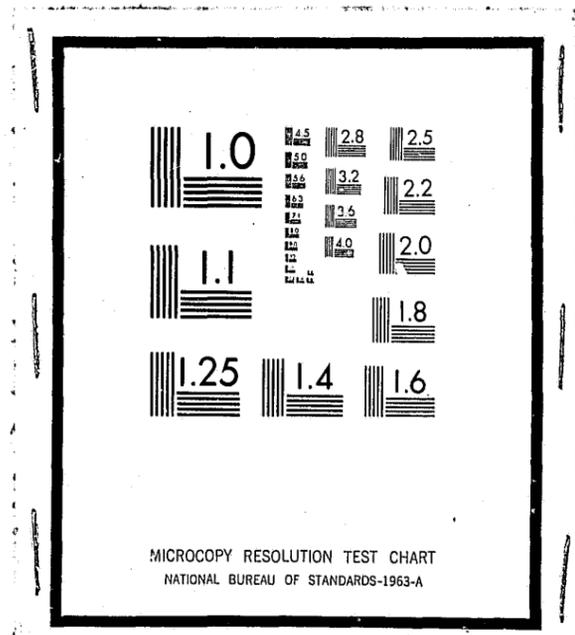


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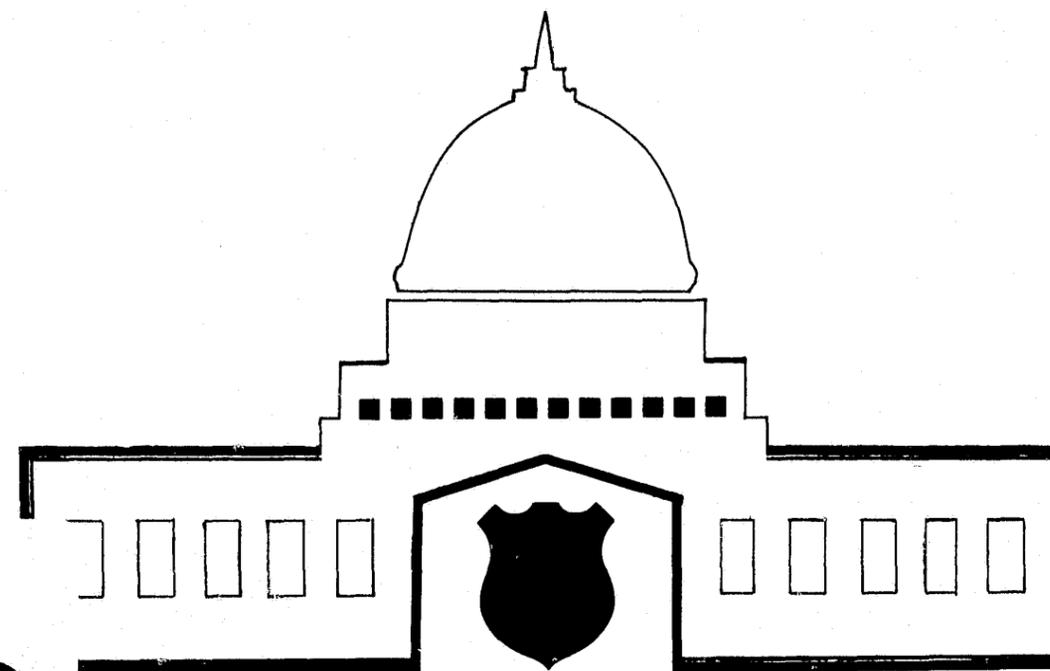
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## ATTITUDES AND PERCEPTIONS OF BLACK POLICE OFFICERS OF THE DISTRICT OF COLUMBIA METROPOLITAN POLICE DEPARTMENT

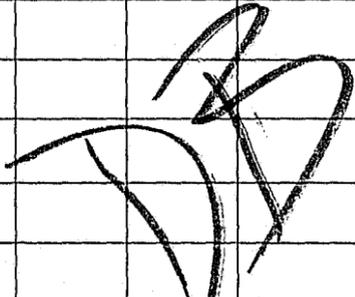


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ATTITUDES AND PERCEPTIONS OF BLACK POLICE OFFICERS OF  
THE DISTRICT OF COLUMBIA METROPOLITAN POLICE DEPARTMENT

by

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As is customary, we must absolve the above named persons  
of any responsibility for errors and omissions in the study;  
those are reserved for the authors.

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Lawrence E. Gary, Ph.D.

The findings in this report are not to be construed as an  
official Department of Justice position unless so designated by  
other authorized documents.

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EXECUTIVE SUMMARY

The Institute for Urban Affairs and Research, Howard University, initiated an examination of the attitudes and opinions of Black police officers in the District of Columbia Metropolitan Police Department (MPD) as a means of providing information and suggestions useful to police departments locally and nationally in the recruitment and retention of Black police officers.

The objective of the study was to collect data on the recruitment, job assignments, promotion, interpersonal relations, retention, and attrition of Black officers in the MPD. The entire population of Black officers in the MPD was the target group of this study. Of the 1,050 questionnaires distributed, a total of 947 (90%) were returned.

Two phases of analyses were planned and implemented. The first phase involved the examination of frequency distributions and the analysis of an intercorrelation matrix for all questionnaire items amenable to such calculations. The variable list was searched for redundant or highly collinear items; also, those variables which appeared to have no significant effect on research questions were

eliminated from further analyses. Results from the first phase produced the information needed to conduct the second phase: statistical analysis of cross-tabulated data.

The report and data analyses separated questionnaire items into the following five sections: background and personal characteristics; interpersonal relations among police officers and their perceptions of the community's attitudes towards the MPD; attitudes of Black officers towards MPD supervisors and officials and the issue of discrimination in department policies and regulations; job satisfaction and promotion opportunities; and significant problems confronting the police department, police profession, and police officers.

Major findings, conclusions, and recommendations resulting from the study are summarized below.

#### Findings

1. Black police personnel are generally well-educated, particularly the female personnel. Nearly two-thirds of Black MPD personnel reported some post-secondary education, and 99 percent had completed high school.

2. The police recruitment program was the most frequently cited source of information concerning positions

available in the department, although 83 percent of respondents reported becoming interested in police work by age 14.

3. The most important single influence on the decision to join the MPD was the desire to make the community a better place to live, and nearly half of all respondents felt the protection of life to be the most important role of the police.

4. A significant minority of Black police personnel reported that their parents or spouses disapproved of their decision to become a police officer; disapproval was greatest (31 percent) among husbands of female police personnel.

5. Nearly 84 percent of all respondents held the rank of private or officer, and only 16 percent held the rank of Sergeant and above; 97 percent of uniformed police personnel with less than six years of police experience were officers. When total rank distributions by race were examined for the MPD, Blacks were found to be proportionately overrepresented at the lowest rank and underrepresented at all higher ranks.

6. The majority (57 percent) of Black police personnel felt that the relationship between Black and white officers was only "fair". More than 65 percent reported they trusted

few or no white officers, but 58 percent felt white distrust of Black officers was not a problem.

7. Blacks reported that they rarely socialized with white police personnel.

8. More than 80 percent of the respondents felt Blacks were discriminated against by the MPD in hiring, assignment of duties, enforcement of rules and regulations, and suitability ratings.

9. Nearly one-half thought white citizens were cooperative and friendly; only ten percent felt that Black citizens and youth were cooperative or friendly with the police.

10. More than 88 percent did not feel white officers treated white and Black citizens the same; 59 percent felt that Black officers also treated the two races differently. Nearly 60 percent did not feel the MPD looked out for the needs of the poor as well as it does for the needs of the wealthy.

11. Two-thirds felt that the concepts of politeness and decency were unworkable on the beat.

12. Slightly more than half (52 percent) of Black MPD police officers lived outside the District, in Virginia or Maryland.

13. Eighty-four percent are satisfied with police work when compared to jobs held before; 72 percent found their job rewarding. However, only five percent of the males and nine percent of the females were satisfied with their wages.

14. Only 25 percent thought their chances for promotion were better than average.

15. Just over half definitely intended to make police work their career, but females were less sure about career intent than males.

16. According to respondents, the most important problems confronting the police profession were leniency of the courts in sentencing and the need for more dedicated and able officers. Major problems facing the MPD specifically were reported to be a lack of citizen support and reliance on old-fashioned methods and procedures.

#### Conclusions

1. Black police personnel seem well-qualified in terms of educational attainment, especially Black females.

2. The MPD's recruitment efforts should take account of the early stage at which Black police personnel report first interest in a law enforcement career.

3. Significant police-community relations problems exist in Washington, D.C., particularly in poor and minority neighborhoods.

4. There are significant interpersonal relations problems between Black and white police personnel, including a lack of Black trust of white officers. This conflict may have a serious negative affect on police performance.

5. Blacks are underrepresented at every rank except the lowest in the MPD. Since rank correlates closely with experience, this may reflect the present effects of past discrimination in hiring. The dearth of Black supervisors contributes to Black concern over discrimination in hiring, job assignments, promotion, disciplinary action, and suitability ratings. Blacks report unfair treatment in all these areas.

6. In spite of a variety of important problems, most Black police personnel are committed to their jobs and report satisfaction with them.

7. Major professional problems reported by Black police personnel are the same kinds of problems typically reported by white police -- court leniency, need for more dedicated and able personnel, etc.

8. Blacks reported dissatisfaction with lack of freedom of judgment, poor advancement opportunities, low pay, and -- especially the females -- irregular working hours, as well as lack of support from the local political structure. All these individual problems may affect retention.

9. Black police personnel face a serious and continuing role conflict, as Blacks who experience discrimination within the department yet find themselves viewed by other Blacks as representing that department and what is viewed as a racist "white establishment". Contradictory role identifications represent a continuing dilemma which makes their professional and personal lives difficult, and which cannot be resolved in today's American society.

#### Recommendations

1. The MPD should maintain its Equal Employment Office, supervised by a Black person with a rank equal to that of Assistant Chief of Police and enjoying the aggressive support of the Chief of Police.

2. Minority recruitment efforts should begin at the junior high school level with career awareness activities and focus on District of Columbia high school and college students. District residents should be the main recruitment targets.

3. A variety of affirmative action efforts must be undertaken to eliminate discrimination from the department. The EEO Office should assist the Chief of Police in planning and implementing these efforts, but cooperation must be required of supervisory personnel at all levels. Disciplinary action must be taken against MPD personnel involved in discriminatory activities. Awareness training and counseling will be required.

4. Police-community relations with poor and Black Washington, D.C. residents and neighborhoods must be improved through better services, special training, and immediate handling of complaints.

5. Special counseling and training assistance must be available to help whites better understand the role conflict facing Black police officers and to help Blacks deal with these conflicts both professionally and personally.

## CHAPTER I

### INTRODUCTION

#### A. Background

In many urban communities in the United States there are large concentrations of Black people. However, seldom does the racial composition of the urban government workforce reflect the community's racial composition. Instead, the percentage of Blacks in the community far exceeds the percentage of Blacks employed in the local government. This is particularly true of urban police departments.

The Black community and Blacks employed by public service agencies are now and have been raising serious questions about the quality of community services provided to the Black community and the manner in which Black employees are treated by these agencies. Moreover, these groups have argued that community services will not improve until there is better representation of Blacks in police departments. In this connection, it is important to understand the present status of Blacks in urban police departments and what Black police personnel view as the key issues influencing their professional growth and development. Similarly, Black police personnel are clearly in a difficult position. They may

have become police in order to attempt to improve the community environment, yet be viewed with hostility because they represent an institution believed to be unsympathetic at best and racist at worst. Thus the attitudes and self-perceptions of Black police personnel are important in any attempt to improve police-community relations and departmental effectiveness.

B. Purpose

This study was motivated by the desire of the Institute for Urban Affairs and Research, Howard University, to examine the attitudes, opinions, and perceptions of Black police officers in the District of Columbia Metropolitan Police Department (MPD). The findings from the examination will be useful to police departments in the Washington, D.C. area and nationally in the recruitment and retention of Black police officers. Specifically, the study addresses such questions as the following:

1. How do Black police officers view their role in providing services to the community and their relationship with the community?
2. How do Black police personnel perceive the racial problem as it relates to services provided the community?
3. How many Blacks hold administrative and supervisory positions in the Metropolitan Police Department, and are Blacks proportionately represented at all levels?

4. What factors contribute to the retention and attrition of Black police officers and what issues are of particular importance in determining job satisfaction?
5. Are Black and white police personnel treated impartially by MPD officials?
6. What is the extent of interaction and cooperation between Black and white police officers in the MPD?

C. Method

The study was designed to collect data on recruitment, job assignment, promotion, interpersonal relations, retention, and attrition of Black officers in the MPD, from the perspective of Black police personnel. The information needed to fulfill the study objective was elicited from a single questionnaire designed for use with Black MPD personnel.

Sampling Technique

The entire population of Black police officers in the D. C. Metropolitan Police Department was the target group. Common statistical problems of assuring representativeness and reducing sampling error were to be eliminated by a complete enumeration of Black police officers. Questionnaires, along with a letter from the Chief of Police, were given to all Blacks in the MPD; the officers were asked to return the completed questionnaires to their desk sergeants.

Of the 1,050 questionnaires distributed, a total of 947 were returned, for a completion rate of 90 percent.

#### Data Collection Procedures

Questionnaires were distributed during the month of February, 1974. Participants were assured of anonymity and their cooperation was urged; questionnaires were returned several weeks later. There was no follow-up provision for the 103 who did not respond.

After the data forms had been collected, they were edited to make certain that instructions were followed and that questions were answered completely and in a manner consistent with the instructions. Then the questionnaires were appropriately coded and keypunched for machine tabulation.

#### Questionnaire Construction

A questionnaire must serve two functions: (1) it must translate research objectives into specific questions the respondents can answer, and (2) it must motivate the respondent to cooperate, i.e., furnish the requested information. This questionnaire was designed to reveal pertinent and useful information about the attitudes and opinions of Black police officers in the MPD. The types of data necessary to fulfill the study objective were identified by:

.../4

1. In-depth interviews with experienced Black police personnel in and outside the District of Columbia metropolitan area.
2. Formal conferences with scholars who have researched the problem area.
3. An extensive review of related literature.

A variety of question forms were used (open-ended, dichotomous, and multiple choice), although most of the 103 questions developed were multiple choice. Many of the attitudinal questions utilized response alternatives in a Likert-type scale providing four choices. The self-administered questionnaire was designed to collect information on job characteristics and attitudes, institutional commitment, job performance, motivation, and job satisfaction, sources of organizational attachment, and racism. The two major categories for questions were demographic and personal characteristics information, and personal attitudes and opinion data.

#### Data Limitations

The major study constraint is its single source of primary data: Black MPD personnel. There were no comparative data from white police personnel within the MPD, or from police personnel -- Black or white -- in other cities. Some limited statistical information was obtained from the MPD for purposes of comparison. Otherwise, comparisons

.../5

were internal, with subgroups of respondents compared with each other and with responses to the total group.

#### Analysis Plan

The primary objectives of the analysis were to determine and evaluate the attitudes and perceptions of Black police officers in the MPD and to point out the implications of these findings for the future recruitment and retention of Blacks in police departments throughout the country.

Two phases of analyses were planned and implemented. The first involved the examination of frequency and distributions for each item of the questionnaire and the analysis of an intercorrelation matrix for all variables that were amenable to that statistical calculation. The variable list was searched for redundant or highly collinear items by examining the correlation matrix. Also, those variables which appeared to have no significant effect on research questions were eliminated from further analyses.

