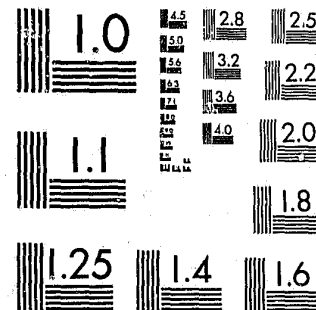


National Criminal Justice Reference Service

ncjrs

This microfiche was produced from documents received for inclusion in the NCJRS data base. Since NCJRS cannot exercise control over the physical condition of the documents submitted, the individual frame quality will vary. The resolution chart on this frame may be used to evaluate the document quality.



MICROCOPY RESOLUTION TEST CHART
NATIONAL BUREAU OF STANDARDS-1963-A

Microfilming procedures used to create this fiche comply with the standards set forth in 41CFR 101-11.504.

Points of view or opinions stated in this document are those of the author(s) and do not represent the official position or policies of the U. S. Department of Justice.

National Institute of Justice
United States Department of Justice
Washington, D. C. 20531

4-23-82

U.S. Department of Justice
National Institute of Justice

This document has been reproduced exactly as received from the person or organization originating it. Points of view or opinions stated in this document are those of the authors and do not necessarily represent the official position or policies of the National Institute of Justice.

Permission to reproduce this copyrighted material has been granted by

PUBLIC DOMAIN / LEAA

to the National Criminal Justice Reference Service (NCJRS).

Further reproduction outside of the NCJRS system requires permission of the copyright owner.

DISTRICT OF COLUMBIA -
REPORT OF PUBLIC OPINION SURVEY
CONCERNING RANK CHANGE IN THE
METROPOLITAN POLICE DEPARTMENT

NCJRS

MAY 24 1977

ACQUISITIONS

James M. Kretz

This research was initiated and facilitated by the Washington Metropolitan Police Department.

Prepared under Grant 74NI-99-0036 from the National Institute of Law Enforcement and Criminal Justice, Law Enforcement Assistance Administration, U. S. Department of Justice.

Points of view or opinions stated in this document are those of the author and do not necessarily represent the official position or policies of the U. S. Department of Justice.

BUREAU OF SOCIAL SCIENCE RESEARCH, INC.
1990 M Street, N. W.
Washington, D. C. 20036

July, 1975

41379

Originally, the study of possible costs and benefits to be realized if the Washington Metropolitan Police were to change its rank titles and insignia entailed four separate but coordinated data collection efforts. These were:

1. Exploratory interviews within two departments which had adopted nonmilitary titles plus exploratory interviews within the MPD;
2. A survey of the adult District of Columbia population with regard to the issues involved;
3. A census of the MPD regarding possible changes in titles and/or insignia; and,
4. Interviews with 100 to 125 community group leaders from the District of Columbia, i.e., interviews with "opinion leaders."

The first data collection effort carried out was reported in the Rank Change Project's interim report (BSSR, 1974). The second effort was accomplished through the facilities of The Washington Survey and is the major topic of the following report. The census of the MPD proceeded to the point of producing a semifinal draft questionnaire and is included here in Appendix A. The final data collection effort had hardly begun prior to the project's termination 30 April, 1975.

During the first four months of 1975 a sample survey of the District of Columbia was designed and implemented. The sampling design involved using a 700 case, area probability sample with age/sex quotas in its final stage. Usable data were collected from 641 respondents, or 92 percent of the desired number. A copy of the in-person interview schedule is included in Appendix B.

Surveying attitudes toward a subject not likely to be salient for the respondent entails various difficulties and procedures to deal with them. First, evaluating stated preferences for particular titles and the reasons for those preferences requires at least minimal information with regard to the respondent's first hand experience with the police. Second, one may hold more or less well formulated views toward a general topic and yet have never considered more detailed aspects of that same topic. This was the basic reason, for example, for presenting respondents with a choice of photographs of a standard MPD uniform and a possible blazer uniform. Overall uniform style was considered to be a more general approach to the issue of demilitarization of the MPD than alternate titles for the basic line position. In general, though the interviews topical coverage was rather broad, it provided information concerning experience with the MPD, knowledge of the MPD rank titles, and preferences with regard to titles and related issues.

Experience with the MPD

Almost half the sample (48%) reporting having had at least one contact with the police within the preceding year. This varied from police district to police district, from 60 percent of those residing in the 2nd District reporting at least one contact to 34 percent in the 6th District; and by race, 41 percent of all black respondents reporting contact compared to 61 percent among whites. Of the 304 respondents who had been in contact with the MPD, slightly more than 65 percent had initiated the most recent contact, and 77 percent reported that they had been generally satisfied with the treatment they had received from the police. This again varied by race. While 72 percent of black respondents reported having been satisfied with the treatment received, 86 percent

of the whites reported satisfaction. Of those reporting dissatisfaction or mixed responses, 7 blacks and 6 whites attributed this to rudeness on the part of the officer, 14 blacks but only 2 whites cited a failure to respond at all or a tardy response to a call for service as the reasons for their dissatisfaction.

More central to the concerns of this project however, is the finding that only 34 percent of those who had been in contact with the MPD could recall the rank of the officer with whom they had dealt, and of these 102 respondents, 9 cited ranks not currently in use by the MPD.

Knowledge of MPD

To elicit the respondent's knowledge of the MPD's current rank titles each was asked to rank four titles in order of status. Table I presents the responses to this question.

The actual status hierarchy of titles is presented in the column headings of Table I, reading from left to right. Clearly, the public confused the status associated with the titles of "assistant" and "deputy chief" and evidenced some confusion regarding the lowest status titles. Overall, no more than 23 percent could have ranked correctly all four titles.

Table II presents the percentage of respondents attributing the correct rank to each of the four titles by whether or not the respondent had had at least one contact with the MPD during the past year. Negligible percentage differences in accuracy can be attributed to direct contact with the police.

TABLE I^a

PERCENTAGE OF RESPONDENTS RANKING FOUR MPD TITLES
(* = Correct status attributed to title)

Ranked	Title			
	Assistant Chief	Deputy Chief	Inspector	Captain
Highest	23*	40	19	19
Second Highest	46	34*	11	9
Third Highest	20	18	33*	28
Fourth Highest	11	8	36	44*
Total	100	100	99	100

^aBecause rankings are sensitive to the order in which alternatives are presented, the order of presentation was randomized for each interview. While this procedure does not eliminate bias due to order of presentation for a particular respondent, it will be cancelled in the aggregate for the sample as a whole.

