

he is warned to "go along with the system."

This leaves him three choices: he can throw in with the corrupt policemen; he can quit; or he can live an uneasy existence trying to be honest in the midst of corruption. Many of those who choose the latter course become cynical and disillusioned enough that they go "on the take" themselves. This is the built-in system; it had been operating in Chicago for years.

Destroy "the System"

Wilson is attacking it in several ways. He is a strong advocate of patrolmen working alone because he feels there is much less temptation for a lone cop to become involved in small delinquencies. He also has stopped the sale of tickets to charity affairs by Chicago policemen, a task that has now been taken over by local newspapers.

"I believe," says Wilson, "that a policeman should not, at any time, at any place, for any purpose, nor under any circumstances, accept money from a citizen."

2. Public Laziness.

A northwest-side social organization consists mainly of white-collar workers who enjoy an evening of poker and a handball session once a week. They're generally decent, well-meaning men who provide a small college scholarship for the son of one of their members.

They found expenses were outstripping income, and didn't want to raise membership dues. In this dilemma, one of the members came up with a solid idea. He had some "connections" through which he could get a slot machine. The owners of the machine would take a small cut off the top; the rest of the profits would belong to the social club.

The machine was installed, and the club's debts disappeared. A second machine was brought in, and dues were reduced. A few weeks behind the second machine came a pair of police officers on whose beat the club was located.

"Those machines are illegal, you know that," they said.

"Sure," answered the club president, "but it's for a good cause—kids and all that. Why don't you guys drop in for a drink and a sandwich on the house once in a while?"

This sort of thing goes on hundreds of thousands of times every year all over America. The public gets just about what it demands in a police force. Policemen, says Wilson, are "subject to the usual frailties of mankind."

Stop "Influencing" Policemen

Another nail is driven inexorably into the coffin of public morality every time a motorist tries to buy off a traffic cop, a businessman seeks special privileges by slipping money to the policeman on the beat, an officeholder tries to help a constituent circumvent the law, or a parent attempts to buy his child's way out of trouble.

3. Outside Influence on the Police Department.

A local politician serves on the board of directors of a harness-racing track licensed by the state to operate for three weeks each summer. The politician is able to arrange it so that a dozen off-duty policemen can make some extra money directing traffic at the track. They're grateful to him, and he sees to it that when there are openings for promotions on the force, "his boys" get their proper share.

Al Capone once boasted that he gave \$30 million a year as payoff money to politicians and public

officials. Obviously, as long as these politicians controlled police appointees and promotions, as they did in Chicago, they could guarantee immunity to anyone who paid the price. This system is so deeply rooted in Chicago that it will be a long and arduous job to dig it out. And Wilson is aware of this.

Has Attack Plan

How does Wilson plan to go about the massive task of cleaning up the deep-set dry rot in Chicago law enforcement?

His program encompasses six major steps, all of which he considers essential in building and maintaining an effective, incorruptible police force in any community—including yours:

—Establishment of an undercover intelligence unit within the police department to investigate in complete confidence the activities of known criminals and complaints against police officers. (*Do you know what happens to police complaints in your town?*)

—Requirement of regular reports from patrolmen to "force them to recognize and bring into the open any doubtful activities on their beats." (*Is it easy for your police to overlook "friendly" violations—and are you ever a party to them?*)

—Removal of police from political influence. "There should be no unwholesome sponsorship to get on the force nor help to get promotions," says Wilson. "The entire department must be operated strictly on a merit basis." (*How are your police selected and promoted?*)

—Establishment of an effective training program to educate rookie policemen to their responsibilities and instruct them on how to go about their work. (*Are your local cops adequately trained in law enforcement?*)

—Hiring of responsible and experienced police administrators, in whom there is no question of integrity or leadership qualities. (*Are you aware of the qualifications of your local police officials?*)

Build a Tradition

—Building a tradition of pride in the police force. Wilson considers this the single most important element in a strong, honest, effective police department. To achieve it, he suggests high police standards, a thorough investigation of every police applicant, adequate salaries ("but you can't buy honesty and integrity"), merit promotions, and a general upgrading of the prestige of law-enforcement officers.

"Policemen," Wilson insists, "must be neat spiritually and morally. And above all, they should be gentlemen. A tough man is an insecure man."

Armed with this blueprint, the citizens of a community must do the rest. They can expect effective, incorruptible police protection only if they supply the moral climate and necessary tax money to make it possible. And this isn't being done in far too many American towns.

Complacency isn't the answer in your town—or any town. Those Americans who read about the Chicago police scandals and say placidly, "It can't happen here," should take another tack. They should have a hard look at their own law-enforcement agencies and their own moral climate in the light of Superintendent Wilson's analysis of the causes of Chicago's shame.

Then they can say with assurance: "We're making very sure it doesn't happen here."



Appointed to clean up the Chicago Police Department, Superintendent Orlando Wilson confers with Mayor Richard Daley. Before his selection, Wilson was professor of criminology at University of California.



Part of four patrol-wagon loads of stolen goods confiscated at homes of seven Chicago policemen is placed in evidence.