Results from the phase one examination produced the information needed to conduct the second phase: statistical analysis of cross-tabulations. The cross-tabulations should

illustrate the most meaningful relationships and trends among the various data items, as well as the most interesting absolute data values (e.g., highest education level attained by female officers). No measurable external criteria were available for comparisons; therefore, it was necessary to select such variables from the questionnaire. Data presentations focus on relationships of these variables (key demographic and personal characteristic variables) to those items identified through phase one as exhibiting statistical significance with the "criteria". The appropriate tests of significance were utilized for all cross-tabulations analyzed and presented in the report.

A description of the analytical techniques used in the report is found in Appendix A. All statistical analyses utilized in the study were conducted at Howard University Computer Center using the SPSS data routines.

#### D. Organization of the Report

This report is divided into the following six sections in addition to this Introduction:

Chapter II presents background and personal characteristics data for the sample of Black police personnel, male and female.

Chapter III discusses the interpersonal relations among police personnel (Black and white) in the MPD and the degree of conflict exhibited. In addition, reported community attitudes towards the MPD and treatment of citizens by Black and white MPD personnel are analyzed.

Chapter IV looks at the attitudes of respondents toward MPD officials and supervisors and the issue of discrimination in department policies and regulations.

Chapter V addresses the degree of satisfaction with police work experienced by Black police, their promotional opportunities, and their career aspirations.

Chapter VI highlights significant issues and problems confronting the police department, the police profession, and the police officer.

Chapter VII provides conclusions and presents recommendations.

Each chapter ends with a brief summary of significant findings.

## CHAPTER II

### BACKGROUND CHARACTERISTICS

A number of questionnaire items were designed to provide a detailed description of Black police personnel in the District of Columbia Metropolitan Police Department. Since no external criteria were available for comparisons, the data were analyzed against items that served as internal criteria. As noted in Chapter I, the remaining variables in the questionnaire were then correlated and cross-tabulated against these internal criteria to uncover and exhibit important relationships. Demographic and personal characteristic variables -- that is, age, sex, educational level, and length of police service -- were the most important criteria identified and therefore served as the major dependent variables selected for these analyses. Race was not a factor since all respondents were Black.

This chapter is separated into three major sections which report (1) demographic and personal characteristics; (2) decision to become a police officer; and (3) experience as a police officer.

#### A. Demographic and Personal Characteristics

The initial sample consisted of 842 males (90 percent)

and 95 females (10 percent), aged under 23 to over 50. Table 2.1 presents the ages of Black respondents broken down by sex. Females in the sample were significantly younger than males ( $p < .0001$ ); the modal age category for females was 23-25 while males were most often between the ages of 26 and 28.

Respondents were asked to indicate their marital status and, if ever married, the number of children they have; this information, broken down by the sex of the respondent, is found in Tables 2.2 and 2.3, respectively. More than twice as many females as males were single or formerly married (72 percent versus 31 percent) rather than presently married. Eighty-six percent of respondents who were or had been married had children, and the large majority had two or fewer. Of the 48 females answering the question about children, all had at least one child.

Fewer than half the Black police personnel (48 percent) reported living in the District. Another 49 percent lived in Maryland, only three percent lived in Virginia.

Respondents were asked about organizational affiliations. Most frequently reported were police organizations, as shown on the following page. Very few reported service club or political group affiliations.

<u>Affiliations</u>	<u>Percent (N=850)</u>
Police organizations	55.5
Sports clubs	22.6
Masons	11.2
Fraternal	9.6
Veterans clubs	5.6
Service clubs	5.1
Political groups	4.4

Respondents were asked to indicate the highest grade in school they had completed. The relationship between education level and sex of the respondents is shown in Table 2.4. All female respondents had completed high school; 1.3 percent of the males had not. Female and male respondents were almost equally likely to have attended college (44 percent of males, 46 percent of females), but only five percent of males had graduated (completed four years of college or more), as compared with 18 percent of females.

Tables 2.5 and 2.6 analyze the educational level of Black police officers and the formal education of their parents. For each education level attained by these respondents, the level of schooling for their fathers and mothers is indicated. The column totals show the overall distribution of schooling for parents; the row totals indicate the education levels of the respondents. (These figures do not agree precisely with Table 2.4 due to differential response rates.)

TABLE 2.1

AGE DISTRIBUTION BY SEX OF RESPONDENT  
(Percentage Distribution)

Age	Sex		Total
	Male	Female	
<23 years	6.3	15.8	7.3
23-25	22.9	32.6	23.9
26-28	26.0	29.5	26.4
29-31	20.5	9.5	19.4
32-34	12.3	4.2	11.4
35 or over	12.0	8.4	11.6
No. of respondents (percent of total)	842 89.3	95 10.1	937 100.0

.../12

TABLE 2.2

MARITAL STATUS BY SEX OF RESPONDENT  
(Percentage Distribution)

Marital Status	Sex		Total
	Male	Female	
Single	18.9	40.7	21.1
Married	69.3	28.4	65.2
Once married	11.8	30.9	13.7
N = 820			
p<.001			

TABLE 2.3

NUMBER OF CHILDREN BY SEX OF RESPONDENT  
(Percentage Distribution)

No. of Children	Sex		Total
	Male	Female	
None	15.4	--	14.2
One	39.7	62.5	41.4
Two	29.7	33.3	30.0
Three	9.0	4.2	8.7
Four	4.0	--	3.7
More than four	2.2	--	2.0
No. of respondents	599 *	48	647

\* Some respondents did not have children.

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TABLE 2.5

FATHER'S SCHOOLING BY EDUCATION LEVEL OF RESPONDENT  
(Percentage Distribution)\*

Father's Schooling	Education Level (Years of Schooling)						Total
	High School 1 - 3	High School or Equivalency	Post Secondary 1 - 2	College 1 - 3    4		Graduate School 1 - 4	
Less than High School	36.30	49.85	44.10	40.4	35.4	66.25	49.3
High School	36.30	34.05	23.30	36.54	32.3	8.12	25.8
Post Secondary	16.40	7.10	22.95	--	--	11.25	12.7
College	--	6.85	7.35	16.83	25.8	6.25	9.5
Graduate School	12.00	2.15	2.30	7.23	6.5	8.13	2.7
No. of Respondents	8	248	137	235	31	15	674
Row percent	1.1	36.5	20.2	34.7	4.4	2.1	100.0

\*Percentage Distribution is based on column totals

TABLE 2.4

HIGHEST LEVEL OF EDUCATIONAL ATTAINMENT  
BY SEX OF RESPONDENT  
(Percentage Distribution)

Education Level (Years of Schooling Completed)	Sex		Total
	Male	Female	
High School	30.8	25.7	29.1
High School Equivalency	5.2	4.9	5.2
Post Secondary	19.8	23.1	20.2
College 1-3 4	39.3 3.4	38.1 13.4	38.2 4.4
Graduate School 1 2 3 4 or more	0.5 0.8 0.1 0.1	2.4 2.4 -- --	0.7 1.0 0.1 0.1
No. of respondents	728	82	810

A comparison of the column and row marginal totals clearly shows the significant gains made by Black police personnel in improving their education over what their parents had achieved. Somewhat unexpectedly, there is only a moderate relationship between the education level of the respondent and parents' schooling.

In addition, respondents were asked to indicate their father's and mother's occupation; this distribution is found in Table 2.7. The information provided in this table should be reviewed in conjunction with Tables 2.5 and 2.6. Modal categories were non-skilled laborer for the father and housewife for the mother.

B. Decision to Become a Police Officer

Black police personnel were asked a number of questions concerning how they happened to join the police force.

The questionnaire asked Black police to indicate the information sources through which they learned about positions available on the MPD. Percentages of respondents who reported using each source are indicated on the following page. Respondents were asked to check all sources used, so the list totals more than 100 percent. Responses indicate that nearly one-half (44 percent) of all respondents learned of openings through the MPD police recruitment program.

TABLE 2.6  
MOTHER'S SCHOOLING BY EDUCATION LEVEL OF RESPONDENT  
(Percentage Distribution)\*

Mother's Schooling	Education Level (Years of Schooling)					Total		
	High School 1-3	High School Or Equivalency	Post Secondary 1-2	College 1-3	Graduate School 1-4			
Less than High School	16.65	45.1	46.20	31.55	28.30	29.4	37.50	43.0
High School	66.65	39.1	38.60	35.70	35.80	23.5	37.50	31.0
Post Secondary	--	5.1	6.20	19.45	15.10	11.8	14.57	12.2
College	16.80	8.8	7.55	11.40	15.54	26.5	3.13	10.9
Graduate School	--	1.9	1.45	2.0	5.25	8.8	7.30	2.9
Number of respondents	7	215	36	142	286	34	16	736

\*Percentage distribution is based on column totals.

<u>Source</u>	<u>Percent (N=850)</u>
Police recruitment program	43.6
Radio	30.9
Friend who is a police officer	28.5
Daily newspaper	25.5
Poster on a bus	16.2
Military base announcement	15.2
Television	10.4
Policeman, but not a friend	7.5
High school counselor	3.3
Community leader	0.7

Although less than 29 percent of the respondent police learned of openings from friends on the force, nearly one-half (49 percent) of the sample reported having a friend on the MPD at the time of recruitment. Only five percent had a parent on the force. Respondents were asked the extent to which the decision to become a police officer was influenced by these friends or parents. Forty-seven percent said they were not influenced at all, and only 18 percent said their friends or parents had a great influence on their joining the MPD.

Most of the respondents reported becoming interested in police work at a very early age, as shown by the following table.

<u>Age</u>	<u>Percent (N=904)</u>
1-4 years	6.0
5-9	25.4
10-14	51.3
15-19	14.5
>19	2.8
	<u>100.0</u>

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TABLE 2.7  
OCCUPATION OF PARENTS  
(Percentage Distribution)

<u>Occupation</u>	<u>Father</u>	<u>Mother</u>
Non-skilled laborer	40.7	10.4
Skilled laborer	19.1	12.5
Clerical/Sales	6.9	12.9
Self-employed	5.3	4.6
Retired	5.3	2.3
Professional	5.2	7.5
U.S. Government	4.7	--
Manager/Administer	4.3	3.2
Technical	3.3	9.0
Law enforcement/public protection	3.3	0.7
Housewife	--	36.6
Student	--	0.3
Other	1.0	0.3
No. of respondents	697	742

.../19

As can be seen, the modal age range is 10 to 14 years. Nearly 83 percent of the sample had considered police work as a profession by the age of fourteen.

The attitudes of friends can have a significant influence on an individual's career decision. The following tabulation reports the feelings friends expressed over the respondents' decision to become a police officer.

<u>Feeling</u>	<u>Percent (N=935)</u>
A good job for you	21.2
Not a good job for you	11.8
No strong feeling either way	56.6
Other feelings	10.4
	<u>100.0</u>

As the table shows, fewer than 12 percent said their friends did not feel police work was a good job for them. The majority said their friends had no strong feelings either way.

Table 2.8 enumerates the feelings of spouses and parents over the respondent's profession (as perceived by the respondents). The table indicates that a rather large majority of spouses disapproved of the respondents' decision about police work. There is a significant difference ( $p < .0001$ ) between the feelings of female and male spouses: 62 percent of female spouses approved (strongly approve or approve) of their husband's decision to become a policeman,

TABLE 2.8

FEELINGS BY SPOUSE/PARENT OVER  
DECISION TO BECOME POLICE OFFICER  
(Percentage Distribution)

<u>Feeling</u>	<u>Spouse</u>		<u>Parents</u>
	<u>Female</u>	<u>Male</u>	
Strongly approve	10.2	5.9	14.0
Approve	51.8	37.3	47.5
No opinion	15.7	25.5	13.5
Disapprove	18.4	15.7	20.9
Strongly disapprove	3.9	15.6	4.1
No. of respondents	694	51	866

$p < .001$

but only 43 percent of the husbands of women police personnel approved. Almost a third (31 percent) disapproved. One quarter of the respondents' parents and 22 percent of female sources reported disapproval of the career choice.

An integral part of the process in choosing police work as a profession is the consideration of other kinds of work. Table 2.9 lists the occupational areas that Black police personnel considered prior to their decision to join the MPD. More than one-third of the total sample reported considering professional careers. Although the question was directed at occupations other than police work, other law enforcement work was mentioned by one-eighth of all respondents.

As already suggested, a number of variables influence the final decision to become a police officer. That decision is affected by friends and relatives, by societal/cultural pressures, and by attitudes of the individuals. An individual's perception of the role fulfilled by police officers and how this role agrees with his or her internalized goals and expectations may be a vital element in the final career decision. A list of roles performed by the police is found in Table 2.10; respondents were asked to select the most important one to them. Nearly one-half of all respondents

TABLE 2.9

OCCUPATION AREAS CONSIDERED BEFORE  
DECISION TO BECOME POLICE OFFICER

<u>Occupation Area</u>	<u>Percent</u>
Professional	33.5
Skilled labor	13.7
Law enforcement/public protection	12.5
Non-skilled labor	11.6
Technical	11.0
Clerical/Sales	8.3
Student	5.7
Manager/Administrator	3.7
	<u>100.0</u>

N = 663

TABLE 2.10

## MOST IMPORTANT ROLE PERFORMED BY POLICE

<u>Role</u>	<u>Percent</u>
Protection of life	49.5
Crime prevention	28.0
Maintain order	5.2
Apprehend criminals	2.6
Protection of property	1.4
Control of juveniles	0.5
Other	12.8

N = 936

TABLE 2.11

MOST IMPORTANT INFLUENCE ON DECISION  
TO BECOME POLICE OFFICER

<u>Influence</u>	<u>Percent</u>
Desire to make community better	39.8
Job security	24.8
Salary	19.1
Recognition	4.0
Help reduce crime	4.0
Power	0.9
Other	7.4

N = 917

felt that the protection of life is the most important role performed by the police. Twenty-eight percent mentioned crime prevention, with all other alternatives accounting for 22 percent of the responses. Table 2.11 enumerates important influences on the decision to become a police officer. Nearly 40 percent felt that their desire to make the community a better place to live was the most important influence on their decision. However, two job context factors accounted for almost 45 percent of the remaining responses: job security (25 percent) and pay (19 percent).

Another questionnaire item asked respondents what motivated them to join the MPD (rather than another area police department, for example); this distribution cross-tabulated by sex of the respondent is found in Table 2.12. Review of the table shows strong similarities to the content of Table 2.11. Over half the respondents (51 percent) identified the opportunity to help others as a major motivating factor. Overall, Black police personnel identified pay more often than any other alternative. However, women were equally likely to indicate variety in the work as a motivating factor (48 percent each). Females were less likely than males to point to job security (which may be influenced by their age and the fact that 41 percent were single and

TABLE 2.12

MOTIVATION TO JOIN MPD BY SEX\*  
OF RESPONDENT  
(Percentage Distribution)

Motivation to Join MPD	Sex		Total
	Male	Female	
Pay	54.9	47.6	54.2
Job security	51.8	31.7	49.9
Opportunity to help others	50.7	52.4	50.8
Variety in Work	40.8	47.6	41.4
Fringe benefits	28.0	18.3	27.1
Assist in crime reduction	27.0	19.5	26.2
Make own decisions	12.2	7.3	11.8
Prestige	10.9	11.0	10.9
No. responding	768	82	850

\* Respondents checked more than one category.

had never been married). Only about 11 percent of each sex listed prestige as a motivating factor in their decision to join the MPD.