TABLE II

PERCENTAGE ATTRIBUTING CORRECT RANK TO EACH TITLE
BY DIRECT EXPERIENCE WITH THE MPD

	Assistant Chief	Deputy Chief	Inspector	Captain
Direct contact within past year	23.3	32.4	35.7	46.6
No direct contact within past year	23.2	36.2	31.5	40.8

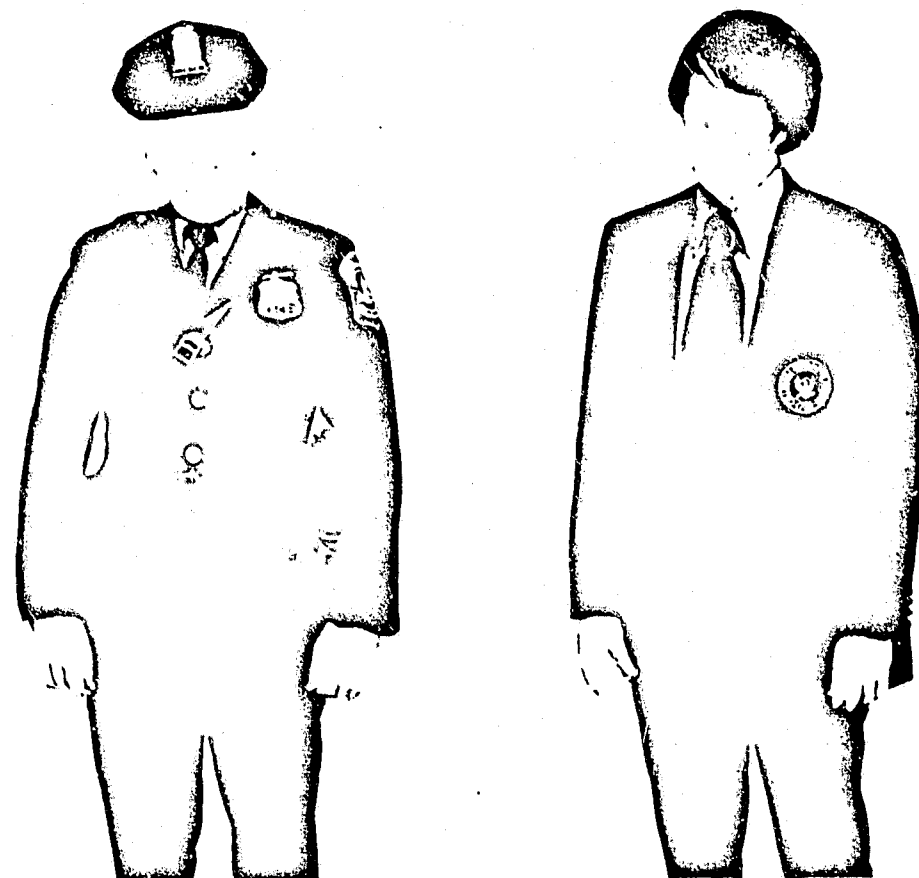
In a similar vein, respondents who reported having seen incidents at which several officers had been present only 19 percent claimed to

have been able to tell which officer was in charge. Of these 75 respondents, 44 claimed to have made this determination based upon the officer's demeanor while 27 based their decision upon visible insignia.

Clearly, the public is neither particularly cognizant of nor knowledgeable about the MPD rank titles, structure, or insignia. Indeed, several officers interviewed earlier claimed that new patrolmen were frequently confused about the rank insignia worn by the three highest MPD ranks.

Style Preference

Although respondents did not evidence extensive knowledge of MPD rank titles, they did report a clear preference for the current MPD style uniforms, use of insignia, and highest or lowest rank titles. Each respondent was shown the photograph below and asked which style uniform they preferred.



The majority selected the current MPD uniform. Table III presents the percentage preferring the current uniform, with variation by police district, race, sex and direct contact.

TABLE III
PERCENTAGE PREFERRING MPD UNIFORM

District 1	75
2	75
3	76
4	75
5	84
6	62
7	78
Race: Black	77
White	74
Sex: Male	78
Female	74
Contact: Yes	72
No	79

More than 55 percent of the 473 who selected the current uniform cited "visibility" as the reason for their preference, and almost 40 percent gave some normative explanation such as "that's how they should look." Among those preferring the blazer style uniform, the most frequent reason cited (by 42%) was that the blazer presented a less threatening image. In keeping with the general preference for the military style uniform, 54 percent of all respondents preferred the use of military titles to nonmilitary titles, and 79 percent preferred the use of rank insignia compared to 7 percent who preferred dropping the use of ranking insignia. Of the 546 respondents who had a definite

preference regarding the use of insignia, 52 percent claimed theirs was a "strong preference" rather than a "moderate" or "weak" preference.

All respondents were presented with lists of alternate titles for the highest and lowest positions in the MPD. The most frequent single choices were "Chief of Police" (42%) and "Police Officer" (32%) respectively. A complete distribution of responses is given in Appendix B.

In general, the public:

1. Is not very knowledgeable about current MPD rank titles;
2. Prefers the use of insignia; and
3. Prefers military to nonmilitary style uniforms and titles.

APPENDIX A

DRAFT MPD CENSUS QUESTIONNAIRE

Bureau of Social Science Research, Inc.
1990 M Street, N.W., Washington, D.C. 20036
(202) 223-4300

February, 1975

Dear Officer:

In January, 1974, past Chief Wilson distributed a circular dealing with changing the MPD's rank structure and related issues. Because such changes--from military rank titles to job related titles, for example--would effect every officer, every member and official is urged to complete and return this questionnaire.

Your answers are strictly confidential and will be used only in statistical summaries. The mailing label on the front cover is for clerical content only and insures that you do not receive repeated requests for your cooperation. All labels are removed upon receipt and are destroyed unless you choose to receive a summary of results from this survey.

Please take about 15 minutes to complete this questionnaire. There are no right or wrong answers and each question can be answered by circling a number or writing a number in a box. To return the completed questionnaire, simply fold over the back cover, seal it, and deposit it in a mail box. No postage is necessary.

If you have any questions regarding this study please feel free to contact Mr. Ian Smethurst or me at 223-4300.

Thank you for your cooperation.

Sincerely yours,

James M. Kretz
Project Director

THE BUREAU OF SOCIAL SCIENCE RESEARCH is a nonprofit institution devoted to research and training in the social sciences. Established in 1960 as a university affiliated research center, the Bureau was separately incorporated in the District of Columbia in 1966.

