



LAW ENFORCEMENT ASSISTANCE ADMINISTRATION (LEAA)  
POLICE TECHNICAL REPORT

SUBJECT: A Job Satisfaction Evaluation

REPORT NUMBER: 77-019-128

FOR: Springfield, Missouri,  
Police Department

Population: 143,000

Police Strength:

Sworn:	177
Civilian:	<u>25</u>
Total	202

Square Mile Area: 63.2

NCJRS

JUL 19 1977

ACQUISITIONS

CONTRACTOR: Public Administration Service  
1776 Massachusetts Avenue, N.W.  
Washington, D.C. 20036

CONSULTANT: Ronald H. Parks

CONTRACT NUMBER: J-LEAA-002-76

DATE: May, 1977

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## FOREWORD

This report is the result of technical assistance rendered to the Springfield, Missouri, Police Department in conducting a general attitude survey of police personnel that would evaluate job satisfaction and enable police management to increase manpower utilization and police productivity.

The consultant assigned to the project was Mr. Ronald H. Parks. Other personnel involved in processing the request were:

Requesting Agency: Mr. Gordon Loveland  
Chief of Police  
Springfield, Missouri

State Planning Agency: Mr. Mike Hodge  
Missouri Council on Criminal Justice

Approving Agency: Mr. Jeffrey Peterson  
Police Specialist  
LEAA Region VII (Kansas City)

Mr. Robert O. Heck  
Police Specialist  
LEAA Central Office of Regional Operations

## I. INTRODUCTION

The general purpose of this technical assistance requested by the Springfield, Missouri, Police Department was to provide for a general attitude survey of departmental personnel. The Springfield Police Department had been awarded a discretionary grant from the Law Enforcement Assistance Administration under the Administration's Integrated Criminal Apprehension Program (ICAP). A portion of the stated objectives of the program involved a measurable positive change in attitudes (job satisfaction, professionalism, etc.) of departmental personnel from the pre-program period to the program period. Consequently, an attitude survey to measure pre-program attitudes was necessary before the ICAP program was to be initiated on April 1, 1977.

In order to meet the needs of the technical assistance request, a detailed survey instrument was designed (see Appendix A), administered to Springfield Police Department personnel, coded, keypunched, and computer analyzed, utilizing the Statistical Package for the Social Sciences (SPSS) and other computer programs. A detailed documentation of these individual steps is presented in the following sections of this report.

Two on-site visits to the Springfield Police Department were made for the purpose of assessing the specific survey needs of the department and to administer the survey instrument to departmental personnel. During the first visit on March 14, 1977, the consultant met with the ICAP task force headed by Sgt. Ira Copeland. Discussions with task force personnel centered on the ICAP program objectives and specific problem areas of the police department that could be addressed in an attitude survey. Sample surveys and results of previous surveys were distributed to task force personnel.

During the period of March 18 through March 24, 1977, the survey was designed, typed, and copied based upon the meeting with task force personnel. On March 25 and 26, 1977, the survey was administered to 151 sworn officers and civilian employees. Additional survey instruments were left for Sgt. Copeland with instructions to administer as many as possible before

March 30, 1977. Sgt. Copeland returned 24 additional completed survey instruments by March 31, 1977. The period of April 1 through May 5 was spent in having the instrument keypunched and computer analyzed and in writing this report.

The following persons were interviewed during the assignment:

Mr. Jeffrey Peterson  
Police Specialist  
Regional Office, LEAA  
Kansas City, Kansas

Mr. Gordon Loveland  
Chief of Police  
Springfield, Missouri

Mr. Les Reynolds  
Assistant Chief of Police  
Springfield, Missouri

Sgt. Ira Copeland  
ICAP Project Director  
Springfield Police Department  
Springfield, Missouri

Mr. Joe Robles  
Planning and Research  
Springfield Police Department  
Springfield, Missouri

Sgt. John Brooks  
Patrol Division (ICAP Task Force)  
Springfield Police Department  
Springfield, Missouri

Detective Dean McGuire  
ID Technician (ICAP Task Force)  
Springfield Police Department  
Springfield, Missouri

Detective Tony Glenn  
Crimes Against Persons (ICAP Task Force)  
Springfield Police Department  
Springfield, Missouri

Officer Dan Wilson  
Patrol Division (ICAP Task Force)  
Springfield Police Department  
Springfield, Missouri

Officer Rex Hughes  
Patrol Division (ICAP Task Force)  
Springfield Police Department  
Springfield, Missouri

Mr. Jack Sifford, Director  
Police-Community Relations (ICAP Task Force)  
Springfield Police Department  
Springfield, Missouri