C. Experience as Police Personnel

Table 2.13 presents number of years respondents have been with the Metropolitan Police Department and total number of years of police experience, broken down by sex. As can be observed, the two distributions are quite similar; for most respondents their MPD experience was equivalent to their total experience as a police officer. (In future tables where a measure of police experience is required, total police experience will be used, due to the strength of its relationship with many other questionnaire items.) The distributions for males and females are significantly different ( $p < .0001$ ). About four-fifths of all female officers had five years or less of MPD experience, while just over half (51 percent) of males had six years or more of MPD experience. This may reflect recent changes in hiring practices with regard to female police personnel.

The present police rank of respondents is shown on the following page. As the table shows, the large majority (84 percent) of all Black police personnel hold the rank of "officer" or "private" -- the lowest rank within the MPD.

TABLE 2.13  
YEARS OF POLICE EXPERIENCE BY SEX OF RESPONDENT  
(Percentage Distribution) \*

Years Experience	MPD Experience			Total Police Experience		
	Male	Female	Total	Male	Female	Total
1-5	48.6	79.8	51.7	47.2	83.3	50.5
6-10	35.6	11.7	33.3	35.6	9.5	33.2
11-15	8.8	3.4	8.2	10.1	1.2	9.3
>15	7.0	5.6	6.8	7.1	6.0	7.0
No. of respondents	834	89	923	829	84	913

p < .001  
\*Percentage distribution based on column totals

Rank	Percent
Officer or Private	84.1
Detective	5.4
Desk Sergeant	0.6
Sergeant	8.2
Lieutenant	1.2
Captain	0.4
Assistant Captain	0.1
	<u>100.0</u>

In order to determine some of the factors determining rank, the data were broken down by years of police work experience and education level. Table 2.14 shows present rank by total police experience. Not surprisingly, police personnel with the most experience are most likely to hold ranks above private; 51 percent of Black police personnel with more than 15 years of experience hold superior ranks, as compared with only three percent of those with five or fewer years of experience. Table 2.15 breaks down rank by educational attainment. Regardless of education level, most respondents were privates; this helps explain why no significant relationship was found between rank and education level. It thus appears that length of service is the better predictor of rank among Black police personnel.

A better understanding of the significance of rank distribution for Black police personnel can be gained through comparing this distribution with the total distribution for all MPD police personnel, Black and white. Table 2.16

TABLE 2.15

PRESENT RANK BY EDUCATION LEVEL  
(Percentage Distribution)\*

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Present Rank	Education Level (Years of Schooling)								
	High School		High School Equivalency	Post Secondary		College		Graduate School	
	1-3	4		1	2	1-3	4	1-3	4
Officer or Private	88	82.5	87.5	91.6	83.1	82.54	77.1	51.25	100.0
Detective	--	4.3	5.0	4.2	8.0	5.66	8.6	8.32	--
Desk Sergeant	--	0.9	5.0	--	1.8	.36	--	--	--
Sergeant	12	8.7	2.5	4.2	6.2	8.54	11.4	40.43	--
Lieutenant	--	0.9	--	--	--	1.94	2.9	--	--
Captain	--	--	--	--	11.9	.54	--	--	--
Assistant Chief	--	--	--	--	--	.52	--	--	--
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Number of Respondents	10	230	40	48	113	309	35	15	1

\*Percentage distribution is based on column totals.

TABLE 2.14

PRESENT RANK BY TOTAL POLICE EXPERIENCE  
(Percentage Distribution)\*

Police Experience (Years)

Present Rank	1-5	6-10	11-15	15	Total
Officer of Private	96.7	78.2	50.0	48.8	84.1
Detective	1.9	10.5	8.6	4.7	5.4
Desk Sergeant	0.5	0.8	1.4	--	0.6
Sergeant	0.7	9.3	34.3	34.9	8.2
Lieutenant	--	0.8	4.3	9.3	1.2
Captain	0.2	0.4	1.4	--	0.4
Assistant Chief	--	--	--	2.3	0.1

N = 817

p < .001

\*Based on column totals

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TABLE 2.16  
 COMPOSITION OF D.C. METROPOLITAN  
 POLICE FORCE BY RACE\*  
 MARCH 1975  
 (Percentage Distribution)\*\*

<u>Rank</u>	<u>Race</u>		<u>Total Number</u>
	<u>Black</u>	<u>White</u>	
Officer or Private	90.6	73.3	3636
Sergeant	7.7	17.6	609
Lieutenant	1.4	6.1	186
Captain	0.1	1.8	49
Inspector	0.1	0.8	24
Deputy Chief of Police	--	0.3	8
Assistant Chief of Police	0.1	0.1	2
Chief of Police	--	--	1
Total number	1884	2633	4517

\*Figures supplied by the D.C. Metropolitan Police Department.

\*\*Percentage distribution based on column totals.

presents the composition by rank of the MPD, by race, as of March 1975. Although these figures are not of the same timeframe as this study, they nevertheless provide an approximation of the standing of Blacks on the force. The rank structure of the MPD was found to be pyramid shaped as would be expected. That is, there were far more personnel at the lowest level of officer than any other rank, regardless of race (the requirements and functions of the Department require such a distribution of ranks). However, there were significant differences ( $p < .01$ ) between Blacks and whites as regards the numbers of each race in each rank category. More than 90 percent of Blacks were at the lowest rank, that of private or officer, whereas only 73 percent of whites were of this rank. Excepting assistant chiefs, significant differences were noted for higher rank classifications.

This information can be viewed another way. Table 2.17 shows the proportion of Black and white personnel within each rank classification. As the table shows, Blacks were almost 42 percent of the total force, but were overrepresented proportionally in the lower ranks and underrepresented in the higher ranks. For example, Blacks were 47 percent of all "officers" or privates, but only 23 percent of sergeants and only eight percent of inspectors. This was true

TABLE 2.17

COMPOSITION OF D.C. METROPOLITAN  
POLICE FORCE BY RANK AND RACE\*  
(MARCH 1975)

(Percentage Distribution)\*\*

Rank	Race				Total
	Black		White		
	Number	Percent	Number	Percent	
Officer or Private	1708	46	1928	54	3636
Sergeant	144	23	465	77	609
Lieutenant	26	13	160	87	186
Captain	2	4	47	96	49
Inspector	2	8	22	92	24
Deputy Chief of Police	0	0	8	100	8
Assistant Chief of Police	2	50	2	50	4
Chief of Police	0	0	1	100	1
Total Number	1886		2631		4517
Total Percent	4200		580		100.0

\*Figures supplied by the D.C. Metropolitan Police Department

\*\*Percentage distribution based on row totals

for every rank except Assistant Chief of Police, where one of the two Assistant Chiefs was Black.

The proportional overrepresentation of Blacks in the lower ranks can be attributed to:

1. discrimination in present promotion practices; or
2. past discrimination in hiring so that Blacks have less tenure/experience.

The validity of these two factors can be documented by an analysis of the relation between experience of white personnel versus Black personnel. Promotional data prior to 1970 were not available. However, MPD provided statistical data on promotions for 1970-1974.

Presently there are 443 Black and 417 white sworn members who were appointed in 1970. Of these, 21 whites and only one Black have been promoted to the rank of sergeant. From July 1, 1971 to June 30, 1974, 4,826 sworn members took the sergeant, lieutenant, and captain promotional examinations. Sixty-nine percent (3,323) of the examinees were white and 31 percent (1503) were Black. Of the 677 who were promoted, 78 percent (525) were white and 22 percent were Black. This indicates that approximately one Black is promoted for every five whites promoted.

While no formal study of the Police Department's promotional system was conducted, these statistics strongly indicate the need for an indepth study.

Black police personnel were asked about their present assignments. Table 2.18 enumerates these present assignments, broken down by sex. The number and variety of assignments made analysis difficult, but the distributions for males and females was statistically different ( $p < .001$ ). It should be remembered that over 84 percent of these respondents were privates, which limits, to some degree, the kinds of job assignments. However, more than twice as many females as men were assigned to foot patrols. Such a variance may be due to sex discrimination; however, it may also be a function of police experience, remembering that females reported much less MPD and total police experience than males. Many female officers also seemed to be fulfilling a role traditionally deemed appropriate for women -- that of clerk. Almost four times as many females as males were assigned that job.

D. Summary

Conclusions and recommendations regarding this chapter and each succeeding one are found in Chapter VII. Major findings for background characteristics are summarized here.

TABLE 2.18  
PRESENT POLICE ASSIGNMENT BY SEX OF RESPONDENT  
(Percentage Distribution)

<u>Assignment</u>	<u>Male</u>	<u>Female</u>	<u>Total</u>
Scout car	30.5	21.8	29.8
Foot patrol	10.6	25.0	11.8
Plainclothesman	11.8	10.9	11.7
Motor scooter	10.5	6.3	10.2
Supervisor	10.4	7.8	10.2
Community relations	6.3	4.7	6.2
Clerk	3.4	12.5	4.1
Patrol wagon	4.3	--	4.0
Crime scene search	2.5	1.6	2.4
Staff administrator	2.4	1.6	2.3
Casual clothes	2.2	--	2.1
Vice investigation	2.0	3.1	2.1
Motor cycle	1.5	--	1.4
Patrol signal system	0.7	4.7	1.0
Desk sergeant	0.8	--	0.7
No. of respondents	714	64	778
$p < .001$			

#### Demographic and Personal Characteristics

1. Female officers were significantly younger than males and were much more likely than men to be single or formerly married.
2. Nearly all respondents (100 percent of females and 99 percent of males) had completed high school. Female officers were more often college graduates.

#### Decision to Become a Police Officer

1. The police recruitment program was the most frequently cited source of information concerning positions available on the MPD.
2. Parents and friends had relatively little influence on respondents' decision to become a police officer.
3. The large majority (83 percent) of respondents reported becoming interested in police work by age 14.
4. A significant minority of Black police personnel reported that parents or spouses disapproved of their career choice; disapproval was greatest among husbands of female officers.
5. Nearly one-half of all respondents felt that the protection of life is the most important role performed by the police. The most important single influence (40 percent) on their decision to join the police force was the desire to make the community a better place to live.

#### Experience as a Police Officer

1. Only 20 percent of the female officers had more than five years of police experience, while 51 percent of male respondents had six years or more of experience.
2. Nearly 84 percent of all respondents held the rank of "officer or private, the lowest police rank. Length of experience was a good predictor of rank for Black police personnel; 97 percent of respondents with less than six years of police experience were at this level.

3. When total rank distributions by race were examined for the MPD, Blacks were found to be proportionally overrepresented at the lowest rank and underrepresented at all higher ranks.
4. More than twice as many females were assigned to foot patrols as were men; almost four times as many females as males were assigned the job of clerk.

### CHAPTER III

#### INTERPERSONAL AND COMMUNITY RELATIONS

Professional and social interaction and association with other officers, Black and white, is typically a factor in the general job satisfaction experienced by police personnel, as for other employees. The extent to which other members of the MPD may be expected to influence association and communication patterns among individuals, as well as patterns of influence, is an important factor. Another factor related to the job satisfaction of officers and also one determinant of the effectiveness of the MPD in accomplishing its mission is its relations with the community. Community attitudes and actions may have a significant influence on the Department's ability to meet its goals. This chapter discusses those questionnaire data concerning interpersonal relations among police officers; community attitudes toward the MPD and its members; and police duties as they affect the community.

##### A. Police Interpersonal Relations

The extent of harmony among police personnel is an important determinant of the morale of the individual and the overall morale and performance of the MPD. Black police officers were asked a number of questions concerning their

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professional and social relationships with other officers, primarily white members of the MPD. As can be seen from the following tabulation, only 24 percent of Blacks described the relationship between Black and white officers in the MPD as "good" or "excellent"; the majority (57 percent) deemed them only "fair".

<u>Relationship</u>	<u>Percent (N=928)</u>
Excellent	1.3
Good	22.8
Fair	56.7
Poor	15.2
Very bad	4.0
	<u>100.0</u>

Factors which might affect these interpersonal relations were further explored. The following tabulation presents the extent to which Black respondents reported trust of white police personnel.

<u>Trust</u>	<u>Percent (N=914)</u>
Most of them	5.4
Some of them	29.2
Few of them	49.3
None of them	16.1
	<u>100.0</u>

Sixty-five percent of Black police personnel reported that they trusted few or no white police personnel. Only five percent trusted most of them. These results were compared with responses to related questions. Respondents were

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asked to indicate the extent to which certain situations were a problem or concern to them. Two resulting percentage distributions are presented below.

<u>Extent of Problem</u>	<u>White Officers Do Not Trust Black Officers</u>	<u>Conflict Between Whites and Blacks</u>
Very serious problem	4.5	14.4
Rather serious	10.5	21.0
Moderately serious	26.6	45.3
No problem	58.4	19.3
	<u>100.0</u>	<u>100.0</u>

Fifty-eight percent said that lack of trust of Black police personnel by white officers was not a problem; however, 27 percent thought that mistrust was a moderately serious problem, and 14 percent felt it was a rather or very serious problem. The other tabulation indicates that conflict between Black and white police personnel was viewed as a problem of varying proportions for over 80 percent of the sample; only 19 percent reported no problem.

Table 3.1 looks at the cooperation individuals reportedly received from white and Black officers. Fourteen percent of respondents indicated that white officers were not cooperative with them, as compared with five percent reporting lack of cooperation from fellow Black officers. Three percent of white personnel, and two percent of Blacks were reported very uncooperative.

TABLE 3.1

COOPERATION FROM OTHER POLICE OFFICERS  
(Percentage Distribution)

<u>Cooperative Effort</u>	<u>White Officers</u>	<u>Black Officers</u>
Very cooperative	11.5	36.9
Cooperative	74.7	58.4
Uncooperative	11.0	3.0
Very uncooperative	2.8	1.7

N = 934

p < .005

In addition to interpersonal relations with whites on the job, respondents were asked the extent of their socializing activities with whites. The frequency of reported contact is shown below; the data indicate that most Black officers rarely socialized after working hours with white members of the MPD.

<u>Frequency of Socialization</u>	<u>Percent (N=809)</u>
Often	7.4
Seldom	57.6
Never	35.0
	<u>100.0</u>

Reasons for lack of socialization were elicited; almost 36 percent of respondents indicated they did not choose to associate with white officers on a social basis; and about 25 percent indicated whites had not extended or accepted social invitations. The rest gave a variety of other reasons.

B. Community Relations

Problems between members of the MPD and the community may be at least as significant as the difficulties previously described between Black and white police officers. More than 55 percent of the respondents did not feel public support for the police department was growing.

Respondents were asked to describe the attitudes of Black and white citizens and young people towards the police;

these distributions are shown in Table 3.2. Nearly one-half (49 percent) of all respondents felt that white citizens are friendly or cooperative towards the police; but only about ten percent felt that Black citizens and young people are friendly or cooperative. Since 70 percent of District residents are Black, this set of responses indicates that the average citizen was not friendly or cooperative with the police. Many causes for negative community attitudes may be suggested. Young residents were reported hostile and antagonistic even more often than Black citizens. This obviously reflects the feeling of the average citizen of Washington, D. C. (70% Black) who feel that the neighborhoods are "occupied" by indifferent police officers who are indifferent to the needs and mores of the Black community.

Factors which might explain such lack of community cooperation were investigated.