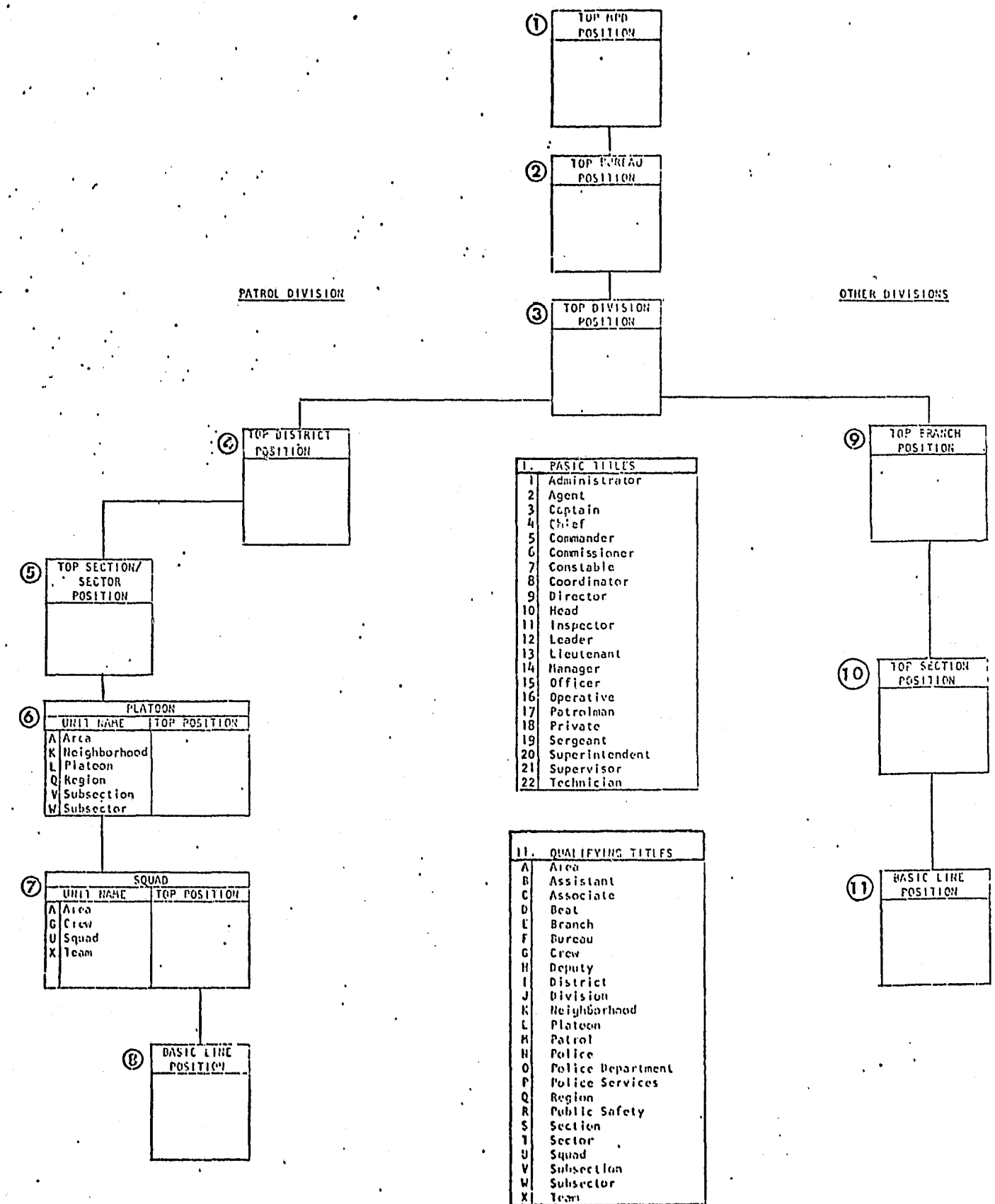
THE RESEARCH PROGRAM of the Bureau has ranged over a wide spectrum in the social sciences, including:

- local community studies
- education
- social problems and social welfare
- health care
- manpower training
- crime victimization and law enforcement

RELEVANT RESEARCH recently completed or currently in progress includes:

- survey of health insurance coverage
- Neighborhood Legal Services support project
- survey of NHTSA training programs
- effects of financial aid on ex-prisoners
- nationwide attitudes toward television
- Southern migrants to a Northern city
- study programs and early career patterns of doctoral candidates

ORGANIZATIONAL CHART OF THE WASHINGTON METROPOLITAN POLICE DEPARTMENT FOR THE SELECTION OF RANK TITLES



2. The following list presents possible titles for the top position in an MPD bureau. Please read the entire list. Write the number of the title you think is best in the top box below. Then write the numbers of your second choice and third choice titles in the next two boxes. Finally, write the number of the worst title in the last box.

- | | |
|------------------------------|---|
| 1. Manager of X Bureau | 10. Deputy Chief of Police |
| 2. Head of X Bureau | 11. Director of X Bureau |
| 3. X Bureau Manager | 12. Bureau Director for X |
| 4. X Bureau Director | 13. Coordinator of X |
| 5. X Bureau Head | 14. Assistant Chief for X Bureau |
| 6. Bureau Chief | 15. Assistant Chief of Police |
| 7. X Bureau Commander | 16. Assistant Police Commissioner for X |
| 8. X Bureau Coordinator | 17. Associate Chief for X |
| 9. Deputy Chief for X Bureau | |

FIRST CHOICE TITLE:

SECOND CHOICE TITLE:

THIRD CHOICE TITLE:

WORST TITLE:

Please specify any other title you would best like for the top position in a bureau.

3. Each of the MPD's bureaus is subdivided into divisions. The following list presents several possible titles for the top position in a division. Please read the entire list. Write the number of your first choice in the top box below. Write the numbers of your second and third choices in the next two boxes. Finally, write the number of the worst title in the bottom box.

- | | |
|---------------------------|------------------------------------|
| 1. X Division Chief | 8. X Commander |
| 2. X Division Head | 9. Deputy Chief for X Division |
| 3. X Division Commander | 10. Director of X Division |
| 4. X Division Director | 11. Chief of X |
| 5. X Division Head | 12. Commander of X |
| 6. X Division Manager | 13. Assistant Chief of Police |
| 7. X Division Coordinator | 14. Assistant Chief for X Division |

FIRST CHOICE TITLE:

SECOND CHOICE TITLE:

THIRD CHOICE TITLE:

WORST TITLE:

Please specify any other title you would most prefer for the top position in a division.

4. Please read the list of possible titles for the top position in a district. Write the number of the title you think best in the top box below. Write the numbers of your second and third choices in the next two boxes. Finally, write the number of the worst title in the last box.

- | | |
|-----------------------|----------------------------|
| 1. District Chief | 5. District Manager |
| 2. District Commander | 6. District Coordinator |
| 3. District Head | 7. District Superintendent |
| 4. District Director | 8. District Inspector |

FIRST CHOICE TITLE:

SECOND CHOICE TITLE:

THIRD CHOICE TITLE:

WORST TITLE:

Please specify any other title you would most prefer for the top position in a district.

5. Each of the seven districts is divided into sections with the exception of those divided into sectors. Please read the list of possible titles for the top position in a sector or section. Write the number of the title you think is best in the first box below. Then write the numbers of your second and third choices in the next two boxes. Finally, write the number of the worst title in the last box.

- | | |
|-------------------------------|-------------------------------|
| 1. Section/Sector Commander | 7. Section/Sector Director |
| 2. Section/Sector Chief | 8. Section/Sector Inspector |
| 3. Section/Sector Head | 9. Section/Sector Leader |
| 4. Section/Sector Manager | 10. Deputy District Inspector |
| 5. Section/Sector Supervisor | 11. Deputy District Chief |
| 6. Section/Sector Coordinator | 12. Deputy District Commander |

FIRST CHOICE TITLE:

SECOND CHOICE TITLE:

THIRD CHOICE TITLE:

WORST TITLE:

Please specify any other title you would most prefer for the top position in a section or sector.

6. Patrol sections are now divided into platoons. Listed below are other possible terms which could be used to designate this administrative unit. Please write the number of the term you like best in the box below.

- | | |
|-----------------|--------------|
| 1. Area | 5. Subsector |
| 2. Neighborhood | 6. Segment |
| 3. Region | 7. Platoon |
| 4. Subsection | |

Number of your first choice term for this administrative unit.

