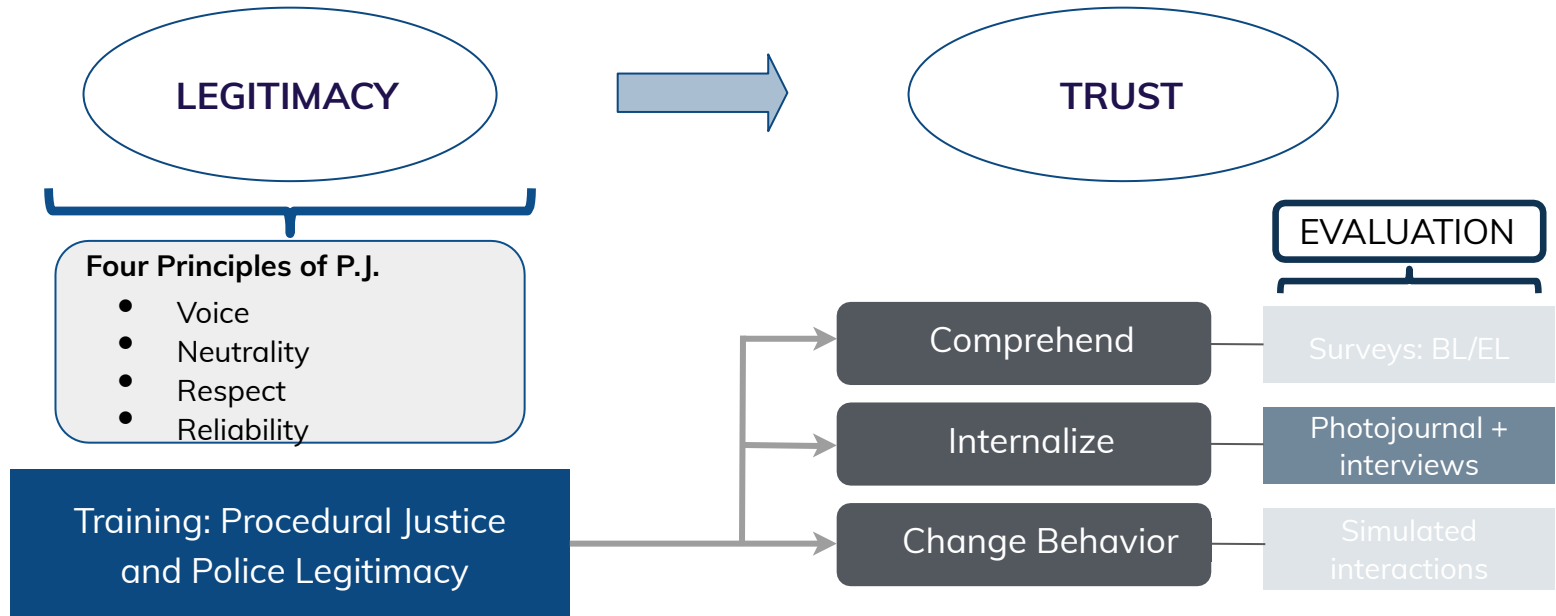
AVERAGE PERCEPTION (STANDARDIZED) ENDLINE SURVEY



AVERAGE PERCEPTION (STANDARDIZED) ENDLINE SURVEY



THEORY OF CHANGE





Picture-taking exercise

Prompt: What does it mean to you to be a police officer?

1. With respect to citizens.
2. With respect to your peers.
3. With respect to the police department.

PHOTO JOURNAL EXERCISE

Photo Elicitation Interviews

Line officers

SAMPLE

284 interviews with line officers:

- 135 Control
- 149 Treatment

Middle managers

103 interviews with middle managers:

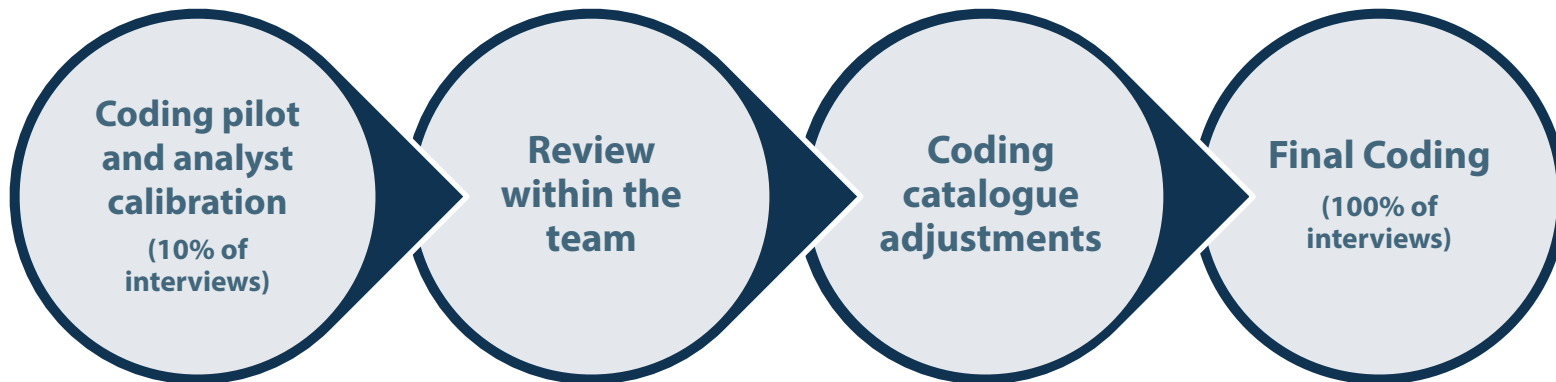
- 51 Control
- 52 Treatment

QUESTIONS

1. How do you see yourself in relation to your work?
2. How do you see yourself in relation to citizens?
3. How do you see yourself in relation to your institution?
4. [Just for managers] How do you see yourself in relation to your managerial position?

BLIND CODING

4-step process:



FINDINGS

38

Findings grouped in 4 categories

1

Interactions with citizens (and Procedural Justice)