Table 3.3 addresses treatment of Black and white citizens by Black and white police officers. More than 88 percent of the respondents felt that white officers did not treat Black and white citizens the same (the implication was that they treated Black citizens worse). More than 59 percent of respondents also said that Black officials do not treat Black and white citizens the same. To further

TABLE 3.2

COMMUNITY ATTITUDES TOWARD THE POLICE  
(Percentage Distribution)\*

Attitude	Community Group		
	White Citizens	Black Citizens	Young People
Hostile	3.4	22.1	30.5
Antagonistic	4.4	8.6	15.0
Suspicious	8.2	33.3	24.0
Indifferent	17.4	12.7	15.2
Impartial	9.1	5.9	4.0
Friendly	17.7	4.8	7.9
Cooperative	30.9	5.6	2.2
Other	8.9	7.0	1.2
No. of respondents	929	934	906

\*Percentage distribution based on column totals

TABLE 3.3

SIMILARITY IN TREATMENT OF BLACK AND WHITE  
CITIZENS BY BLACK AND WHITE CITIZENS  
(Percentage Distribution)

White and Black Citizens Treated Alike	Treatment by	
	White Officers	Black Officers
Strongly agree	2.0	5.3
Agree	9.8	35.4
Disagree	44.7	41.8
Strongly disagree	43.5	17.5
N = 916		

TABLE 3.4

TREATMENT OF BLACK CITIZENS BY  
BLACK AND WHITE OFFICERS  
(Percentage Distribution)

Manner of Treatment A Problem	Treatment by	
	White Officers	Black Officers
Very serious problem	11.3	37.2
Rather serious	13.2	31.7
Moderately serious	38.6	25.3
No problem	36.9	5.8

N = 906

explain the issue, respondents were also asked to indicate the extent to which the treatment of Black citizens by Black and white officers was a problem; these tabulations are shown in Table 3.4. It is interesting that respondents felt treatment of Blacks by Black police officers to be a more serious problem than their treatment by white officers.

A further investigation of factors affecting community relations included asking respondents to react to the following statement: "The MPD can be trusted to look out for the needs of the poor as well as the wealthy". Nearly 60 percent of the sample disagreed with this statement; the full distribution was as follows:

<u>Feeling</u>	<u>Percent (N=927)</u>
Strongly agree	6.4
Agree	34.1
Disagree	38.6
Strongly disagree	21.3
	<u>100.0</u>

A continuation of this theme is found in response to this statement: "The police have nothing to hide and need not be concerned about their work". The respondents answered:

<u>Feeling</u>	<u>Percent (N=927)</u>
Strongly agree	15.4
Agree	33.0
Disagree	29.6
Strongly disagree	22.0
	<u>100.0</u>

Again, more than one-half of the sample disagreed with the statement, indicating that public review might identify problems with the work of the police. But most respondents did believe the public has the right to pass judgment on the performance of the police, as shown in Table 3.5. Their attitudes on the public right were significantly related ( $p < .001$ ) to their length of police work experience. The longer a respondent had been a police officer, the more likely he or she was to feel that the public does have this prerogative. Only five percent of respondents with more than 15 years of police experience disagreed with this statement, as compared with 27 percent of those with five years of less of experience.

Respondents also indicated there is inadequate support for the MPD from the political power structure in Washington, as shown in Table 3.6. In general, agreement with this statement was higher among those respondents with fewer years of total police experience. Eighty-nine percent of those with less than six years of experience agreed that

TABLE 3.6

INADEQUATE POLICE SUPPORT FROM POLITICAL  
POWER STRUCTURE IN CITY BY  
POLICE EXPERIENCE  
(Percentage Distribution)\*

.../51

<u>Attitude</u>	<u>Police Experience (Years)</u>				<u>Total</u>
	<u>1 - 5</u>	<u>6-10</u>	<u>11-15</u>	<u>&gt;15</u>	
Strongly agree	43.8	34.3	31.7	27/0	38.3
Agree	45.6	50.2	41.2	44.5	46.6
Disagree	7.2	10.4	22.4	22.2	10.8
Strongly disagree	3.4	5.1	4.7	6.3	4.3

N = 892

p&lt;.001

\*Percentage distribution based on column totals

TABLE 3.5

PUBLIC RIGHT TO PASS JUDGMENT ON POLICE  
PERFORMANCE BY POLICE EXPERIENCE  
(Percentage Distribution)\*

.../50

<u>Attitude</u>	<u>Police Experience (Years)</u>				<u>Total</u>
	<u>1 - 5</u>	<u>6-10</u>	<u>11-15</u>	<u>&gt;15</u>	
Strongly agree	18.1	25.2	35.7	30.2	23.0
Agree	54.6	54.2	57.1	65.0	55.5
Disagree	17.0	13.6	4.8	3.2	13.7
Strongly disagree	10.3	7.0	2.4	1.6	7.8

N = 895

p&lt;.001

\*Percentage distribution based on column totals

there is inadequate political support, 72 percent of the respondents with more than 15 years of police experience agreed. While these differences are not terribly large, they are statistically significant ( $p < .001$ ).

C. Police Duties as they Affect the Community

The manner in which police officers enforce laws and the interpretation they apply to Department guidelines as they affect the citizenry have a definite bearing on the way the community views the MPD. If citizens feel they are being treated unfairly or harshly, then that could account for the adverse attitudes reported in Table 3.2.

Table 3.7 addresses the issue of whether the concepts of politeness and decency as taught in police schools are workable under actual job conditions. Two-thirds of all respondents felt that these concepts were unworkable on the beat. But this feeling was inversely related ( $p < .001$ ) to the total police experience of respondents. That is, 54 percent of Black police with more than 15 years on the force felt these concepts are workable, as compared with 31 percent of Blacks with five years or less of experience.

Several questions investigated the enforcement of laws by the MPD. Table 3.8 examined attitudes concerning the

TABLE 3.7  
POLITENESS UNWORKABLE UNDER WORK  
CONDITIONS BY POLICE EXPERIENCE  
(Percentage Distribution) \*

Agreement	Police Experience (Years)				Total
	1 - 5	6-10	11-15	>15	
Strongly agree	21.5	16.3	7.4	12.2	18.0
Agree	47.5	54.7	39.7	34.1	48.5
Disagree	22.2	18.3	38.2	36.6	23.1
Strongly disagree	8.8	10.7	14.7	17.1	10.4
No. of respondents	410	252	68	41	771

\*Percentage distribution based on column totals

$p < .0001$

right of police to take any action necessary to enforce laws; 52 percent felt the police have this right. Responses to this statement also differed ( $p < .001$ ) as a function of years of police experience. Sixty-three percent of police personnel with less than six years of police experience felt that the police have the right to take any action necessary, as compared with about 40 percent of those with more than five years of experience. Responses to a related question (shown in Table 3.9) suggested that many police personnel do not believe the police must enforce all laws on the books. Only 42 percent of all respondents felt all laws must be enforced. The distribution for male and female respondents was significantly different ( $p < .0001$ ); 65 percent of females and only 40 percent of males believed all laws must be enforced.

Table 3.10 reports responses to the statement that the preservation of the peace requires that police have the authority to order people to "move along" or "break it up" even though no law is being violated. Overall, 42 percent of respondents agreed that the police had this right. Again length of police service was a significant variable in determining how Black police personnel viewed their responsibilities. Forty-nine percent of those respondents with 1-5 years experience felt that the police do have such authority: slightly

TABLE 3.8  
POLICE RIGHT TO TAKE ACTION NECESSARY TO ENFORCE LAWS BY POLICE EXPERIENCE

Attitude	Police Experience (Years)				Total
	1 - 5	6-10	11-15	>15	
Strongly agree	17.9	11.1	9.5	9.7	14.3
Agree	44.9	29.6	29.8	32.3	37.6
Disagree	26.7	39.8	39.3	40.3	33.1
Strongly disagree	10.5	19.5	21.4	17.7	15.0

N = 900

$p < .001$

TABLE 3.10

POLICE HAVE AUTHORITY TO ORDER PEOPLE TO "MOVE ALONG" EVEN THOUGH NO LAW BROKEN BY POLICE EXPERIENCE (Percentage Distribution)

Attitude	Police Experience (Years)				Total
	1 - 5	6-10	11-15	>15	
Strongly agree	9.1	5.1	4.8	3.3	7.0
Agree	40.2	31.5	22.9	34.4	35.4
Disagree	36.5	42.7	45.8	45.9	40.0
Strongly disagree	14.2	20.7	26.5	16.4	17.6

N = 891

p<.005

.../57

TABLE 3.9

ENFORCEMENT OF LAWS ON THE BOOKS BY SEX OF RESPONDENT (Percentage Distribution)

Must Enforce All Laws on Books	Male	Female	Total
Strongly agree	8.4	9.9	8.6
Agree	31.1	54.9	33.5
Disagree	45.0	27.5	43.2
Strongly disagree	15.5	7.7	14.7
No. of respondents	832	91	923

p<.001

.../56

less than 28 percent of officers with 11-15 years of experience agreed with this statement.

D. Summary

Relationship With Other Officers

1. Twenty-four percent of respondents felt the relationship between Black and white officers was excellent or good, 57 percent felt it was fair, and 19 percent felt it was poor.
2. More than 65 percent reported they trust few or no white officers, but 58 percent felt lack of trust of Black police personnel by white police was not a problem.
3. Fourteen percent of respondents reported that white personnel did not cooperate with them, and three percent said Black officers did not cooperate.
4. Blacks reported that they rarely socialize with white officers on the police force.

Community Relations

1. Fifty-five percent of the respondents did not feel public support for the police is growing.
2. Nearly half the respondents thought white citizens were cooperative and friendly to the police; only ten percent felt that Black citizens and young people were cooperative and friendly.
3. More than 88 percent did not feel white officers treat white and Black citizens the same, and 59 percent of these Black respondents also do not treat white and Black citizens the same. Nearly 60 percent did not feel that the MPD looked out for the needs of the poor as well as it does for the needs of the wealthy.
4. Respondents indicated that there is inadequate support for the MPD from the political power structure in the city.

Police Duties as they Affect the Community

1. Two-thirds of the sample felt that the concepts of politeness and decency were unworkable on the beat. Older and more experienced officers were more likely than younger and less experienced police to feel that concepts of politeness and decency were workable, however.
2. Fifty-two percent of respondents felt that the police have the right to take any action necessary to enforce laws; however, only about 40 percent of those with more than five years of experience held this view. More experienced personnel were also less likely to believe the police have the authority to break up a group even though no law is being violated.

## CHAPTER IV

### SUPERVISION AND DEPARTMENT PRACTICES

This section of the report addresses issues concerning the MPD's supervisory practices and policies, with emphasis on whether these Departmental policies and actual practices are perceived by Black police personnel to be equitable or discriminatory. The dual focus of the investigation was upon the extent to which (1) individual supervisors and (2) the Department as a whole treat Blacks and whites impartially with regard to hiring, work assignments, enforcement of rules and regulations, and suitability ratings. (Promotion and rank questions were initially discussed in the previous chapter.)

#### A. Supervision

An important element in job satisfaction is the police officer's contact and relationship with his immediate supervisor and other police officials. Several questions in the questionnaire addressed this relationship. Table 4.1 looks at the issue of whether Black police personnel felt they were treated the same as white personnel by MPD officials. Eighty-nine percent of respondents -- 91 percent of males and 78 percent of females -- felt that Blacks were not

TABLE 4.1

BLACK OFFICERS TREATED SAME AS WHITES  
BY POLICE OFFICIALS BY SEX OF RESPONDENT  
(Percentage Distribution)

<u>Attitude</u>	<u>Male</u>	<u>Female</u>	<u>Total</u>
Strongly agree	2.2	2.2	2.2
Agree	7.1	20.0	8.4
Disagree	37.8	32.2	37.2
Strongly disagree	52.9	45.6	52.2

N = 905

p < .001

treated the same as whites. (As previously shown in Table 2.17, most officials are white.) Table 4.2 looks at the numbers of Black police who felt they could trust white officials, and their relation to total police experience of the respondents. Only 27 percent of Black police personnel reported they trusted most or some white officials. Trust was found to be highly correlated ( $p < .001$ ) with length of police experience: 77 percent of Blacks with less than six years of experience trusted few or no white officials, while 60 percent of respondents with more than 15 years of experience responded in the same manner. All Black police with less than 11 years of experience responded in a similar negative manner.

Table 4.3 again points out the importance of length of experience as an important predictor of respondent behavior and attitudes. Less than one-third of respondents (31 percent) believed the best officers do as they are told by their supervisors. Twenty-nine percent of Black police with five years or less of police experience agreed with the statement, did as told by their supervisors, as compared with nearly 57 percent of those with more than 15 years of experience.

TRUST OF WHITE POLICE OFFICIALS  
BY POLICE EXPERIENCE

TABLE 4.2

Trust White Officials	Police Experience (Years)				Total
	1 - 5	6-10	11-15	>15	
Most	4.1	2.4	7.2	6.5	4.0
Some	18.9	23.4	37.3	33.9	23.2
Few	49.4	43.1	35.0	51.5	46.1
None	27.6	31.1	20.5	8.1	26.7

N = 869

$p < .001$

Central to this issue is the problem of the small numbers of Black supervisors and administrators on the MPD. (Table 2.16 shows that only 1.7 percent of all Blacks in the MPD as of March 1975 had attained the rank of Lieutenant or higher, as compared with 9.1 percent of whites. Table 2.17 shows that only about 13 percent of police personnel above the rank of sergeant were Black, although Blacks composed almost 42 percent of the total force.) Almost 86 percent of the respondents felt that the small number of Black supervisors was a significant problem (very serious or rather serious). Less than four percent felt it was not a problem. The distribution follows:

<u>Small Number of Black Supervisors</u>	<u>Percent (N=919)</u>
Very serious problem	59.9
Rather serious	25.6
Moderately serious	11.3
No problem	3.6
	<u>100.0</u>

A further investigation of supervisory issues is found in Table 4.4, which asked respondents to choose the officer or official from whom they would seek advice if they had a serious job-related problem. In general, Black officers would contact a Black official (41 percent) or another Black officer (29 percent); less than seven percent reported they

TABLE 4.3

BEST OFFICERS DO AS TOLD BY SUPERVISORS  
BY POLICE EXPERIENCE  
(Percentage Distribution) \*

<u>Attitude</u>	<u>Police Experience (Years)</u>				<u>Total</u>
	<u>1 - 5</u>	<u>6-10</u>	<u>11-15</u>	<u>&gt;15</u>	
Strongly agree	4.6	6.2	4.8	8.1	5.4
Agree	24.8	20.0	29.8	48.4	25.3
Disagree	43.9	50.7	44.0	33.8	45.4
Strongly disagree	26.7	23.1	21.4	9.7	23.9

N = 889

p < .001

\*Percentage distribution based on column totals

would consult a white official or officer. However, there were significant variations by years of experience ( $p < .001$ ); 14 percent of Blacks with more than 15 years of experience said they would consult a white official, and one-third reported that race would not be a determining factor -- any officer might be consulted. Only six percent of Blacks with 1-5 years of experience would consult a white officer or official, and 22 percent reported they might consult either a Black or a white officer.

B. Departmental Practices

A series of questions addressed the problems faced by Blacks in the Metropolitan Police Department, focusing on the issue of discrimination. Responses to these questions indicate that Blacks felt they were not fairly treated in relation to white police personnel. For example, more than 83 percent felt that whites were given preference over Blacks in hiring by the MPD, and nearly 78 percent felt that the lack of sufficient Black supervisors was a problem of importance.

Table 4.5 looks at reported discrimination against Black officers in MPD assignments. Eighty-five percent agreed that they were discriminated against in work assignments.