7. Keeping in mind your choice in the question above, which of the possible titles below would you prefer for the top position in this administrative unit? ("X" stands for the word you selected above.)

- | | |
|------------------|-------------------------------------|
| 1. X Commander | 8. X Manager |
| 2. X Chief | 9. X Inspector |
| 3. X Head | 10. Deputy Section/Sector Commander |
| 4. X Leader | 11. Deputy Section/Sector Chief |
| 5. X Supervisor | 12. Deputy Section/Sector Head |
| 6. X Director | 13. Deputy Section/Sector Director |
| 7. X Coordinator | |

FIRST CHOICE TITLE:

SECOND CHOICE TITLE:

THIRD CHOICE TITLE:

WORST TITLE:

8. Listed below are several alternative titles for the top position in what is now called a squad. Please read the entire list and write the numbers of your first, second, and third choices in the boxes below. Write the number of the worst title in the last box.

- | | |
|-----------------------|----------------------|
| 11. Squad Chief | 21. Area Chief |
| 12. Squad Leader | 22. Area Leader |
| 13. Squad Commander | 23. Area Commander |
| 14. Squad Director | 24. Area Director |
| 15. Squad Manager | 25. Area Manager |
| 16. Squad Supervisor | 26. Area Supervisor |
| 17. Squad Coordinator | 27. Area Coordinator |
| 31. Team Chief | 41. Crew Chief |
| 32. Team Leader | 42. Crew Leader |
| 33. Team Commander | 43. Crew Commander |
| 34. Team Director | 44. Crew Director |
| 35. Team Manager | 45. Crew Manager |
| 36. Team Supervisor | 46. Crew Supervisor |
| 37. Team Coordinator | 47. Crew Coordinator |

FIRST CHOICE TITLE:

SECOND CHOICE TITLE:

THIRD CHOICE TITLE:

WORST TITLE:

Please specify any other title for this position you would most prefer.

9. Listed below are possible alternative titles for the most basic line position in the MPD. Please write the numbers of your first, second, and third choices in the boxes below. Write the number of the worst title in the last box.

- | | |
|----------------------|---------------------------------|
| 1. Police Agent | 8. Public Safety Officer |
| 2. Police Operative | 9. Public Security Officer |
| 3. Patrol Technician | 10. District Security Officer |
| 4. Patrolman | 11. Neighborhood Safety Officer |
| 5. Police Officer | 12. Primary Officer |
| 6. Beat Commander | 13. Constable |
| 7. Beat Director | |

FIRST CHOICE TITLE:

SECOND CHOICE TITLE:

THIRD CHOICE TITLE:

WORST TITLE:

Please specify any other title you would most prefer for the basic line position in the MPD.

10. Think about the last several times you talked with citizens. Did they usually address you as "Officer," "Mister," or by rank title?

- | | |
|--|---|
| Citizens usually address you by "Officer". | 1 |
| Citizens usually address you by "Mister" | 2 |
| Citizens usually address you by "Sir". | 3 |
| Citizens usually address you by rank | 4 |

11. Some officers believe that doing away with military rank titles will cause discipline problems, others believe it would have the opposite effect, and some think it would not affect discipline at all. What is your opinion? Would you say that doing away with rank titles and calling everyone either "Officer" or "Mister" would reduce discipline problems, increase discipline problems, or have no effect upon discipline?

- | | |
|--|---|
| Reduce discipline problems | 1 |
| Have no effect on discipline | 2 |
| Increase discipline problems | 3 |

12. When speaking with citizens or superiors, officers usually refer to one another by rank title. For example, "You'll have to talk to Sergeant Jones about that." Or "Captain, can I talk to you for a minute?" Job related titles like those presented in the first several questions cannot easily be used as forms of address. For example, you would not call a particular official "Watch Commander Smith." Suppose that all officers, regardless of rank, were addressed as "Officer _____" or "Mr. (or Ms.) _____."

- | | More | About
Same | Less |
|--|------|---------------|------|
| a. Would you expect to get more, less, or about the same respect from citizens as you do now? | 1 | 2 | 3 |
| b. Would you expect dealing with citizens to become more difficult, less difficult, or stay about the same as it is now? | 1 | 2 | 3 |
| c. Would you expect dealing with superior officers to become more comfortable, less comfortable, or stay about the same as it is now? | 1 | 2 | 3 |
| d. Would you expect officials to have to work harder, work less or about the same as they do now to maintain discipline while at the scene of a crime? | 1 | 2 | 3 |
| e. Would you expect officials to have to work harder, work less, or about the same as they do now to maintain discipline at other times (not at the scenes of crimes)? | 1 | 2 | 3 |
| f. Would you expect to get more, less, or about the same respect you get now while appearing in court? | 1 | 2 | 3 |
| g. Would you expect to get more respect, less respect, or about the same respect as you get now from police officers of other jurisdictions? | 1 | 2 | 3 |

13. Suppose the current military rank titles were to be replaced by a set of job related titles such as the ones presented in the first nine questions. Would you prefer that all sworn personnel be addressed as "Officer" or as "Mister/Ms."

Officer 1
Mister. 2

14. If you would prefer some other standard form of address, please specify it below.

15. Would you prefer all sworn personnel to wear the same color shirt and badge or would you prefer that the current white shirt-blue shirt and gold badge-silver badge distinction be kept?

Badge:

Prefer all personnel to wear gold badge 1
Prefer all personnel to wear silver badge 2
Prefer that current distinction be maintained 3

Shirt:

Prefer all personnel to wear white shirt. 1
Prefer all personnel to wear blue shirt 2
Prefer that current distinction be maintained 3

16. Some officers claimed that the arrival of a "white shirt" at a tense crowd situation had a generally calming effect on the crowd, other officers claim that this was not so. Generally, what has your experience been? Would you say that the arrival of a "white shirt" usually has a calming effect, has no particular effect, or makes the situation worse?

Calming effect. 1
No particular effect. 2
Makes the situation worse 3

17. Consider the last time you arrived on the scene of a crime at which more than one official was already present. In finding out who was in command of the situation, did you look for a "white shirt," look at the rank insignia, ask a fellow officer of your rank who was in charge, or ask the first officer you see?

Relied upon recognizing officials by face 1
Looked for a "white shirt". 2
Looked for the highest rank insignia present. 3
Asked a fellow officer of the same rank 4
Asked the first officer you saw 5

18. Suppose the MPD no longer used sleeve strips and shoulder pins to indicate rank, but used only the white and blue shirts and the gold and silver badges. Would you expect this to make it more difficult to determine who was in charge of a crime scene, less difficult or make no difference?

More difficult to determine who was in charge 1
Make no difference. 2
Less difficult to determine who was in charge 3

19. Rank Insignia.

20. The next three questions deal with your experiences on the MPD compared to those who joined the force at about the same time you did.

- a. Have you had better assignments, worse assignments or about the same kind of assignments as most?

Better assignments 0
About the same 1
Worse assignments. 2

- b. Have you advanced more quickly than most, less quickly, or at about the same rate as most?