2

Professional police behavior and citizens

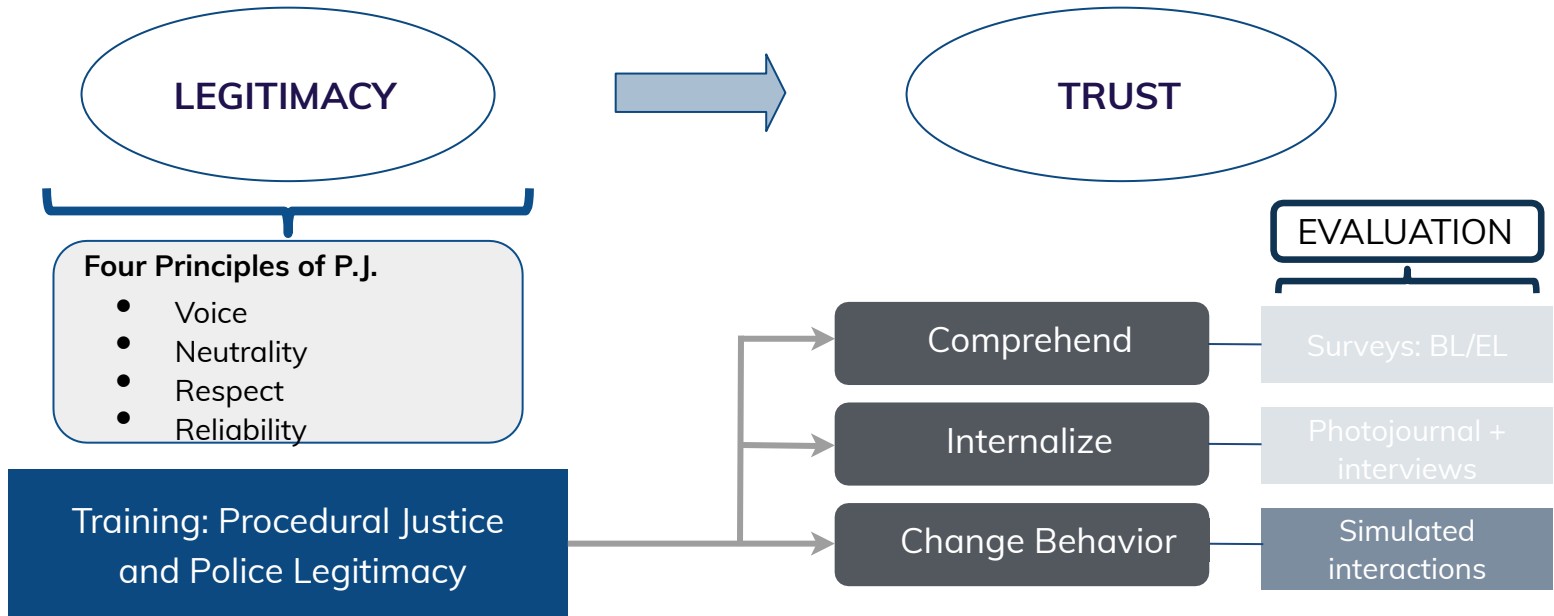
3

Nature of the work

4

The benefits of police-citizen interactions

THEORY OF CHANGE

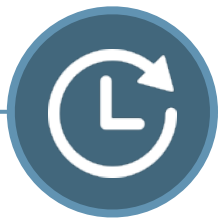


DESIGN AND IMPLEMENTATION



Two situational protocols

Interaction with suspect &
Administrative fault*



Duration

5 to 10 minutes



Audio & video



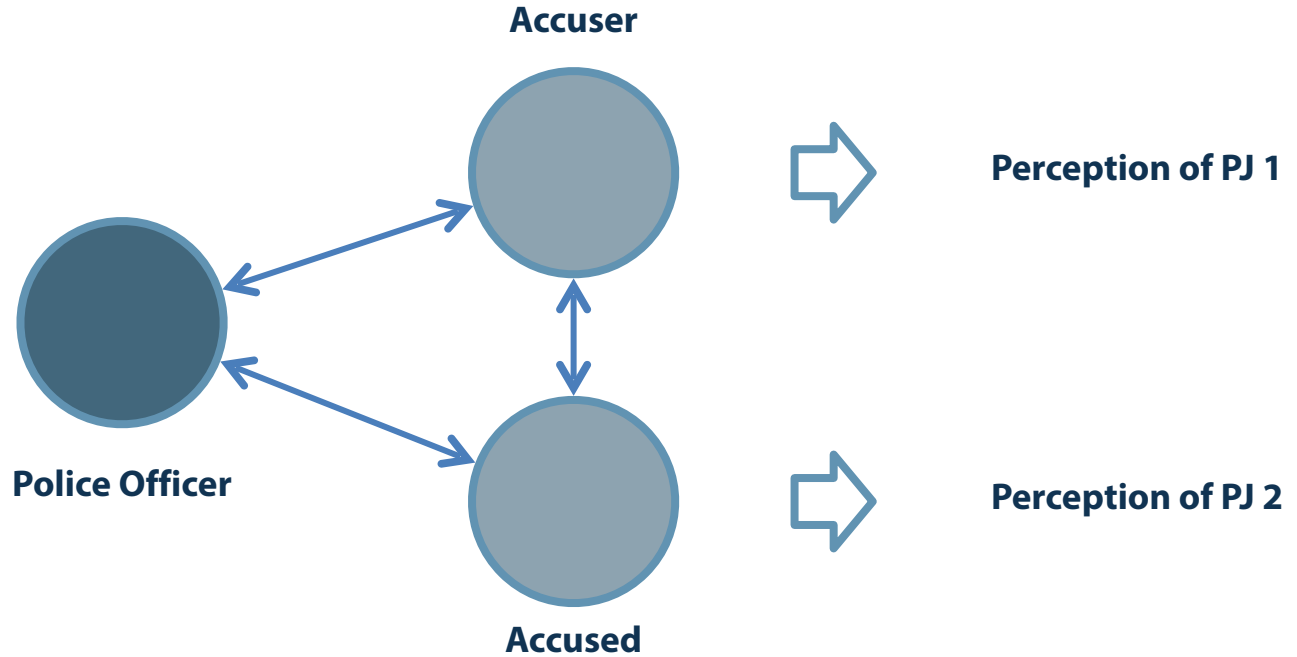
Pilots

Define types of interaction
and ways to contact officers

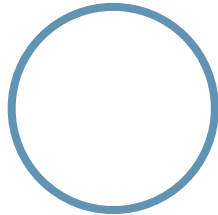
Treatment	Control	Interactions
289	295	584

*Interaction with suspect: a citizen asks support from police officer because an individual of “suspicious” appearance is hanging around a public space and taking pictures; Administrative fault: a citizen reports to a police officer that another citizen exposed himself in a public space.