TABLE 4.4

ADVISORS FOR SERIOUS JOB-RELATED PROBLEMS  
BY POLICE EXPERIENCE  
(Percentage Distribution)

Advisor	Police Experience (Years)				Total
	1 - 5	6-10	11-15	>15	
Black police official	36.2	45.1	51.2	43.9	41.0
Black police officer	35.3	27.8	16.3	8.8	29.3
Any police officer	22.3	21.8	22.5	33.3	22.9
White police official	4.8	4.2	7.5	14.0	5.5
White police officer	1.4	1.1	2.5	--	1.3

N = 860

$p < .001$

TABLE 4.5

DISCRIMINATION AGAINST BLACK OFFICERS  
IN MPD ASSIGNMENTS

<u>Blacks Discriminated Against</u>	<u>Percent</u>
Strongly agree	38.1
Agree	46.8
Disagree	10.0
Strongly disagree	5.1
<u>Discrimination As A Problem</u>	<u>Percent</u>
Very serious problem	43.4
Rather serious	24.6
Moderately serious	22.4
No problem	9.6

N = 915

Ninety percent felt that discrimination in assignments was a problem, and 43 percent felt it was a very serious problem.

Respondents were also asked if Departmental rules and regulations were equally enforced by superiors, regardless of the race of the officer. Nearly 84 percent felt there was not equal enforcement of regulations for Blacks and whites.

Table 4.6 indicates that Blacks feel they are more likely to receive disciplinary action than whites. There was agreement across all age groupings on this issue, with 88 percent of respondents expressing this view.

The reported differences in suitability ratings given to Black and white officers is the subject of Table 4.7. For all age categories, there was general agreement (ranging between 82 and 94 percent) that there was a difference between the suitability ratings given Blacks and whites.

Chapter II reported differences in rank distribution between Black and white police personnel. Ninety-four percent of respondents felt incompetent whites had been promoted over deserving Blacks in the MPD, and only 25 percent felt their own chances for promotion were very good or good.

TABLE 4.7

SUITABILITY RATINGS GIVEN BLACK AND  
WHITE OFFICERS BY AGE OF RESPONDENTS  
(Percentage Distribution)

No Difference in Suitability Rating	Age (Years)						Total
	<23	23-25	26-28	29-31	32-34	>34	
Strongly agree	--	1.4	1.3	2.8	3.0	4.6	2.1
Agree	18.5	8.8	5.9	3.4	3.0	7.3	6.8
Disagree	33.8	23.6	25.5	29.6	28.7	34.9	27.9
Strongly disagree	47.7	66.2	67.3	64.2	65.3	53.2	63.2
No. of respondents	65	216	239	179	101	109	909

p<.005

TABLE 4.6

DISCIPLINARY ACTION FOR BLACK VERSUS WHITE  
OFFICERS BY AGE OF RESPONDENTS  
(Percentage Distribution)\*

Blacks More Likely to Receive Disciplinary Action	Age (Years)						Total
	<23	23-25	26-28	29-31	32-34	>34	
Strongly agree	27.7	53.0	52.3	43.6	45.7	41.7	47.0
Agree	46.2	36.9	35.0	44.7	45.7	47.1	40.9
Disagree	24.6	6.4	7.2	6.1	3.8	9.3	7.9
Strongly disagree	1.5	3.7	5.5	5.6	4.8	1.9	4.2
No. of respondents	65	219	237	179	105	108	913

p<.001

\*Percentage distribution based on column totals

...71

.../70

C. Summary

Observations as they relate to job supervision and departmental practices are presented below.

Supervision

1. Ninety-one percent of males and 78 percent of female respondents felt that MPD officials did not treat white and Black officers the same.
2. Only 27 percent of Black police officials said they trusted most or some white MPD officials. Seventy-seven percent of those Blacks with less than six years of police experience reported that they trust few or no white officials, while slightly fewer than 60 percent of respondents with more than 15 years of experience responded in the same manner.
3. Ninety-six percent of all respondents felt that the lack of Black supervisors was a problem in the MPD; 60 percent felt it was a "very serious" problem.

Departmental Practices

Black police personnel reported discriminatory

Departmental practices in the following areas:

1. More than 83 percent felt that whites are given preference over Blacks in hiring by the MPD.
2. Eighty-five percent felt Blacks are discriminated against in the assignment of duties.
3. Unequal enforcement of regulations for Blacks and whites was reported by 84 percent of respondents.
4. Blacks were reported by 88 percent of respondents to be more likely to receive disciplinary action than whites.
5. There is a difference in the suitability ratings given Blacks and whites, according to 91 percent of the respondents.

CHAPTER V

JOB SATISFACTION

Job satisfaction may be viewed as a general attitude resulting from specific attitudes in three major areas: specific job or work characteristic factors, individual personality characteristics, and personal relationships outside the immediate work environment.

Broadly speaking, two kinds of job variables contribute to job satisfaction: those related to the job content and those related to the context in which the work is performed. Job content variables include such factors as actual tasks performed, control of work (autonomy), recognition, advancement, and the sense of accomplishment that results from performing the job. Job context variables include pay and fringe benefits, supervision, relationship with co-workers, the organization and its management, and working conditions, etc.

Measures of job satisfaction have been shown to correlate with job-related behaviors in the following three categories: turnover (job tenure), absenteeism, and job performance.

**CONTINUED**

**1 OF 2**

1. Satisfaction and turnover -- studies have shown a negative relationship between satisfaction and turnover: the higher a worker's satisfaction, the less apt he is to leave the job.
2. Satisfaction and absenteeism -- a number of studies report a negative relationship between the degree of job satisfaction and the amount of work absenteeism. However, the magnitude of the correlation may be affected by such other factors as the type of absenteeism measure used and worker characteristics.
3. Job satisfaction and job performance -- no simple relationship has been found between these two variables, and reported correlations vary over an extremely wide range.

Since it is known that job satisfaction is related to absenteeism and turnover, the analysis of job satisfaction and related attitudes is important in a study concerned with the recruitment and retention of minority group officers in police departments.

A. Reported Job Satisfaction

Considering all aspects of the work situation, Black officers in the MPD seemed to be satisfied with their profession, especially when compared to jobs held previously. This observation is supported by the following responses:

1. Satisfaction with job compared to jobs held previously:

<u>Feeling</u>	<u>Percent (N=924)</u>
Very satisfied	35.3
Fairly satisfied	48.6
Fairly dissatisfied	11.4
Very dissatisfied	4.7
	<u>100.0</u>

2. Find job:

<u>Find Job</u>	<u>Percent (N=920)</u>
Very rewarding	12.4
Rewarding	59.9
Unrewarding	23.2
Very unrewarding	4.5
	<u>100.0</u>

As can be seen, nearly 84 percent were satisfied with police work when compared to jobs held previously. Not quite as high a percentage of respondents found their job rewarding, but 72 percent indicated their job was very rewarding or rewarding. For these two distributions there was no significant association with age, sex, or length of police experience.

Respondents were also asked to indicate whether they would still become a police officer if they had the opportunity to make that decision again, knowing what they know now (Table 5.1). Seventy percent reported they definitely or probably would make the same decision. Police personnel with less experience were more likely to say they would make the same decision again. The percentage of respondents

TABLE 5.1

POLICE CAREER INTENT IF COULD MAKE  
DECISION AGAIN BY POLICE EXPERIENCE

Still Become a Police Officer	Police Experience (Years)				Total
	1-5	6-10	11-15	15	
Definitely yes	25.7	22.2	22.9	28.1	24.5
Probably yes	49.0	44.4	37.3	35.9	45.4
Probably no	18.9	19.1	18.1	25.1	19.3
Definitely no	6.4	14.3	21.7	10.9	10.8

N = 891

p < .005

indicating they would not make the same decision again ranged from 25 percent for those with 1-5 years of experience to 40 percent for those with 11-15 years police experience.

B. Factors Affecting Job Satisfaction

A variety of factors which might be expected to influence or explain reported levels of job satisfaction were investigated.

One potentially important factor in the satisfaction an individual finds in his job is praise or recognition. When a person is praised for performing well or his competence is acknowledged in some other way, it is hypothesized that overall satisfaction with his job will increase. Respondents were asked to indicate the frequency of praise/recognition received from MPD officials; the tabulation is shown below. It shows that only 14 percent of respondents reported very frequent praise or recognition, although 58 percent reported receiving it "sometimes".

<u>Frequency</u>	<u>Percent (N=932)</u>
Always	7.6
Almost always	6.1
Sometimes	57.8
Almost never	22.0
Never	6.5
	<u>100.0</u>

Respondents were also asked to indicate the most appealing aspects of police work. Results are shown in Table 5.2, almost 36 percent of respondents felt that helping people was the single most appealing job factor. This suggests one factor affecting job satisfaction.

Another factor affecting job satisfaction is remuneration. Inadequate pay or fringe benefits can result in diminished satisfaction in the work environment and may negatively affect job turnover rates. The following distribution displays data on the degrees of satisfaction with wages reported by male and female respondents (sex was significantly correlated with wages,  $p < .001$ ; females were less dissatisfied).

<u>Satisfaction</u>	<u>Sex</u>		<u>Total</u>
	<u>Male</u>	<u>Female</u>	
Completely satisfied	1.8	1.1	1.8
Well satisfied	3.5	8.0	3.9
A little dissatisfied	41.6	64.8	43.8
Very dissatisfied	53.1	26.1	50.5
No. of respondents	811	88	899

TABLE 5.2

APPEALING ASPECTS OF POLICE WORK

<u>Aspect</u>	<u>Percent</u>
Helping people	35.6
Fringe benefits	16.6
Pay	15.7
Variety in work	15.0
Maintain law and order	6.1
Chance to make own decisions	1.8
Prestige and respect	1.0
Other	8.2

N = 932

Only five percent of males and nine percent of female respondents were satisfied with their wages. Note the extreme dissatisfaction (very dissatisfied) voiced by 53 percent of the males -- more than double that voiced by female officers.

Respondents were also asked to point out the one aspect of police work that was most unappealing; this distribution is shown in Table 5.3. Thirty-six percent of the total sample felt that lack of adequate pay was the most unappealing aspect of police work. Dissatisfaction differed as a function of police experience ( $p < .001$ ), with those officers with 11-15 years of police experience showing the greatest dissatisfaction. Referring back to Table 5.2, fringe benefits or pay was selected as the most appealing aspect of police work by 32 percent of all respondents (16 percent specified each).

The general conclusion drawn from an analysis of questions referencing pay received by Black policemen indicates a lack of satisfaction. The question arises as to whether this dissatisfaction is supported by available objective data. (Of course, an individual's perception of a situation is what is most relevant to him.) Table 5.4 shows the salary distribution for ranks within the MPD as

TABLE 5.3  
UNAPPEALING ASPECTS OF POLICE WORK  
BY POLICE EXPERIENCE

Aspect	Police Experience (Years)				Total
	1-5	6-10	11-15	>15	
Salary insufficient	32.1	41.1	48.2	25.8	36.2
Lack of respect from public	35.5	24.9	12.9	32.3	29.6
Job too dangerous	5.1	4.0	1.2	--	4.0
Dealing with public too difficult	1.6	2.7	4.7	8.1	2.7
Other	25.7	27.3	33.0	33.8	27.5

N = 892

$p < .001$

TABLE 5.4

MPD SALARY STRUCTURE BY RANK  
OF POLICE OFFICERS\*  
(JANUARY 1975)

Rank	Salary Range	
	Base	Maximum
Private	\$11,600	\$16,705
Detective	14,500	18,850
Sergeant or Detective Sergeant	15,755	19,695
Lieutenant	18,210	21,855
Captain	21,575	24,810
Inspector	25,010	28,870
Deputy Chief of Police	29,350	35,315
Assistant Chief of Police	34,800	39,440
Chief of Police	40,250	42,600

\*Date furnished through the courtesy of the D. C. Metropolitan Police Department

of January 1975. (Unfortunately, data could not be obtained for February 1974 -- the time when this survey was conducted. Although the ranks described do not completely coincide with the categories established in the questionnaire, they do present an indication of the relative economic situation of these respondents.) The base salary of a private, equated to "officer" in this study, was \$11,600; this approximates what a GS-8 earned in Federal Government service. A detective initially earned \$14,500, which equated to a GS-10. At first review the salary schedule of nearly \$12,000 is certainly competitive with what a person would find in the general labor market in the Washington area. However, the work environment is a key factor: the danger faced by police officers is an element which may call for greater compensation than is required for other similarly educated workers in the community. It is difficult to assign an "objective" value to the special risks of police work, or to determine the extent to which perceived limitations in promotion opportunities might influence dissatisfaction with pay scales.

An interesting cross-tabulation resulted when the variable satisfaction with present job was matched with the

number of times officers were cited for violations of department regulations or orders. Table 5.5 shows that, in general, dissatisfaction with the job was higher for officers who had received a greater number of violation notices. Cause and effect cannot be established in this situation; i.e., it is conceivable that dissatisfaction with the job resulted in the conscious or unconscious violation of department regulations.

Another potentially important determinant of job satisfaction and employee retention is promotion and advancement opportunities. The respondent's perceptions of their chances for promotion tabulated against education level. Overall, 25 percent thought their chances for promotion were better than average; while 33 percent felt advancement opportunities were poorer than average (poor or very poor). The relationship between education and promotional chances is not statistically significant, although differences were observed. For example, less than five percent of high school graduates thought their advancement chances were very good; the percentage for those having attended college ranged from seven to 14 percent. Thus college graduates are apparently only

TABLE 5.5

VIOLATION OF DEPARTMENT REGULATIONS  
BY SATISFACTION WITH JOB  
(PERCENTAGE DISTRIBUTION)\*

Number of violations	Very Satisfied	Fairly Satisfied	Fairly Dissatisfied	Very Dissatisfied	Total
0	42.0	36.5	27.5	28.9	37.1
1	22.5	20.8	28.8	8.9	21.5
2	13.3	13.2	11.3	13.3	13.1
3	9.2	12.2	6.3	13.3	10.6
4	3.1	6.1	6.3	--	4.7
5 or more	9.9	11.2	19.8	35.6	13.0
No. of respondents	293	395	80	45	813

p < .001

\*Percentage distribution based on column totals

slightly more optimistic about promotional opportunities than are high school graduates.

However, more than 65 percent of respondents felt they would be promoted in rank within the next five years. Of these, 69 percent thought they would be promoted one rank, 26 percent indicated they would advance two ranks, and the remaining five percent felt they would be promoted three ranks. Table 5.6 lists the police assignment desired by respondents in five years. For most, the assignment desired would indicate a promotion (although some preferred their present assignment). There was no clear preference in future assignments, but community relations was the most frequently named choice, closely followed by supervisor.

Table 5.7 examines respondent intentions to make police work their career, and considers the relationship between career intent and two other variables, sex and years of police experience. Both variables were found to be significantly related to career intent ( $p < .001$ ). Overall, just over half of the respondents reported they did intend to make police work their career. However, women were more likely than men to be undecided (49 percent as compared with 37 percent), and only 10 percent of males as compared with 24 percent of females said they did not intend to make police work their

TABLE 5.6

POLICE ASSIGNMENTS DESIRED IN FIVE YEARS

<u>Assignment</u>	<u>Percent</u>
Community relations	13.4
Supervisor	12.8
Vice Investigation	9.2
Vehiclepatrol	9.2
Patrol signal system	5.6
Plainclothes/casual	5.3
Desk sergeant	3.7
Staff administrator	3.1
Foot patrol	1.8
Crime scene serach	1.4
Other	<u>34.5</u>
	<u>100.0</u>

N = 763

career. Similarly, an affirmative career decision was found to increase with years of police experience. While under half of Black police personnel with ten years or less of experience definitely intended to make police work their career, the percentage was above 80 percent for those with more than ten years of experience.