Advanced more quickly. 0
About same rate. 1
Advanced less quickly. 2

- c. Compared to those who joined the MPD at about the same time you did, have you had better supervisors, worse supervisors, or about the same quality supervisors as most?

Better supervisors 0
About the same quality 1
Worse supervisors. 2

21. The next five questions deal with how you feel about your job compared with how your relatives feel about their jobs. Consider your relatives of the same sex as yourself, who are employed, such as brothers, cousins, brothers-in-law and so on.

	More	About Same	Less
a. Do you earn more, less, or about the same amount of money?	1	2	3
b. Does your job involve more, less, or about the same amount of responsibility?	1	2	3
c. Are you more proud, less proud, or about as proud of your job as they are of their jobs?	1	2	3
d. While on the job, do you get more, less or about as much respect from the people you deal with as they do?	1	2	3
e. In general, are you more satisfied, less satisfied or about as satisfied with your job as they are with theirs?	1	2	3

22. The next five questions deal with how you feel about your job with the MPD compared to how your off-duty time friends feel about their jobs.

	More	About Same	Less
a. Do you earn more, less or about the same amount of money?	1	2	3
b. While on duty, does your job involve more, less or about the same amount of responsibility?	1	2	3
c. Are you more proud, less proud, or about as proud of your job as they are of their jobs?	1	2	3
d. While on the job, do you get as much respect, less respect or about the same level of respect from the people you deal with as they do?	1	2	3
e. In general, are you more satisfied, less satisfied or about as satisfied with your job as they are with their jobs?	1	2	3

23. Compared to your neighbors, do you receive more, less or about the same status and respect for being a police officer as they do because of their jobs?

More status and respect	0
About as much status and respect	1
Less status and respect	2

IF "LESS RESPECT," ANSWER QUESTION 24

24. Would you say this bothers you very much, some or not at all?

Very much	0
Some	1
Not at all	2

25. Compared with other public employees who earn about the same salary, do you receive more, less, or about the same respect from the public?

More respect.	0
About the same respect.	1
Less respect.	2

IF "LESS RESPECT," ANSWER QUESTION 26

26. Would you say this bothers you very much, some or not at all?

Very much	0
Some.	1
Not at all.	2

27. Compared with other people you know who have the same level of education you do, do you consider yourself more successful than most, less successful than most or about as successful?

More successful	0
About the same	1
Less successful	2

28. The next five questions deal with how you feel about your job with the MPD compared to how your wife/husband feels about your job with the MPD.

	More	About Same	Less
a. Are you more proud, less proud, or about as proud of your job as your wife/husband is proud of your job?	1	2	3
b. Are you more satisfied, less satisfied, or about as satisfied, with the amount of money you earn as your wife/husband?	1	2	3
c. Are you more satisfied, less satisfied or about as satisfied as your wife/husband, with your rate of advancement in the department?	1	2	3
d. In general, are you more satisfied, less satisfied, or about as satisfied as your wife/husband with your occupation as a police officer?	1	2	3
e. Are you more satisfied, less satisfied, or about as satisfied as your wife/husband is with your work schedule?	1	2	3

29. All in all, how satisfied would you say you are with your job? Would you say:

Very satisfied	0
Somewhat satisfied	1
Not too satisfied.	2
Not at all satisfied	3

30. If a good friend of yours told you he was interested in working for the Metropolitan Police Department, what would you tell him? Would you:

Strongly recommend it.	0
Have doubt about recommending it	1
Advise him against it.	2

31. If you had to decide all over again whether to join the MPD, what would you decide? Would you:

Decide without hesitation to join.	0
Have some second thoughts about joining.	1
Decide definitely <u>NOT</u> to join.	2

32. Taking everything into consideration, how likely is it that you will make a real effort to find a new job outside the MPD within the next year?

Very likely.	0
Somewhat likely.	1
Not at all likely.	2

33. In general, how well would you say that your job measures up to the sort of job you wanted when you started with the MPD?

Very much like the job I wanted.	0
Somewhat like the job I wanted	1
Not very much like the job I wanted.	2

34. On most days on duty, how often does time seem to drag for you--often, sometimes, rarely, never?

Often.	0
Sometimes.	1
Rarely	2
Never.	3

35. Here are some things people consider when thinking about their job. For each item please indicate your level of satisfaction. Either Very Satisfied (VS), Somewhat Satisfied (SS) Somewhat Dissatisfied (SD), or Very Dissatisfied (VD).

	VS	SS	SD	VD
a. All in all, how satisfied are you with your immediate supervisor?	1	2	3	4
b. All in all, how satisfied are you with the officers you work with everyday?	1	2	3	4
c. How satisfied are you with your pay?	1	2	3	4
d. How satisfied do you feel with your chances for getting ahead in the department?	1	2	3	4

36. The following are some statements that might describe a person's work. How much are these like your current assignment?

	<u>A</u> <u>Lot</u>	<u>Some-</u> <u>What</u>	<u>A</u> <u>Little</u>	<u>Not</u> <u>At All</u>
A job where you know what others expect of you. Would you say this is a lot, some-what or not at all like your job?	0	1	2	3
An assignment where there is always a great deal of work to be done?	0	1	2	3
An assignment where you have a lot to say over what happens?	0	1	2	3
An assignment that lets you use the skills and knowledge you learned in school and the academy?	0	1	2	3
An assignment where there is NOT enough time to get things done?	0	1	2	3

37. The following set of questions are about your immediate supervisor. For each statement, please indicate whether you strongly agree (SA), agree (A), disagree (D), or strongly disagree (SD), with it.

	<u>SA</u>	<u>A</u>	<u>D</u>	<u>SD</u>
My immediate supervisor:				
Is admired and respected by all of his men.	0	1	2	3
Praises his men for a job well done	0	1	2	3
Ignores opinions of those who disagree with him	0	1	2	3
Is friendly and easy to approach.	0	1	2	3
Always backs up his men	0	1	2	3
Listens to what you have to say	0	1	2	3
Encourages people to do their best.	0	1	2	3
Takes the credit when others do good work	0	1	2	3
Sets an example by working hard himself	0	1	2	3
Offers new ideas for solving job-related problems.	0	1	2	3
Ignores the feelings of his men	0	1	2	3
Is willing to listen to your problems	0	1	2	3
Maintains high standards of performance	0	1	2	3
Frequently reminds his men of his rank.	0	1	2	3
Encourages his men to take action without waiting for detailed review and approval.	0	1	2	3
Treats his men with respect	0	1	2	3
Is not always fair in judging his men's work.	0	1	2	3
Encourages his men to exchange ideas and information	0	1	2	3
Shows his men how to improve their performance.	0	1	2	3
Often threatens his men	0	1	2	3
Needs his rank to maintain discipline	0	1	2	3
Leaves his men alone to do their job.	0	1	2	3

38. Would you say you work harder, less hard or about the same as other officers with similar assignments?

Work harder.	0
About the same	1
Work less hard	2

39. How often do you do some extra work which isn't required of you? Would you say you do this often, sometimes, rarely or never?