Mr. Charlie Ware  
Traffic Division (ICAP Task Force)  
Springfield Police Department  
Springfield, Missouri

## II. UNDERSTANDING THE PROBLEM

### Revision of Initial Intent

Initially, the technical assistance request for a survey of the Springfield Police Department was to involve only items concerning job satisfaction and a selected few general attitudinal dimensions. However, after reviewing the ICAP grant proposal submitted to LEAA and after discussing the objectives of the ICAP program with Mr. Jeffrey Peterson, Police Specialist in LEAA Region VII, Kansas City, and Sgt. Ira Copeland of the Springfield Police Department, the consultant suggested a more comprehensive survey to measure more particular attitudinal dimensions. From past experience in police-related research, general attitude dimensions are more stable and remain unaffected by particular programs such as the ICAP program. Furthermore, general attitudes such as job satisfaction and professionalism are usually quite positive among police officers in departments of the size of the Springfield Police Department; therefore, only marginal, if any, changes could be expected in these attitudes as a result of the ICAP program. As a result, it was agreed among Mr. Peterson, Sgt. Copeland, and the consultant that an attitude survey would be conducted that would measure more specific attitudes as well as general job-related attitude dimensions.

### Study Objectives

The specific objectives of this project were:

1. To design, administer, and analyze a survey of sworn and civilian personnel in relation to the ICAP program and specific areas of interest to the police department.
2. To prepare a generalized analysis of the attitudes of Springfield Police Department personnel compared to two other police departments in which similar surveys had been conducted.

3. To provide a detailed documentation of all technical steps (computer programs, statistical routines, etc.) that had been taken for replication and evaluation of the ICAP program.

#### The ICAP Program

In March, 1977, the Law Enforcement Assistance Administration (LEAA) awarded the Springfield, Missouri, Police Department \$216,018 for an Integrated Criminal Apprehension Program. The goals of this program were to:

1. Increase the apprehension effectiveness of Part I offenders by patrol officers.
2. Increase the capability of patrol officers to identify and apprehend the career criminal.
3. Increase retention of police officers including those with undergraduate degrees.

The goals were further supplemented by 17 specific objectives, among which were the following:

1. To increase the operational spectrum of patrol officers by their early and continued involvement in preliminary investigation . . .  
(Objective 2)
2. To provide for more effective utilization of patrol resources through more accurate allocation of personnel and equipment . . .  
(Objective 3)
3. To increase job satisfaction and positively affect job attitudes . . .  
(Objective 15)
4. To revise the annual performance evaluation procedures . . .  
(Objective 16)

In essence, the ICAP program was to provide for "integrated" police services that will provide better police services for the citizens of Springfield, Missouri. Such services should increase the productivity of patrol and provide



for a more integrated approach to policing by having patrol officers conduct certain follow-up investigations, and become involved in what has become known as "directed patrol" approach.

Consequently, the questionnaire design for a survey of the police department should be guided by the goals and the above-mentioned objectives of the ICAP program. This would involve the measuring of perceptions of department personnel concerning the department's performance along these dimensions.

#### Other Departmental Issues

In addition to providing pre-measurements for the ICAP program, the ICAP Task Force personnel also identified other areas about which questionnaire items and attitude scales were designed. Among these were the following:

1. Organization of the Police Department: Under the present organizational structure, three lieutenants are responsible for field operations with no immediate superior (such as a captain) to oversee only the operation of the Patrol Division. There also seemed to be confusion as to the role of sergeant in the Patrol Division. Furthermore, the department has no support services division, with these support functions distributed mostly between the Administrative Division and the Patrol Division.
2. Salary: Although complaints about salary among personnel in many professions are not novel, the ICAP Task Force personnel seem to feel that the Springfield Police Department's patrol officer's salary range was quite low in comparison to the patrol officers' salary range in comparable police departments. According to Task Force personnel, the department had lost 12 officers during the first three months of 1977--mostly attributed to low salary. One of the goals of the ICAP program is lower the attrition rate for officers (see Goal 3, above).
3. Maintenance: Vehicle maintenance and the frequency of trading vehicles also seem to be issues with officers, particularly patrol officers who complained both about vehicle maintenance and the number of miles on some of the patrol cars (one was reported to have 118,000+ miles).

These three major issues were defined as being of particular importance by Task Force personnel. Although other points were discussed, these problems appeared to be of primary importance and concern.

#### Summary of Deliverables

The consultant agreed to provide the Springfield, Missouri, Police Department with:

1. A custom-designed survey instrument to address the issues concerning the ICAP grant and other related issues of importance to departmental personnel.
2. A computer analysis of the responses to the survey instrument including all preliminary computer analysis.
3. A final report giving a general analysis of findings, comparisons with other surveyed police departments, and recommendations based upon the findings of the survey.