C. Summary

1. Eighty-four percent of the respondents were satisfied with police work when compared to jobs held previously.
2. About 29 percent of the officers seldom or never received praise/recognition from MPD officials; another 58 percent received praise only "sometimes".
3. Only five percent of males and nine percent of females were satisfied with their wages. Thirty-six percent of all respondents felt lack of pay was the most unappealing aspect of police work.
4. Helping people was reported to be the most appealing aspect of police work.
5. Only 25 percent of respondents thought their chances for promotion were better than average. However, more than 65 percent felt they would be promoted in rank within the next five years.
6. The large majority of Black officers have considered leaving the force. However, just over half definitely intended to make police work their careers. Females were less likely than males to be sure of a career in police work, while respondents with more than ten years of experience were very likely to have decided to remain in police work.

TABLE 5.7  
 INTENTIONS FOR A POLICE CAREER  
 BY SEX OF RESPONDENT AND POLICE EXPERIENCE  
 (Percentage Distribution)

Intend to Make Police Work A Career	Sex		Total	Police Experience (Years)				Total
	Male	Female		1-5	6-10	11-15	>15	
Yes	53.0	26.7	50.4	40.7	49.2	82.2	87.5	50.7
No	10.3	24.4	11.7	13.2	13.0	8.3	1.6	11.9
Undecided	36.7	48.9	37.9	46.1	37.8	9.5	10.9	37.4
No. of Respondents	834	90	924	455	299	84	64	902

p<.001

TABLE 6.1

MOST IMPORTANT PROBLEMS CONFRONTING POLICE PROFESSION  
BY AGE OF RESPONDENT  
(PERCENTAGE DISTRIBUTION) \*

Problem	Age (Years)							Total
	23	23-25	26-28	29-31	32-34	34		
Leniency of courts in sentencing	49.1	50.0	52.2	51.4	45.6	35.4	48.8	
Need for more dedicated officers	29.8	27.2	31.3	28.7	35.9	57.3	32.9	
Corruption	14.0	5.8	6.0	5.3	7.6	3.7	6.3	
Group conflict/civil disorder	3.5	8.7	4.5	6.0	3.3	1.2	5.3	
Develop methods of conforming to court decisions about interrogations	1.8	2.4	4.0	3.3	6.5	1.2	3.3	
Wiretapping limitations	1.8	1.5	0.5	2.0	--	1.2	1.1	
Civilian review boards	--	4.4	1.5	3.3	1.1	--	2.3	
No. of respondents	57	206	201	150	92	82	788	

\*Percentage distribution based on column totals

CHAPTER VI  
PROBLEMS AND ISSUES

This section highlights a series of questions that address significant issues confronting the police department, the police profession, and the police officer.

A. Problems

Table 6.1 focuses on respondent perceptions of the single most important problem confronting the police profession, broken down by respondent age. Only two problems were selected by large proportions of respondents: leniency of the courts in sentencing (selected as the most important problem by 49 percent of respondents) and the need for more dedicated and able police personnel at all levels in the organization (selected by 33 percent). All age group responses were fairly similar, except that respondents 35 years and older were much more concerned with the need for dedicated officers than with in-court leniency.

Important problems faced by the MPD are shown in Table 6.2 (No statistically significant relationships were found with sex, age, or length of service). Lack of citizen support was selected as the most important MPD problem by

TABLE 6.2  
 MOST IMPORTANT PROBLEMS FACED BY MPD

<u>Problem</u>	<u>Percent</u>
Lack of citizen support	30.0
Reliance on antiquated methods	20.6
Political interference	16.6
Lack of clear-cut policies	10.2
Inadequate equipment/facilities	8.6
Inadequate training	8.5
Lack of technological advances	3.0
Lack of manpower/inability to recruit	2.5

N = 892

30 percent of all respondents, with 21 percent citing reliance on old-fashioned methods and procedures, and 17 percent identifying political interference.

Respondents were asked to indicate the most important problem they as individuals face on the job. That distribution is presented below.

<u>Problem</u>	<u>Percent (N=914)</u>
Not enough freedom of judgment	25.8
Lack of advancement opportunities	24.5
Too much paper work	18.5
Incompetent officers	13.8
Ineffective supervision	8.5
Physical danger to police	5.6
Boredom	3.3

Nearly 26 percent felt they did not have enough freedom of judgment -- too many orders, rules, and regulations. Approximately 25 percent selected lack of promotional opportunities as their most significant problem.

Table 6.3 addresses problems confronting police officers in general. The two most frequently identified problems faced by police officers were inadequate pay, and irregular hours and ill-timed vacations. A breakdown by sex of respondent showed that males were much more concerned about the poor pay than were females (33 as compared with 14 percent). However

females were more concerned than males with the irregular hours (36 versus 19 percent). Concern with insufficient pay was positively related ( $p < .001$ ) to an increase in years of police experience, up to 15 years of experience; respondents with more than 15 years of experience were less often primarily concerned with pay.

Respondents were asked to indicate the most difficult problem confronting Blacks upon entry into the MPD. This tabulation by police experience is presented in Table 6.4. Adjusting to police work was checked by more respondents than any other alternative, regardless of length of experience. Respondents with less than six years of experience were more likely than more experienced personnel to identify irregular hours as a serious adjustment problem.

B. Issues

Respondents were asked several other questions about their views concerning police work, including what level of education police personnel should have. When asked whether the police service needs more college-trained officers, 65 percent of respondents agreed that such a need existed (See Table 6.5). Agreement with this need was positively correlated ( $r = .21$ ;  $p < .001$ ) with the length of police experience. Seventy-eight percent of those with more than

TABLE 6.3  
MOST IMPORTANT PROBLEM FACED AS A POLICE OFFICER  
BY POLICE EXPERIENCE AND SEX OF RESPONDENT  
(Percentage Distribution)

Problem	Police Experience (Years)					Sex	
	Total	1-5	6-10	11-15	.15	Male	Female
Not enough pay	31.8	27.1	36.9	44.7	24.2	33.0	13.5
Irregular hours/ill-timed vacations	20.6	26.0	14.8	12.9	21.0	19.3	36.0
Little respect shown for police profession	10.8	11.2	9.7	10.6	12.9	10.9	11.2
Marital difficulties	9.0	8.9	9.7	5.9	9.6	9.7	4.5
Inability to relax at home	7.3	7.4	6.7	5.9	11.3	6.8	13.5
Drifting away of non-police friends	3.7	5.4	2.7	1.2	--	3.8	4.5
Other	16.8	14.0	19.5	18.8	21.0	16.5	16.8

N = 892  
p > .001

TABLE 6.5

MPD NEED FOR MORE COLLEGE-TRAINED  
OFFICERS BY POLICE EXPERIENCE  
(Percentage Distribution)

<u>Attitude</u>	<u>Police Experience (Years)</u>				<u>Total</u>
	<u>1-5</u>	<u>6-10</u>	<u>11-15</u>	<u>15</u>	
Strongly agree	14.3	20.8	33.7	36.5	19.8
Agree	43.7	46.3	47.0	41.3	44.7
Disagree	34.5	27.9	13.3	20.6	29.4
Strongly disagree	7.5	5.0	6.0	1.6	6.1
No. of respondents p > .001	455	298	83	63	899

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TABLE 6.4

MOST DIFFICULT PROBLEM CONFRONTING BLACKS  
UPON ENTERING MPD BY POLICE EXPERIENCE

<u>Problem</u>	<u>Police Experience (Years)</u>				<u>Total</u>
	<u>1-5</u>	<u>6-10</u>	<u>11-15</u>	<u>15</u>	
Adjusting to police work	26.8	32.7	44.4	44.5	31.6
Working Irregular hours	25.7	19.0	18.6	12.7	21.9
Getting to work on time	11.1	19.7	14.8	9.5	14.2
Other	36.4	28.6	22.2	33.3	32.2

N = 889  
p > .001

.../96

15 years of police experience agreed with this need, as compared with 58 percent of the respondents with five years or less of experience. (This item was tabulated against the education level of Black officers but did not exhibit a significant relationship.

Respondents were also asked to agree or disagree with a statement that the best officers are generally the best educated ones. Table 6.6 shows results; overall, only 21 percent agreed with this statement. There was variation by experience. Only 15 percent of respondents with 1-5 years of experience agreed, as compared with 34 percent of those with more than 15 years of experience.

Finally, respondents were asked whether police candidates should be required to complete certain college courses before being hired by the MPD. The tabulation below shows majority disagreement with this concept.

<u>Attitude</u>	<u>Percent</u>
Strongly agree	9.7
Agree	22.2
Disagree	49.9
Strongly disagree	<u>18.2</u>
	<u>100.0</u>

BEST OFFICERS ARE BETTER EDUCATED  
BY POLICE EXPERIENCE  
(Percentage Distribution)

TABLE 6.6

<u>Attitude</u>	<u>Police Experience (Years)</u>					<u>Total</u>
	<u>1-5</u>	<u>6-10</u>	<u>11-15</u>	<u>15</u>		
Strongly agree	3.5	6.4	8.3	6.5	5.1	5.1
Agree	11.9	17.6	27.4	27.4	16.3	16.3
Disagree	49.9	47.6	42.9	51.6	48.7	48.7
Strongly disagree	34.7	28.4	21.4	14.5	29.9	29.9

N = 895  
p > .001

Thus while the respondents believed well-educated police personnel are needed, most did not support additional educational requirements. Other questions elicited some related information about attitudes toward and involvement in advanced training or education. Of the respondents in this study, 21 percent were currently enrolled in college courses, 48 percent reported they had read non-departmental material about police work during the past year, and five percent said they subscribed to a professional law enforcement journal. Forty-three percent stated that psychology and sociology were not related to the everyday realities of the police job.

C. Summary

1. The most important problems confronting the police profession were reported to be leniency of the courts in sentencing and the need for more dedicated and able officers at all levels in the organization.
2. The most important problems facing the MPD were identified as lack of citizen support (selected by 30 percent of all respondents) and reliance on old-fashioned methods and procedures (selected by 21 percent).
3. Lack of freedom of judgment and lack of advancement opportunities were the most important problems faced by these officers on the job. Major problems confronting police officers in general were reported to be inadequate pay (selected primarily by males) and irregular hours and ill-timed vacations (cited most frequently by females).

4. Sixty-five percent of respondents agreed that the police profession needs more college-trained officers, but only 21 percent agreed that the best police personnel are generally those with more education, and only 32 percent felt certain college courses should be prerequisites for employment by the MPD.

## CHAPTER VII

### CONCLUSIONS AND RECOMMENDATIONS

Major conclusions and recommendations resulting from the present study are presented below, for the benefit and use of the sponsor and other law enforcement agencies.

#### Conclusions

The following conclusions derive from the survey of Black MPD personnel, and reflect a variety of analyses and interpretations of the information provided by these Black officers.

1. Background Characteristics -- Black MPD personnel are generally well-qualified in terms of educational level. Almost two-thirds reported some post-secondary education, and Black police are significantly better educated than their parents. Black female police officers as a group are younger than males, less often presently married, and somewhat better educated.

2. Residence -- The majority of Black MPD personnel live outside the District of Columbia. While those surveyed most often said their reason for becoming police personnel was to make the community a better place to live, rather

than for monetary reasons, residence outside Washington, D. C., may negatively affect their level of community concern and involvement.

3. Selection of the Police Profession -- A very large majority of Black MPD personnel became interested in police work by age 14. While many American youth certainly consider being a policeman while very young because of the excitement and importance children associate with the profession, it is significant that Black children apparently share this interest. The early age of interest suggests that recruitment activities could take place as early as junior high school. Most Black police personnel did not report strong positive or negative influences on career selection from family or friends, but a significant minority of parents and spouses -- especially the husbands of female police personnel -- reportedly disapprove of their career choice. Whether the disapproval could be reduced by MPD efforts, or whether it is due to factors such as the risks involved in police work, cannot be determined from this study.

4. Community Relations -- Black police personnel reported significant problems in community relations. A large majority felt that white officers do not treat white and Black citizens equally, and a majority reported that Black officers also

treat the two races differently -- and that the MPD does not adequately look out for the needs of the poor as well as it does for the needs of the wealthy. This may explain why most Black officers felt that Black citizens and youth -- unlike white citizens -- tend to be uncooperative and antagonistic to the police. Perceived community hostility may in turn, lead to further negative reactions by the police to complete the vicious circle of unequal treatment, Black citizen hostility, and Black police reaction to that hostility. Most Black police personnel felt that the concepts of politeness and decency were unworkable on the beat.

The older and more experienced Black officers, however, were less likely to share this and related negative views, suggesting that community relations may be better for these more experienced personnel.

5. Interpersonal Relations -- The majority of Black MPD personnel described relations between Black and white officers as only "fair", and nearly two-thirds said they trusted few or no white officers. Moreover, a large majority felt that conflict between Black and white officers was at least a moderately serious problem. The survey thus indicates significant MPD difficulties in Black-white relations. However, problems do not appear to be at the crisis

level. Most Blacks felt that white distrust of Black officers was not a problem, and a large majority reported that they found white officers cooperative in work situations. On the other hand, 14 percent of Blacks reported white officers were "uncooperative" or "very uncooperative". Little after-hours socialization between Black and white police personnel was reported.

6. Experience and Rank -- Most Black police personnel -- including all but 20 percent of female officers -- have been on the force less than six years. This may reflect recent affirmative action policies replacing previous discriminatory recruitment and hiring practices; this is certainly true for women. Since experience is an excellent predictor of rank, it is not surprising that Black MPD personnel -- when compared with whites -- are overrepresented at the lowest police rank (that of "officer" or "private") and underrepresented at all higher ranks. When length of experience is equated for Black and white police personnel, it is found that a disproportionate number of whites were promoted in comparison to the number of Blacks promoted. The ratio was approximately 5:1.

7. Departmental Practices -- The underrepresentation of Blacks in the supervisory ranks of the MPD may contribute

to the widespread concerns that Blacks are discriminated against within the MPD. A very large majority of Black police personnel reported unequal treatment of Blacks by MPD officials, preferential treatment for whites in hiring and in job assignments, unequal enforcement of regulations, and inequality in suitability ratings. Ninety-six percent of respondents felt that the dearth of Black supervisory personnel was a significant problem.

8. Job Satisfaction and Career Intent -- Most Black police officers are committed to their jobs and report job satisfaction, but significant problems exist. Personnel reported too little praise and recognition, and only a quarter of all respondents felt their chances for promotion were better than average. Most were dissatisfied with their wages, and reported they have considered leaving the force. Just over half definitely intend to make police work their career. As would be expected, those who have been on the force more than ten years were most likely to intend to remain in the profession. Career commitment was lowest among women; half reported being undecided and a quarter said they did not expect to stay in police work.

9. Professional Problems -- Black officers identified several major professional problems, including court leniency

in sentencing, the need for more dedicated and able police personnel at all levels, lack of citizen support, and reliance on old-fashioned methods and procedures. These are the same kinds of problems typically identified by police personnel across the nation -- Black or white.

10. Individual Problems -- Black MPD personnel complained about lack of freedom of judgment, lack of advancement opportunities, inadequate pay, and irregular working hours. Female officers were more likely than men to find the hours a problem, while males more often complained about pay. Lack of support from the political structure was a widespread concern. All these problems may affect retention of Blacks within the MPD.