Often.	0
Sometimes.	1
Rarely	2
Never.	3

40. In the last year have you made any written suggestions on how work methods or procedures could be improved?

Yes.	0
No	1

IF "YES" ANSWER QUESTIONS 41-42

41. Did you receive any form of notification that your last suggestion was being considered?

Yes.	0
No	1

42. Was your suggestion followed?

Yes.	0
No	1

On the following and on three other pages in this questionnaire, you will find a concept and several descriptive scales. Please rate the concept on each of these scales. For example, if you feel the concept is very closely related to one end of the scale you should circle as follows:

TALL | ① | 2 | 3 | 4 | 5 | 6 | 7 | SHORT

OR

TALL | 1 | 2 | 3 | 4 | 5 | 6 | ⑦ | SHORT

If you feel the concept closely related to one or the other end of the scale, you should circle as follows:

TALL | 1 | ② | 3 | 4 | 5 | 6 | 7 | SHORT

OR

TALL | 1 | 2 | 3 | 4 | 5 | ⑥ | 7 | SHORT

If the concept is only slightly related to one or the other end of a scale, circle as follows:

TALL | 1 | 2 | ③ | 4 | 5 | 6 | 7 | SHORT

OR

TALL | 1 | 2 | 3 | 4 | ⑤ | 6 | 7 | SHORT

Please be sure to circle only one number per scale, be sure you rate the concept at the top on every scale, and use only one circle for each scale.

AS A POLICE OFFICER, I AM

GOOD | 1 | 2 | 3 | 4 | 5 | 6 | 7 | BAD

UNFAIR | 1 | 2 | 3 | 4 | 5 | 6 | 7 | FAIR

SUCCESSFUL | 1 | 2 | 3 | 4 | 5 | 6 | 7 | UNSUCCESSFUL

DULL | 1 | 2 | 3 | 4 | 5 | 6 | 7 | SHARP

ACTIVE | 1 | 2 | 3 | 4 | 5 | 6 | 7 | PASSIVE

BAD | 1 | 2 | 3 | 4 | 5 | 6 | 7 | GOOD

IMPORTANT | 1 | 2 | 3 | 4 | 5 | 6 | 7 | UNIMPORTANT

WEAK | 1 | 2 | 3 | 4 | 5 | 6 | 7 | STRONG

VALUABLE | 1 | 2 | 3 | 4 | 5 | 6 | 7 | WORTHLESS

SMALL | 1 | 2 | 3 | 4 | 5 | 6 | 7 | LARGE

FAST | 1 | 2 | 3 | 4 | 5 | 6 | 7 | SLOW

LOW STATUS | 1 | 2 | 3 | 4 | 5 | 6 | 7 | HIGH STATUS

"AS A POLICE OFFICER, MY IMMEDIATE
SUPERVISOR THINKS I AM"

GOOD	1	2	3	4	5	6	7	BAD
UNFAIR	1	2	3	4	5	6	7	FAIR
SUCCESSFUL	1	2	3	4	5	6	7	UNSUCCESSFUL
DULL	1	2	3	4	5	6	7	SHARP
ACTIVE	1	2	3	4	5	6	7	PASSIVE
BAD	1	2	3	4	5	6	7	GOOD
IMPORTANT	1	2	3	4	5	6	7	UNIMPORTANT
WEAK	1	2	3	4	5	6	7	STRONG
VALUABLE	1	2	3	4	5	6	7	WORTHLESS
SMALL	1	2	3	4	5	6	7	LARGE
FAST	1	2	3	4	5	6	7	SLOW
LOW STATUS	1	2	3	4	5	6	7	HIGH STATUS

"AS A POLICE OFFICER, MY BEST FRIEND
IN THE DEPARTMENT THINKS I AM"

GOOD	1	2	3	4	5	6	7	BAD
UNFAIR	1	2	3	4	5	6	7	FAIR
SUCCESSFUL	1	2	3	4	5	6	7	UNSUCCESSFUL
DULL	1	2	3	4	5	6	7	SHARP
ACTIVE	1	2	3	4	5	6	7	PASSIVE
BAD	1	2	3	4	5	6	7	GOOD
IMPORTANT	1	2	3	4	5	6	7	UNIMPORTANT
WEAK	1	2	3	4	5	6	7	STRONG
VALUABLE	1	2	3	4	5	6	7	WORTHLESS
SMALL	1	2	3	4	5	6	7	LARGE
FAST	1	2	3	4	5	6	7	SLOW
LOW STATUS	1	2	3	4	5	6	7	HIGH STATUS

"AS A POLICE OFFICER, MY WIFE/HUSBAND
THINKS I AM"

GOOD	1	2	3	4	5	6	7	BAD
UNFAIR	1	2	3	4	5	6	7	FAIR
SUCCESSFUL	1	2	3	4	5	6	7	UNSUCCESSFUL
DULL	1	2	3	4	5	6	7	SHARP
ACTIVE	1	2	3	4	5	6	7	PASSIVE
BAD	1	2	3	4	5	6	7	GOOD
IMPORTANT	1	2	3	4	5	6	7	UNIMPORTANT
WEAK	1	2	3	4	5	6	7	STRONG
VALUABLE	1	2	3	4	5	6	7	WORTHLESS
SMALL	1	2	3	4	5	6	7	LARGE
FAST	1	2	3	4	5	6	7	SLOW
LOW STATUS	1	2	3	4	5	6	7	HIGH STATUS

The following questions are based upon various suggestions of how to make the Patrol Division a better assignment.. Please read each suggestion and indicate whether you strongly approve (SA), approve, (A), disapprove (D) or strongly disapprove (SD) of it.

SA A D SD

Create the honorary title of "Master Patrolman" and sleeve patch for patrolmen who do outstanding work 0 1 2 3

Permit only members of the Patrol Division and various Special Operations Units to wear the MPD uniform. 0 1 2 3

Add one point to promotion test or evaluation scores for those in the Patrol Division 0 1 2 3

Except for special details, assign patrolmen to the same beat every day so that each comes to be responsible for a particular area. . . 0 1 2 3

Arrange work schedules to make it easier to attend college classes . 0 1 2 3

If you have any suggestions for ways to make the Patrol Division a better assignment please describe them below.

BACKGROUND AND PROFESSIONAL EXPERIENCE

AGE AT LAST BIRTHDAY.....

SEX.....MALE.....0
FEMALE.....1

RACE.....WHITE.....0
BLACK.....1

MARITAL STATUS.....NEVER MARRIED...0
MARRIED.....1
SEPARATED
WIDOWED.....2
DIVORCED

EDUCATION:.....SOME HIGH SCHOOL.....0
HIGH SCHOOL GRADUATE.....1
LESS THAN 2 YEARS OF
COLLEGE.....2
TWO YEAR COLLEGE DEGREE...3
BETWEEN 2 & 4 YEARS OF
COLLEGE.....4
FOUR YEAR COLLEGE DEGREE..5
SOME GRADUATE SCHOOL.....6
MASTER'S DEGREE.....7
DOCTORATE.....8

SERVICE IN THE ARMED FORCES.....YES...0
NO.....1

YEARS ON THE MPD.....

YEARS AT CURRENT RANK....(if less than 6 months
record "00").....

YEARS IN CURRENT ASSIGNMENT..(if less than 6 months,
record "00").....

THANK YOU FOR YOUR COOPERATION.