MEASURES

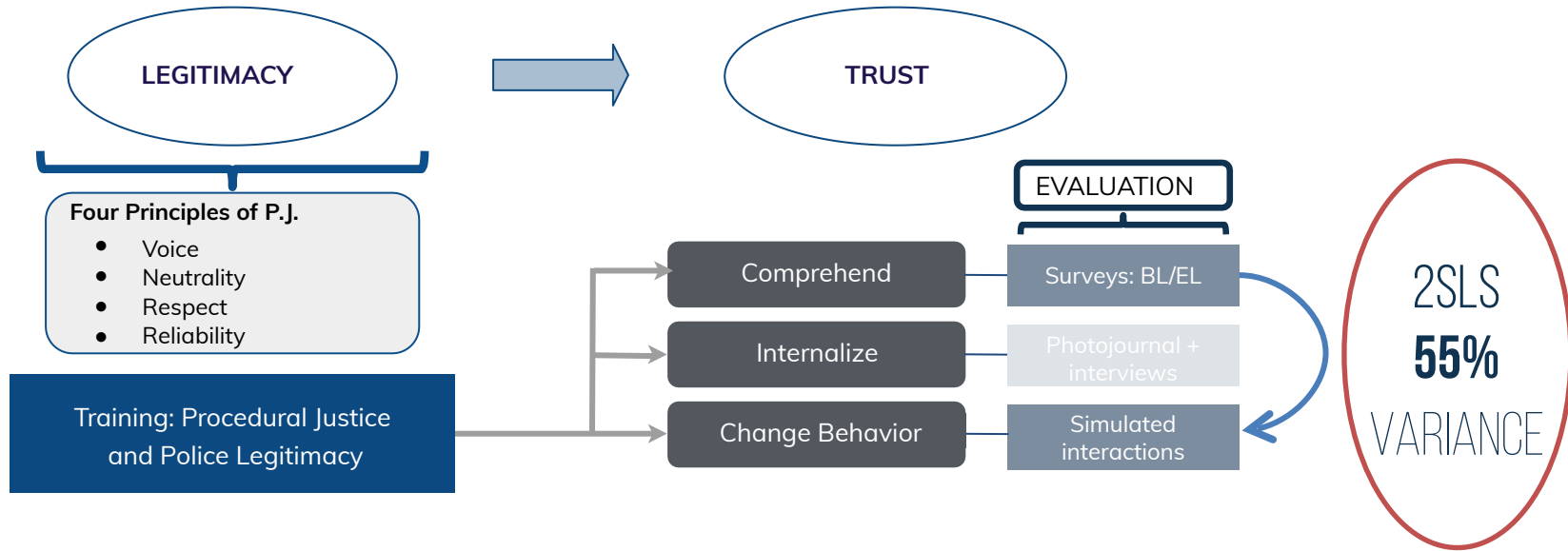


Trained Coder

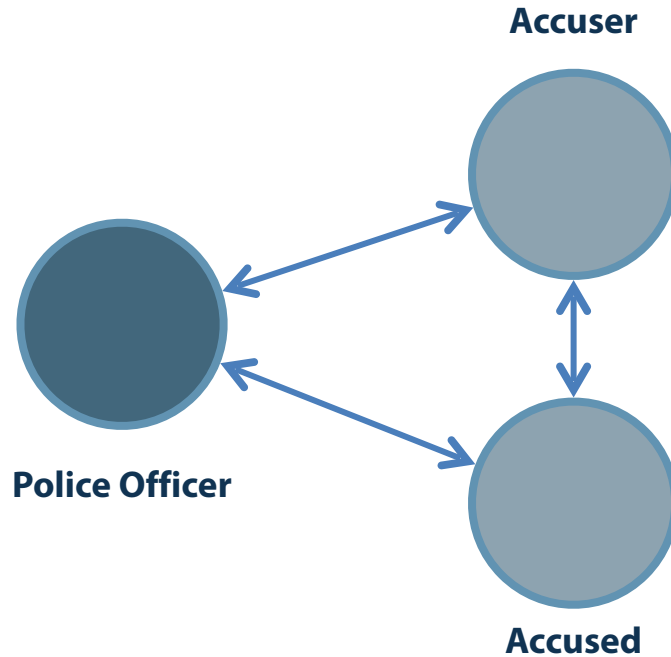


Perception of PJ 3

THEORY OF CHANGE



JUSTICE IS CO-CONSTRUCTED (& PATH DEPENDENT)





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