11. Overall Conclusions -- The role of the Black police officer is extremely difficult and confusing in a large urban area such as Washington, with a Black citizen majority but a largely white police hierarchy. Black police share many of the job-related concerns of white officers, but at the same time perceive not only continuing discrimination from within the department but also hostility from Black citizens who view the department as racist. On the one hand the Black officer shares this view; on the other, he finds himself representing that organization -- and the white "establishment" -- as a law enforcement officer. This role

conflict poses a continuing dilemma for the Black police officer, on and off the job. The conflict can be recognized in responses to the questions in this survey; sometimes the respondents answered as police officers, and other times they responded as Blacks. Their seeming inconsistencies are, in fact, the result of these often contradictory role identifications. The dilemma cannot be resolved in today's American society.

#### Recommendations

Action is required by the Metropolitan Police Department to (1) increase the number and proportion of Black personnel at all levels, (2) improve and modify departmental practices to provide equal treatment for minority personnel, and (3) improve police-community relations as they involve poor and minority residents and neighborhoods within the District of Columbia. Moreover, such action must be taken with an understanding of the present role conflict faced by Black MPD personnel because of past and present departmental and community discrimination against poor people and Blacks. The following specific action is recommended:

1. EEO Office -- The Metropolitan Police Department should take immediate and continuing action to recruit additional well-qualified Black (and other minority) men and

women as police personnel, and to assure equal opportunity for all minority MPD personnel after hiring. It is recommended that an Equal Employment Opportunity Office be maintained under the supervision of a Black specialist in personnel and law enforcement with a rank equal to that of Assistant Chief of Police. This person should report directly to the Chief of Police, and should have sufficient staff to carry out aggressive recruitment efforts and other affirmative action efforts. The office should be responsible for assuring equal opportunity and treatment in all matters from hiring and assignments to suitability ratings and promotions. It should have established procedures for carrying out its responsibilities and should in all cases be strongly supported by the Chief of Police and by supervisors at every level.

2. Recruitment -- Recruitment activities should be developed which begin at the junior high school level with career awareness activities and continue with more direct recruitment efforts directed at high school and college students. Primary efforts should be directed at recruiting individuals who live within the District of Columbia.

3. Affirmative Action -- The MPD must undertake a continuing program to eliminate discrimination within the

department. This will require a combination of efforts. A first step should be a clear statement from the Chief through every level of command that discrimination because of race, religion, sex, or age is unlawful and contrary to American ideals, and will not be tolerated. This statement should be coupled with an announcement of the expansion of the current operations of the EEO Office and a specification of its powers and responsibilities.

In addition, the EEO office should undertake the following actions with the public and continued support of the Chief of Police:

- Present practices regarding job assignments, enforcement of regulations, disciplinary action, and suitability ratings should be reviewed, and discriminatory practices identified and changes recommended. Any individuals found discriminating in this initial review should receive special counseling and appropriate disciplinary action.
- Specific goals and timetables should be developed and publicized for assuring equal representation of Blacks at all administrative and supervisory levels.
- The formal complaint procedure should be established and carefully followed to assure fair and complete investigation of every complaint.

The following are suggested actions, to be carried out by the Chief of Police with the involvement of the EEO Office:

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- Patrol teams should be racially and sexually integrated to the maximum possible extent.
- Special awareness training should be provided to all MPD personnel as a means of increasing mutual understanding among Black and white personnel. In addition, interpersonal relations should receive additional attention at the police academy.
- Each MPD unit should be asked to review its own practices and develop and submit to the Chief of Police a listing of problem areas and plans for eliminating these areas of discrimination or poor interpersonal relations. Supervisory personnel should be held responsible for seeing that these plans are carried out using an agreed-upon timetable.
- Penalties for discrimination should be established and consistently applied as part of departmental disciplinary procedures.

4. Community Relations -- Better police-community relations through improved services to poor and minority citizens and communities must be a continuing emphasis for the MPD. This will require:

- Increased community relations training at the police academy;
- Continuing review of police attitudes and behavior on the job, with special counseling and training required not just for those with serious community relations complaints, but also for all personnel who fail to receive positive ratings in this area from supervisors and peers;
- Increased direct, positive contact between police and low-income and minority neighborhood residents;

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- Immediate investigation of all charges related to community relations problems.

In addition, the special dilemma of the Black police officer must be recognized, and special counseling and training should be made available -- provided by minority persons expert in social psychology as well as police-community relations -- to help Black personnel deal with his role conflicts on both a personal and professional level. In addition, white MPD personnel at all levels must receive awareness training which helps them understand the difficult role of the Black police officer.

APPENDIX A  
STATISTICAL METHODOLOGY

## STATISTICAL METHODOLOGY

The following pages present a brief explanation and description of the statistical techniques used in preparing this study. Where applicable, a rationale is provided.

### Chi Square

Chi square is a useful technique in the following situations:

1. Goodness of fit -- test whether a significant difference exists between an observed number of responses falling in each category and an expected number based on some null hypothesis.
2. Contingency tables.
3. The discrepancy of observed frequencies from frequencies expected on the basis of some a priori principle. Such situations are rarely found in the social sciences.

The procedure involved in Chi square is basic, although the precise computation formula differs for one-sample cases and two or k-sample independent samples. For example, an observed data set is compared with another set of data based on a set of theoretical frequencies. Then, a measure of variation (Chi square) between actual and theoretical frequencies is computed, under the null hypothesis that the

model "fits the facts". If the measure of variation is "high", the null hypothesis is rejected at some specified alpha risk. If the measure is "low" the null hypothesis is accepted -- the model's output is in agreement with the actual frequencies. The usual formula for Chi square is:

$$\chi^2 = \sum_{i=1}^k \frac{(O_i - E_i)^2}{E_i}$$

where  $O_i$  = observed number of cases categorized in the  $i^{\text{th}}$  category

$E_i$  = expected number of cases in the category under the null hypothesis ( $H_0$ )

#### Correlation Analysis

The problem of measuring degree of association between two sets of scores is quite different in character from that of testing for existence of an association in some population. It is, certainly, of interest to be able to state the degree of association between two sets of scores from a given group of subjects. It is perhaps of greater interest to be able to say whether or not some observed association in a sample of scores indicates that the variables under study are most probably associated in the population from which the sample was drawn. The correlation coefficient itself represents the degree of association. Tests of the significance of that coefficient determine, at a stated level of

probability, whether the association exists in the population from which a sample was drawn to yield the data from which the coefficient was computed.

In the parametric case, the usual measure of correlation is the Pearson product-moment correlation coefficient  $r$ . This statistic requires scores which represent measurement in at least an equal interval scale. If an observed value of  $r$  is tested for significance, it is assumed that the level of measurement is met and that scores are from a bivariate normal population. Otherwise, nonparametric measures of correlation should be used, such as the Kendall rank correlation coefficient. Issue will be taken with such a fundamentalist view. A product-moment correlation will be used where a nonparametric technique is indicated. Within very broad limits, the correlation between two variables is affected little by monotonic transformations of the variables. Product-moment correlation mainly is sensitive to the rank order of subjects on two measures. As long as that rank order is not disturbed, changes in the shapes of distributions make only very small changes in the correlation. Therefore, it is not sensible to avoid more powerful methods of analysis simply because the "real" level of measurement was not used.

APPENDIX B  
QUESTIONNAIRE

**QUESTIONNAIRE**

**STUDY OF THE ATTITUDES AND PERCEPTIONS OF BLACK  
POLICE OFFICERS IN THE METROPOLITAN POLICE DEPARTMENT**

Instructions: In the space provided, please place a check (✓) mark to indicate your response to the statements of the questionnaire. A few questions require a different response, but they are self-explanatory.

**PERSONAL AND STATUS INFORMATION**

**1. Age:**

- 1. Less than 22
- 2. Between 23 and 25
- 3. Between 26 and 28
- 4. Between 29 and 31
- 5. Between 32 and 34
- 6. Between 35 and 37
- 7. Between 38 and 40
- 8. Between 41 and 43
- 9. Between 44 and 46
- 10. Between 47 and 49
- 11. 50 or over

**2. Sex:**

- 1. Male
- 2. Female

**3. Marital Status:**

- 1. Single
- 2. Married
- 3. Separated
- 4. Divorced
- 5. Widowed
- 6. Divorced and remarried

**4. Number of Children:**

- 1. None
- 2. One
- 3. Two
- 4. Three
- 5. Four
- 6. Five
- 7. Six
- 8. Seven or more

**5. Did you serve in the military service?**

- 1. Yes
- 2. No (go to question number 8)

**6. How many years?**

- 1. One
- 2. Two
- 3. Three
- 4. Four
- 5. Five
- 6. Six
- 7. Seven
- 8. Eight or more

7. What was your major assignment while in the military service?  
 \_\_\_\_\_  
 \_\_\_\_\_
8. How many years of police experience have you had totally?  
 \_\_\_\_\_ years.
9. Total years with the Metropolitan Police Department?  
 \_\_\_\_\_ years.
10. What is your present rank?  
 \_\_\_\_\_ 1. Officer  
 \_\_\_\_\_ 2. Detective  
 \_\_\_\_\_ 3. Desk Sergeant  
 \_\_\_\_\_ 4. Sergeant  
 \_\_\_\_\_ 5. Lieutenant  
 \_\_\_\_\_ 6. Captain  
 \_\_\_\_\_ 7. Inspector  
 \_\_\_\_\_ 8. Assistant Chief

11. What is your present assignment? (Where are you assigned the majority of the time?)
- |                               |                                 |
|-------------------------------|---------------------------------|
| _____ 1. Supervisor           | _____ 9. Patrol wagon           |
| _____ 2. Staff Administrator  | _____ 10. Foot patrol           |
| _____ 3. Plainclothesman      | _____ 11. Motor Scooter         |
| _____ 4. Desk Sergeant        | _____ 12. Vice Investigation    |
| _____ 5. Clerk                | _____ 13. Casual Clothes        |
| _____ 6. Patrol Signal System | _____ 14. Community Relations   |
| _____ 7. Scout Car            | _____ 15. Crime Scene Search    |
| _____ 8. Motor cycle          | _____ 16. Other (specify) _____ |

12. Where do you live?  
 \_\_\_\_\_  
 City State

13. Where did you live prior to moving to the D.C. metropolitan area?  
 \_\_\_\_\_ 19\_\_ to 19\_\_  
 City State

14. Circle the number or check the space that represents the highest number of years of schooling you have completed.
- a. High School: 1 2 3 4  
 b. High School Equivalency Diploma \_\_\_\_\_  
 c. Technical School \_\_\_\_\_  
 d. College: 1 2 3 4  
 e. Graduate School: 1 2 3 4  
 f. Major field(s) in college: \_\_\_\_\_  
 g. Minor field(s) in college: \_\_\_\_\_  
 h. What degree(s) held: \_\_\_\_\_

15. Circle the number that represents the highest number of years of schooling completed by both your mother and father (or guardians).

	Father						Mother							
Secondary School	(a)	1	2	3	4	5	6	(b)	1	2	3	4	5	6
		7	8	9	10	11	12		7	8	9	10	11	12
Post Secondary School (e.g., Technical, trade, business or commercial)	(c)	1	2	3	4	(d)	1	2	3	4				
College	(e)	1	2	3	4	(f)	1	2	3	4				
Graduate School	(g)	1	2	3	4	(h)	1	2	3	4				

16. What is your religion?  
 \_\_\_\_\_ 1. Baptist  
 \_\_\_\_\_ 2. Methodist  
 \_\_\_\_\_ 3. Seventh Day Adventist  
 \_\_\_\_\_ 4. Church of God in Christ  
 \_\_\_\_\_ 5. Catholic  
 \_\_\_\_\_ 6. Other (specify) \_\_\_\_\_

17. To which of the following organizations to you belong?  
 \_\_\_\_\_ 1. Masons  
 \_\_\_\_\_ 2. Police organization  
 \_\_\_\_\_ 3. Fraternal organization  
 \_\_\_\_\_ 4. Service club  
 \_\_\_\_\_ 5. Veterans club  
 \_\_\_\_\_ 6. Political group  
 \_\_\_\_\_ 7. Sports group  
 \_\_\_\_\_ 8. Other (specify) \_\_\_\_\_

18. List the last full time job(s) you held immediately before entering police work.
- \_\_\_\_\_ 1. \_\_\_\_\_  
 \_\_\_\_\_ 2. \_\_\_\_\_  
 \_\_\_\_\_ 3. Armed Services

19. What other kinds of work were you considering before you decided to become a police officer?  
 \_\_\_\_\_

20. What is your father's and mother's occupation? (If deceased, list their major occupations during their working years.)

	Father	Mother
a.	_____	_____
b.	_____	_____

21. At what age did you become interested in police work?  
 \_\_\_\_\_

22. Prior to becoming a police officer, whom were you acquainted with on the police force?
- \_\_\_\_\_ 1. Relative  
 \_\_\_\_\_ 2. Friend  
 \_\_\_\_\_ 3. Parent  
 \_\_\_\_\_ 4. No one (go on to number 24)

23. To what extent was your decision to become a police officer influenced by the person(s) you indicated in the above question?
- \_\_\_\_\_ 1. Greatly  
 \_\_\_\_\_ 2. Some  
 \_\_\_\_\_ 4. Very little  
 \_\_\_\_\_ 5. None

24. How did you learn of positions open for police officers in the MPD. (Check all which apply)
- \_\_\_\_\_ 1. Daily newspaper  
 \_\_\_\_\_ 2. Radio station (which one) \_\_\_\_\_  
 \_\_\_\_\_ 3. Community leader  
 \_\_\_\_\_ 4. Television station (which one) \_\_\_\_\_  
 \_\_\_\_\_ 5. Friend who is a police officer  
 \_\_\_\_\_ 6. High school counselor  
 \_\_\_\_\_ 7. Military base announcement  
 \_\_\_\_\_ 8. Police officer, but not a friend  
 \_\_\_\_\_ 9. Poster on a bus  
 \_\_\_\_\_ 10. Police recruitment program  
 \_\_\_\_\_ 11. Other (please state) \_\_\_\_\_

25. In making your decision to become a police officer, what influenced you most?

- 1. A desire to make the community better
- 2. Recognition gained from being a police officer
- 3. The power a police officer has
- 4. Job security
- 5. A chance to be a part of reducing crime
- 6. Salary
- 7. Other (please specify) \_\_\_\_\_

26. Check the blank space which best describes how your spouse and/or parents feel about your being a police officer.

	Spouse	Parents
Strongly approve	_____	_____
Approve	_____	_____
No opinion	_____	_____
Disapprove	_____	_____
Strongly disapprove	_____	_____

27. Check the most important role performed by the police. (Please check one)

- 1. Protection of life
- 2. Protection of property
- 3. Crime prevention
- 4. Control of juveniles
- 5. Maintaining order
- 6. Apprehension of criminals
- 7. Other (please specify) \_\_\_\_\_

28. What do your friends think of your being a police officer?

- 1. That it is a good job for you
- 2. That it is not a good job for you
- 3. No strong feeling either way
- 4. Other (please specify) \_\_\_\_\_

29. How satisfied are you with your job as a police officer when you compare it with other jobs you had before you entered law enforcement?