IF YOU WOULD LIKE TO RECEIVE A BRIEF SUMMARY OF THE
RESULTS OF THIS SURVEY, PLEASE PUT AN "x" IN THE BOX
UNDER YOUR NAME AND ADDRESS LABEL ON THE FRONT COVER.

APPENDIX B

GENERAL POPULATION INTERVIEW

TIME AT START OF INTERVIEW _____ A.M.
 _____ P.M.

1. First, I'd like to get your rating of various public services available to people living here in D.C. Here is a card listing the services (HAND RESPONDENT CARD A). Would you say that the quality of Public Schools is very good, good, fair or poor? (RECORD IN "a" AND GO DOWN THE LIST WITH R, REPEATING THE RATINGS AS NEEDED.)

	Very Good	Good	Fair	Poor	DK
a. Public schools	21	95	235	179	111
b. Police protection.	86	231	206	100	18
c. Parks and recreation facilities.	126	227	148	91	48
d. Roads and highway maintenance.	40	195	199	176	30
e. Public transportation.	37	207	205	146	46
f. Services for the needy	29	101	191	186	132

2. If you had to recommend changes in the amount of tax money spent for these services, which ones would you like to see increased, which should stay the same, and which ones you would like to see cut back?

	Increased	Stay Same	Cut Back	DK Can't Say
a. Public schools	443	116	23	56
b. Police protection.	322	256	32	28
c. Parks and recreation facilities.	269	307	21	42
d. Roads and highway maintenance.	289	267	35	48
e. Public transportation.	323	250	28	38
f. Services for the needy	459	92	22	64

(TAKE BACK CARD A)

3. During the past year, have you talked with or been contacted by a D.C. police officer (in person or over the phone) for any reason--such as calling for assistance, reporting a crime, getting a traffic ticket, and so on?

Yes. 305

No (SKIP TO Q. 15) . . 336

4. IF YES: How many times during the past year did that happen? (RECORD NUMBER OF TIMES USING TWO DIGITS)

--	--

5. Think about the most recent time: About how long ago was that? (RECORD NUMBER OF MONTHS. IF LESS THAN ONE MONTH, RECORD NUMBER OF WEEKS)

Months

Weeks

6. That most recent time, did you get in touch with the police officer, or was it the other way around?

Person got in touch with officer . . 197

Officer got in touch with person . . 104

Don't know/can't recall. 0

7. Were you satisfied or dissatisfied with the way you were treated?

Satisfied (SKIP TO Q. 9) . . 236

Dissatisfied. 61

Mixed 7

8. (IF DISSATISFIED OR MIXED) Why is that? _____

9. How well did the officer seem to understand what you told him?
Would you say:

READ TO
RESPONDENT

Not at all 19
Very little. 10
Pretty well. 77
Completely 189
Don't know/can't say . . . 8

10. Did you feel comfortable or uncomfortable talking to the police officer?

Comfortable (SKIP TO Q. 12) 254
Uncomfortable. 42
Don't know/can't say (SKIP TO Q. 12) . . . 8

11. (IF UNCOMFORTABLE) Why is that? _____

12. Did things turn out the way you wanted them to?

Yes. 187
Not completely 28
No 79
Don't know/can't say . . . 10

13. Do you remember the rank of the officer you talked with?

Yes. 102
No (SKIP TO Q. 15) . . . 202

14. (IF YES) What was his rank? _____

15. Some people prefer the police to wear a military-style uniform as they do now; others prefer them to wear standard blazer-type outfits like these: (SHOW PICTURE) Which do you prefer?

Prefer military uniform. 485
Prefer blazer. 92
Makes no difference/don't care
(SKIP TO Q. 17) 64

16. (IF HAS ANY PREFERENCE) Why is that? _____

17. Now I am going to read several statements about the police. Please tell me whether, in general, you agree or disagree with each:

	Agree	Disagree	DK Can't Say
a. Police services in this neighborhood have improved in recent years.	344	173	122
b. Women police officers do as good a job as the men do.	338	173	129
c. Each officer should be free to decide whether or not to wear a hat on duty.	283	316	41
d. I can tell the rank of a D.C. police officer just by looking at him/her.	180	448	13
e. It is hard to tell police officers who work for the <u>District of Columbia</u> from those who work for <u>federal</u> police forces.	256	335	48

18. Suppose you wanted to file a complaint against some police officer. Where do you think you would go--to your local police station, or to headquarters downtown?

Local police station. 201
Headquarters. 387
Not sure, don't know. 44
Wouldn't file such a complaint
(SKIP TO Q. 20) 4

19. Which of the following officials would you want to talk to:

READ TO
RESPONDENT

Sergeant. 73
 Captain 211
 Inspector 99
 Lieutenant. 102
 Chief of police 37
 Makes no difference . . 31
 Don't know. 65

20. Within the past year have you seen anything happen in D.C. where several police officers were present?

Yes. 399
 No (SKIP TO Q. 24) . . 242

21. (IF YES) How many times have you seen such a situation?
 (RECORD NUMBER USING TWO DIGITS)

--	--

22. (IF MORE THAN ONE, ASK ABOUT MOST RECENT) When you saw this, were you able to tell which of the officers was in charge?

Yes 75
 No (SKIP TO Q. 24) 312
 Don't know/unsure (SKIP TO Q. 24) . . 10

23. (IF YES) How could you tell?

24. Of the following four titles, which one represents the highest rank of the set? (READ EACH IN ORDER AS NOTED) Which is the second highest? Which next highest?

ORDER READ

Order Ranked

	1st	2nd	3rd	4th
Captain	118	57	173	269
Assistant Chief	142	279	122	68
Inspector	118	67	205	221
Deputy Chief	243	211	109	51

25. The D.C. Police Department now calls some ranks by military titles (such as "sergeant" and "lieutenant") and some by nonmilitary titles (such as "patrolman" and "inspector"). If the department wanted to use only one or the other, which would you prefer they use?

READ TO
RESPONDENT

Military titles. 345
 Nonmilitary titles 173
 Keep current mix of titles . . 39
 Don't know/don't care. . . . 83

26. In most police departments, officers wear rank insignia (such as pins or chevrons) on their uniforms; in a few departments, no rank insignia is worn. Here in D.C. which would you prefer: that officers wear such insignia showing their rank, or that they wear no insignia?

Prefer rank insignia 503
 Prefer no rank insignia. 45
 Makes no difference/don't care
 (SKIP TO Q. 28) 75
 Don't know/unsure (SKIP TO Q. 28) . 17

27. (IF R HAS A DEFINITE PREFERENCE) How strong would you say your preference is?

READ TO
RESPONDENT

Strong preference . . 284
 Moderate preference . 196
 Weak preference . . . 54
 Don't know/can't say. 12

28. Different titles are used for the top position in different police departments. Here are some of them. (HAND RESPONDENT CARD D) Which title sounds best to you?

ON CARD

Director of Public Safety.	79
Chief of Police.	270
Police Commissioner.	147
Superintendent of Police	30
Chief Public Safety Officer.	30
Director of Police Services.	53
Something else (PLEASE SPECIFY)	2
Makes no difference/no preference.	27

(TAKE BACK CARD D)

29. And which title would you prefer for those with the lowest rank in the police department (HAND RESPONDENT CARD E)?

ON CARD

Private.	99
Patrolman.	152
Police officer	201
Police agent	15
Public safety officer.	60
District security officer.	15
Neighborhood safety officer.	62
Other (SPECIFY)	4
Makes no difference/no preference.	31

(TAKE BACK CARD E)

30. Now I would like your images of the D.C. Police Force. Here are a number of contrasting ways of describing it. There are no right or wrong answers. Just circle the number so that it shows how you would rate the Police Force as a whole on that scale.

Example:

NICE	1	2	3	4	5	6	7	NASTY
------	---	---	---	---	---	---	---	-------

GOOD	82	138	151	168	56	16	12	BAD
	1	2	3	4	5	6	7	
UNFAIR	19	33	64	155	150	120	78	FAIR
	1	2	3	4	5	6	7	
SUCCESSFUL	55	94	154	176	77	42	20	UNSUCCESSFUL
	1	2	3	4	5	6	7	
INEFFECTIVE	13	36	75	167	149	107	66	EFFECTIVE
	1	2	3	4	5	6	7	
ACTIVE	92	117	157	152	54	28	14	PASSIVE
	1	2	3	4	5	6	7	
IMPORTANT	255	129	85	92	32	12	12	UNIMPORTANT
	1	2	3	4	5	6	7	
WEAK	16	17	58	171	143	127	82	STRONG
	1	2	3	4	5	6	7	
VALUABLE	243	127	101	93	32	11	9	WORTHLESS
	1	2	3	4	5	6	7	
FAST	96	115	110	156	59	39	44	SLOW
	1	2	3	4	5	6	7	
LOW PRESTIGE	19	23	76	213	116	100	68	HIGH PRESTIGE
	1	2	3	4	5	6	7	

31. Are you, or is any close friend or relative, a member of the Metropolitan Police Department of D.C.?

Yes (any) . . . 123
No 514
Don't know . . . 0

Now some questions for purposes of tabulation and we will be through.

32. How long have you lived in the Washington area? (RECORD USING TWO DIGITS TO NEAREST YEAR. CODE LESS THAN 6 MONTHS "00")

33. And how long at this address? (RECORD USING TWO DIGITS TO NEAREST YEAR. CODE LESS THAN 6 MONTHS "00")

34. Do you own or do you rent this (house/apartment)?
Own (buying) . . . 0
Rent 1
Other 2

35. What do you think the chances are that you'll move during the next two (2) years? Would you say you:

READ TO
RESPONDENT

Definitely won't move (SKIP TO Q. 37) . . . 0
Probably won't move (SKIP TO Q. 37) . . . 1
Probably will move 2
Definitely will move 3
Don't know/not sure (SKIP TO Q. 37) . . . 4

36. (IF DEFINITELY OR PROBABLY WILL MOVE) Are you likely to move elsewhere in D.C., in the Greater Washington area, or outside it?

Elsewhere in D.C. 0
In Greater Washington area . . . 1
Outside area 2
Don't know/not sure 3

37. Are you married, widowed, divorced, separated, or have you never been married?

Married 0
Widowed 1
Divorced 2
Separated 3
Never married . . . 4

38. How many children (those under 18) are in this household?

None 0
One 1
Two 2
Three 3
Four 4
Five 5
Six 6
Seven 7
Eight or more . . . 8

39. Do any of them attend the public schools in D.C., or have any done so recently (in the past 2-3 years)?

Yes 0
No 1
Don't know . . . 2

40. What was your age on your last birthday?

41. What is the highest year you completed in school or college?

ELEMENTARY								HIGH SCHOOL				COLLEGE				
00	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16 17+

42. Now, please look at this card, and tell me which of these groups includes your total family income before taxes, from all sources, last year--1974. Just tell me the letter of the group. (THE FAMILY INCLUDES ALL RELATED PERSONS LIVING IN THE HOUSEHOLD) (HAND RESPONDENT CARD G)

- A. Below \$5,000. 00
- B. \$5,000 - 7,999. 01
- C. \$8,000 - 9,999. 02
- D. \$10,000 - 14,999. 03
- E. \$15,000 - 19,999. 04
- F. \$20,000 - 24,999. 05
- G. \$25,000 - 49,999. 06
- H. \$50,000 or more 07
- I. Don't know. 08
- J. Refused to answer 09

(TAKE BACK CARD G)

43. Are you currently employed full-time, part-time, or are you looking for work?

- No, not employed
SKIP TO Q. 45) 0
- Employed full-time. 1
- Employed part-time. 2
- Looking for work 3

44. What is your (main) occupation? (PROBES: Tell me a little more about what you actually do on that job. What are some of your main duties? What is your job title?)

Occupation _____

- 45. Have you ever served in the U.S. Armed Forces? Yes. 0
No 1
- 46. Are you registered to vote in D.C.? Yes. 0,
No 1
Don't know 2

47. Did you happen to vote in the General Election last November 5th, when the Mayor, City Council and D.C. Delegate were elected?

Yes 0
 No 1
 Not eligible 2
 Don't know/can't recall . . 3
 (REFUSED) 4

48. Generally speaking, do you usually think of yourself as a Democrat, Republican, or an Independent?

Democrat 0
 Republican 1
 Independent 2
 Other 3
 (REFUSED) 4

49. Are you a member of any organization that takes a stand on issues, such as school problems, housing, better government, or other things like that?

No (SKIP TO Q. 51) 0
 Yes: ASK: How many would you say?
 One 1
 Two 2
 Three 3
 Four or more 4
 Don't know (SKIP TO Q. 51) 5

50. (IF YES) Have you ever served as an officer in any of these organizations?

Yes 0
 No 1
 Don't know 2

51. What is your religious preference: Protestant, Catholic, Jewish, some other religion, or none?

Protestant . . . 0
 Catholic 1
 Jewish 2
 Other 3
 None 4

52. Just one last thing. May I have your telephone number just in case my office wants to verify this interview? (RECORD TELEPHONE NUMBER ON RECORD CARD)

Number given 0
 No phone 1
 Refused phone number . . . 2

That's all. Thank you very much.

INTERVIEWER NOTE: BE SURE TO FILL OUT THE INFORMATION ON THE NEXT PAGE IMMEDIATELY AFTER CLOSE OF INTERVIEW.

53. Time of completion: _____ A.M.
_____ P.M.

ELAPSED TIME
(MINUTES)

--	--	--

54. Sex of respondent:

Male . . . 0
Female . . . 1

55. Race of respondent:

Black. . . . 0
White. . . . 1
Oriental . . . 2
Other. . . . 3

56. Type of housing unit:

Single family detached house. 0
Single family attached (row or town) house. 1
Garden apartment (less than four stories) 2
High rise apartment (four or more stories). 3
Other type of residence with more than one
family in it (e.g., duplex, double house) 4
Trailer/mobile home 5
Other (SPECIFY) _____ . . . 6

57. In general, what was the respondent's attitude toward the interview?

Very cooperative . . . 0
Fairly cooperative . . . 1
Not cooperative. . . . 2
Openly hostile 3

END