- 1. Very satisfied
- 2. Fairly satisfied
- 3. Fairly dissatisfied
- 4. Very dissatisfied

30. If you had it to do over again and knew what you know now, would you still become a police officer?

- 1. Definitely yes
- 2. Probably yes
- 3. Probably no
- 4. Definitely no

31. If answer to number 30 is "no", do you intend to remain with the Department?

- 1. Yes
- 2. No
- 3. Undecided

32. Do you feel left out as a police officer? (Check all that apply)

- 1. Within the Department
- 2. Within the community
- 3. Among friends
- 4. Among relatives
- 5. Other (please specify) \_\_\_\_\_

33. What motivated you to join the MPD? (Check all that apply)

- 1. Job Security
- 2. Pay
- 3. Fringe benefits
- 4. An opportunity to help others
- 5. An opportunity to assist in reducing crime in the community
- 6. Prestige and respect of the job
- 7. Chance to make own decisions
- 8. The variety in the work
- 9. Other (please specify) \_\_\_\_\_

34. Do you feel that you will be promoted in rank within the next five years?

- 1. Yes
- 2. No (go to number 36)

35. If "yes" to number 34, how many ranks?

- 1. One
- 2. Two
- 3. Three

36. If you are promoted in rank, what assignment would you like to have five years from now?

\_\_\_\_\_

37. If you are not promoted in rank, what assignment would you like to have five years from now?

\_\_\_\_\_

38. Outside of departmental material, have you read books or magazines about police work within the past year?

- 1. Yes
- 2. No (Go to number 40)

39. If "yes" to number 38, please list titles:

\_\_\_\_\_

\_\_\_\_\_

40. Do you subscribe to any professional law enforcement journals?

- 1. Yes
- 2. No (go to number 42)

41. If "yes" to number 40, please list titles:

\_\_\_\_\_

\_\_\_\_\_

42. Are you currently enrolled in college courses?

- 1. Yes
- 2. No

43. How many times have you been cited for a violation of a departmental regulation or order?

- 1. Zero
- 2. One
- 3. Two
- 4. Three
- 5. Four
- 6. Five or more

PERSONAL ATTITUDES AND OPINIONS

44. The police service needs more college trained career officers.
- 1. Strongly agree
  - 2. Agree
  - 3. Strongly disagree
  - 4. Disagree
45. The trouble with psychology and sociology is that they are not related to the everyday realities of the police job.
- 1. Strongly agree
  - 2. Agree
  - 3. Strongly disagree
  - 4. Disagree
46. The best officers generally have more education than the others.
- 1. Strongly agree
  - 2. Agree
  - 3. Strongly disagree
  - 4. Disagree
47. Candidates for police service should be required to complete certain college courses before being accepted for employment with the MPD.
- 1. Strongly agree
  - 2. Agree
  - 3. Strongly disagree
  - 4. Disagree
48. The police have nothing to hide and need not be concerned about public review of their work.
- 1. Strongly agree
  - 2. Agree
  - 3. Strongly disagree
  - 4. Disagree
49. The best officers are those who do as they are told by their supervisors.
- 1. Strongly agree
  - 2. Agree
  - 3. Strongly disagree
  - 4. Disagree
50. There is nothing wrong with the idea of civilian review boards if people who are fair and unbiased could be found to serve on them.
- 1. Strongly agree
  - 2. Agree
  - 3. Strongly disagree
  - 4. Disagree
51. If the police put as much effort into crime prevention as they do into investigation after a crime has been committed, we would be further ahead in reducing crime.
- 1. Strongly agree
  - 2. Agree
  - 3. Strongly disagree
  - 4. Disagree

52. Which word best describes the attitudes of most white citizens toward the police? (Check one)
- 1. Hostile
  - 2. Antagonistic
  - 3. Suspicious
  - 4. Indifferent
  - 5. Impartial
  - 6. Friendly
  - 7. Cooperative
  - 8. Other (please specify) \_\_\_\_\_
53. Which word best describes the attitudes of most Black citizens toward the police? (Check one)
- 1. Hostile
  - 2. Antagonistic
  - 3. Suspicious
  - 4. Indifferent
  - 5. Impartial
  - 6. Friendly
  - 7. Cooperative
  - 8. Other (please specify) \_\_\_\_\_
54. Which word best describes the attitudes of young people toward the police? (Check one)
- 1. Hostile
  - 2. Antagonistic
  - 3. Suspicious
  - 4. Indifferent
  - 5. Impartial
  - 6. Friendly
  - 7. Cooperative
  - 8. Other (please specify) \_\_\_\_\_
55. Public support for the police seems to be growing.
- 1. Strongly agree
  - 2. Agree
  - 3. Strongly disagree
  - 4. Disagree
56. How would you rate the job your department is doing?
- 1. Outstanding
  - 2. Good
  - 3. Adequate
  - 4. Inadequate
57. White police officers in the MPD treat Black citizens the same as they do white citizens.
- 1. Strongly agree
  - 2. Agree
  - 3. Strongly disagree
  - 4. Disagree
58. Black police officers in the MPD treat white citizens the same as they treat Black citizens.
- 1. Strongly agree
  - 2. Agree
  - 3. Strongly disagree
  - 4. Disagree

59. Police officers in the District can be trusted to look out for the needs of the poor as well as the wealthy.

- 1. Strongly agree
- 2. Agree
- 3. Strongly disagree
- 4. Disagree

60. While you may not have factual knowledge about officers accepting bribes in the MPD, in your opinion, does it:

- 1. Occur frequently
- 2. Occur sometimes
- 3. Not occur at all

61. The enforcement of department rules and regulations by superior officers is the same for both Black and white officers.

- 1. Strongly agree
- 2. Agree
- 3. Strongly disagree
- 4. Disagree

62. There is no difference between the suitability ratings given to Black and white officer.

- 1. Strongly agree
- 2. Agree
- 3. Strongly disagree
- 4. Disagree

63. Black officers can expect to be treated the same as white officers by white officials in the MPD.

- 1. Strongly agree
- 2. Agree
- 3. Strongly disagree
- 4. Disagree

64. The most difficult problem confronted by young Black police officers upon entering the MPD is: (Check one)

- 1. Adjusting to police work
- 2. Working irregular hours
- 3. Getting to work on time
- 4. Other (please specify) \_\_\_\_\_

65. Black police officers should be able to wear any hair style they please except: (Check any ones that apply)

- 1. Corn roll
- 2. Bush
- 3. Long
- 4. No restrictions
- 5. Other (please specify) \_\_\_\_\_

66. The relationship between Black and white police officers in the MPD is:

- 1. Excellent
- 2. Good
- 3. Fair
- 4. Poor
- 5. Very Bad

67. What do you think of the statistics which show that Black officers are more frequently late for work than white officers?

- 1. True
- 2. False
- 3. Do not present a complete picture

68. If you have a serious job related problem or concern, from which of the following would you feel free to ask for advice?

- 1. A white police officer
- 2. A Black police officer
- 3. A white police official
- 4. A Black police official
- 5. Any police officer

69. Which of the following do you feel should be used to describe your race? (Check one)

- 1. Afro-American
- 2. Black
- 3. Colored
- 4. Negro
- 5. Any of these

70. Do you engage in social activities (parties, dinner, dances, etc.) with white police officers?

- 1. Often
- 2. Seldom
- 3. Never

71. If you have never engaged in social activities with white police officers, what is the reason for not doing so?

- 1. I do not care to associate with them on a social basis.
- 2. I have not been invited by them.
- 3. They have turned down the invitations I have extended.
- 4. Other (please specify) \_\_\_\_\_

72. How do you feel most white police officers react to the Black awareness movement?

- 1. Positive
- 2. Negative
- 3. Can't tell

73. Do you feel that you can trust white police officers?

- 1. Most of them
- 2. Some of them
- 3. A few of them
- 4. None of them

74. Do you feel that you can trust white police officials?

- 1. Most of them
- 2. Some of them
- 3. A few of them
- 4. None of them

75. Since every leader cannot speak for every person, and every individual does not have the opportunity to speak for himself, which of the following would you choose as your spokesman?

- 1. Jesse Jackson
- 2. Roy Wilkins
- 3. Roy Innis
- 4. Julian Bond
- 5. Ralph Abernathy
- 6. Bayard Rustin
- 7. Elijah Muhammad
- 8. Huey Newton
- 9. A member of the Congressional Black Caucus  
(please specify) \_\_\_\_\_
- 10. Other (please specify) \_\_\_\_\_

76. In general, how would you describe the cooperation you receive from other Black police officers with whom you work?

- 1. Very cooperative
- 2. Cooperative
- 3. Uncooperative
- 4. Very uncooperative

77. In general, how would you describe the cooperation you receive from white police officers with whom you work?

- 1. Very cooperative
- 2. Cooperative
- 3. Uncooperative
- 4. Very uncooperative

78. Blacks are given preference in hiring over whites in the MPD.

- 1. Strongly agree
- 2. Agree
- 3. Strongly disagree
- 4. Disagree

79. Blacks are discriminated against in assignments in the MPD.

- 1. Strongly agree
- 2. Agree
- 3. Strongly disagree
- 4. Disagree

80. Do you feel that incompetent whites have been promoted over deserving Blacks in the MPD.

- 1. Yes
- 2. No

81. Do you intend to make police work your career?

- 1. Yes
- 2. No
- 3. Undecided

82. Black police officers are more likely to receive disciplinary action than whites even though they may engage in the same or similar activities.

- 1. Strongly agree
- 2. Agree
- 3. Strongly disagree
- 4. Disagree

83. I feel that my chances for promotion are:

- 1. Very good
- 2. Good
- 3. Average
- 4. Poor
- 5. Very poor

84. As a police officer, I find my job:

- 1. Very rewarding
- 2. Rewarding
- 3. Unrewarding
- 4. Very unrewarding

85. I receive adequate praise and recognition for doing a good job of police work from police officials:

- 1. Almost always
- 2. Always
- 3. Sometimes
- 4. Almost never
- 5. Never

86. There are times when I think about leaving the police force:

- 1. Very frequently
- 2. Frequently
- 3. Sometimes
- 4. Very seldomly
- 5. Seldomly

87. The police are not receiving the backing they should from the political power structure in our city.

- 1. Strongly agree
- 2. Agree
- 3. Strongly disagree
- 4. Disagree

88. Since ours is a government "of the people, by the people, and for the people," the public has a right to pass judgement on the way the police are doing their job.

- 1. Strongly agree
- 2. Agree
- 3. Strongly disagree
- 4. Disagree

89. Crime in the District is:

- 1. Increasing
- 2. About the same
- 3. Decreasing

90. What aspect of police work is the most appealing to you? (Check one)

- 1. The pay
- 2. The fringe benefits of the job (for example, retirement benefits, holiday pay, sick leave, etc.)
- 3. The prestige and respect that comes from being a police officer
- 4. The feeling that comes from helping people
- 5. The chance to make your own decisions
- 6. The variety in the work
- 7. The opportunity to help maintain law and order
- 8. Other (please specify) \_\_\_\_\_

91. What makes police work most unappealing to you? (Check one)

- 1. Police do not have necessary respect from the public.
- 2. Dealing with the public is too difficult.
- 3. The salary of police officers is insufficient.
- 4. The job of a police officer is too dangerous
- 5. Other (please specify) \_\_\_\_\_

92. How do you feel about your present wages?

- 1. Completely satisfied
- 2. Well satisfied
- 3. A little dissatisfied
- 4. Very dissatisfied

93. What is the most important problem your department faces?

- 1. Lack of manpower, inability to recruit
- 2. Inadequate equipment and facilities
- 3. Reliance on old-fashioned methods and procedures
- 4. Lack of modern technological advances
- 5. Inadequate training
- 6. Lack of understanding and support by citizens
- 7. Lack of clear cut policies
- 8. Political interference in the operations of the department

94. What is the most important problem you face as a police officer? (Check one)

- 1. Irregular hours and ill-timed vacations
- 2. Inability to relax at home; can't leave the job behind
- 3. Not enough pay
- 4. Little respect shown by others for my profession
- 5. Gradual drifting away of non-police friends
- 6. Marital difficulties connected with my work
- 7. Other (please specify) \_\_\_\_\_

95. What is the most important problem you face on the job? (Check one)

- 1. Too much paper work
- 2. Not enough freedom of judgement - too many orders, rules and regulations
- 3. Boredom
- 4. Many officers don't know what they are doing
- 5. Physical danger - brutality against the police
- 6. Ineffective supervision
- 7. Not enough chance for advancement

96. What is the most important problem confronting your profession? (Check one)

- 1. Group conflict and civil disorder
- 2. Limitations on wiretapping
- 3. Citizen review boards
- 4. Leniency of the courts in sentencing
- 5. Corruption
- 6. Developing effective methods of conforming to court decisions regarding interrogations and searches
- 7. Need for more dedicated and able officers at all levels

97. Persons who deliberately violate the law in order to attract attention to their "cause" should be arrested, searched, and booked in the same manner as other violators.

- 1. Strongly agree
- 2. Agree
- 3. Strongly disagree
- 4. Disagree

98. Some of the ideas of politeness and decency taught in police schools are unworkable under the actual conditions on the beat.

- 1. Strongly agree
- 2. Agree
- 3. Strongly disagree
- 4. Disagree

99. As long as a law is on the books, police must enforce it.

- 1. Strongly agree
- 2. Agree
- 3. Strongly disagree
- 4. Disagree

100. Preservation of the peace requires that police have the authority to order people to "move along" or "break it up" even though no law is being violated.

- 1. Strongly agree
- 2. Agree
- 3. Strongly disagree
- 4. Disagree

101. As a police officer, you have the right to take any action necessary to enforce the laws.

- 1. Strongly agree
- 2. Agree
- 3. Strongly disagree
- 4. Disagree

102. There is not much that I can do about most of the important problems that we face today.

- 1. Agree
- 2. Disagree

103. Things have become so complicated in the world today that I really don't understand what is going on.

- 1. Agree
- 2. Disagree

104. In order to get ahead in the world today, you are almost forced to do some things which are not right.

- 1. Agree
- 2. Disagree

105. I am not much interested in the TV programs, movies or magazines that most people seem to like.

- 1. Agree
- 2. Disagree

106. I often feel lonely.

- 1. Agree
- 2. Disagree

107. I don't really enjoy most of the work that I do, but I feel that I must do it in order to have the other things that I need and want.

- 1. Agree
- 2. Disagree

08. Circle the number corresponding to your belief on the following statement: (1) very serious problem; (2) rather serious; (3) moderately serious; (4) no problem.

To what extent do you consider each of the following to be a problem in the MPD?

	very serious 1	rather serious 2	moderately serious 3	no problem 4
1. Need for more Black officers .....	1	2	3	4
2. Conflict between Black and white officers .....	1	2	3	4
3. Not enough information about Black culture in the Department's training program .....	1	2	3	4
4. Pressures to make arrests .....	1	2	3	4
5. Pressures to write citations .....	1	2	3	4
6. Black officers getting to work on time .....	1	2	3	4
7. Discrimination in assignment .....	1	2	3	4
8. The manner in which Black officers treat Black citizens .....	1	2	3	4
9. The manner in which white officers treat Black citizens .....	1	2	3	4
10. The small number of Black supervisors and administrators .....	1	2	3	4
11. Discrimination against Black officers in disciplinary matters .....	1	2	3	4

109. To what extent do you consider each of the following to be a problem of concern to you?

	very serious 1	rather serious 2	moderately serious 3	no problem 4
1. Black citizens expect you to give them a break .....	1	2	3	4
2. Pressures from Black militants .....	1	2	3	4
3. Not as much socializing as you would like with white officers .....	1	2	3	4
4. White officers do not trust you .....	1	2	3	4
5. Loss of friends because you are a police officer .....	1	2	3	4
6. Lack of unity among Black officers .....	1	2	3	4
7. Lack of promotional opportunities .....	1	2	3	4
8. Being compared with other Black officers instead of simply other officers .....	1	2	3	4
9. Having to work overtime .....	1	2	3	4

COMMENTS:

APPENDIX C  
A SELECTED BIBLIOGRAPHY

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