### III. ANALYSIS OF THE PROBLEM

The issues outlined in the preceding section were to be analyzed through the design, administration, and analysis of a custom-designed survey instrument. This survey instrument was a refinement of previous surveys conducted in the Kansas City, Missouri, Police Department during 1972 and 1973 by the Police Foundation. A modified version of these questionnaires was administered in 1976 and 1977 to the Overland Park, Kansas, Police Department and the Kansas City, Kansas, Police Department.

#### Survey Design

Once the ICAP program issues and other departmental issues were defined, the survey instrument was designed. The major attitude dimensions of job satisfaction, professionalism, etc., had been designed and refined through previous surveys; however, for issues such as the organization of the police department, no items had been formulated. Consequently, items were formulated that addressed a variety of aspects of the following hypothesized attitude dimensions:

1. Integration: Perception of how well units and divisions in the police department worked together and communicated with each other. (ICAP-related)
2. Patrol-ICAP: Perception of patrol in crime fighting and investigative activities. Particularly important considering the ICAP grant.
3. Civilians: Perception of supervision and training of selected civilian positions. (ICAP-related)
4. Crime Analysis/Analyst: Perception of the effectiveness of crime analysis and crime analyst. (ICAP-related)
5. Compensatory Time Policy: Perception of fairness to all of the compensatory time policy.
6. Roll Call: Perception of the utility and effectiveness of roll call for patrol officers.

7. Maintenance: Perception of efficiency and adequacy of vehicle maintenance.
8. Organization: Perception of the adequacy of the department's organizational structure.

All attitude items were declarative statements to which an officer could have one of six of the following responses:

- 1 = Strong Agree
- 2 = Moderately Agree
- 3 = Slightly Agree
- 4 = Slightly Disagree
- 5 = Moderately Disagree
- 6 = Strongly Disagree

Some of the declarative statements were stated positively and some were stated negatively so that a "set response" (constantly agreeing or disagreeing with all items) would not influence the outcome of the results. All together, there were 202 attitude items that were included for all respondents to answer and 18 items designed for patrol officers only.

In addition to the attitude items, other items were formulated from previous surveys that would act as cross-checks concerning the importance and satisfaction with key issues that were addressed in the general attitude survey. Also, descriptive and background items were formulated concerning rank, area of assignment, length of service, marital status, educational level, etc. These items were included so that certain breakdowns and descriptions of the department could be made. (See Appendix A for the questionnaire codebook.)

#### Administration of the Survey

The survey was administered to 175 police department employees (including civilians) between March 25, 1977, and March 29, 1977, with 151 of the respondents being surveyed on Friday and Saturday, March 25 and 26, by the consultant. It was important for the survey to be administered over a short period of time to prevent discussions that might influence those who were yet

to take the survey and to reduce the chances that some major event would occur that could bias a portion of the respondents' answers.

Respondents were assured in writing and in verbal communications that their responses to the questionnaire would be confidential and no attempts would be made to directly or indirectly identify singular or small groups (less than five) of respondents' answers. Still, a few (less than 2 percent) refused to answer questions of a descriptive nature that could lead to their identification indirectly.<sup>1/</sup>

The time to complete a survey ranged from about 30 minutes to 1- $\frac{1}{2}$  hours, depending on the individual respondent. The average respondent took approximately an hour to complete the survey. Only two individuals did not complete the entire survey (1.1 percent of the 175 respondents).

#### Analysis of Responses

The questionnaires were keypunched according to a predetermined format (see Appendix A for the questionnaire codebook), resulting in a four-card record for each respondent. The responses were processed on an IBM 370/168 located at the University of Missouri at Columbia through a remote terminal at Midwest Research Institute in Kansas City, Missouri.

The first step in the analysis required the use of a "packaged" computer programs contained in the Statistical Package for the Social Sciences (SPSS). The SPSS package is particularly useful in the preliminary and final analysis of attitude surveys.

The factor analysis program was applied to items 19 through 221 (see Appendix A for the questionnaire codebook) to determine the attitude dimensions.<sup>2/</sup> Factor loadings of .30 or above were considered sufficient

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<sup>1/</sup> This is not unusual. About 2 percent of the respondents can be expected to refuse to answer background and descriptive information because they do not wish to be identified.

<sup>2/</sup> For a more detailed explanation of the SPSS FACTOR routine, see Norman H. Nie, et al., Statistical Package for the Social Sciences (SPSS), 2nd ed. (St. Louis: McGraw-Hill Book Company, 1975), pp. 468-514. The actual factor procedure applied was principal components with varimax rotation.

for an item to be included in an attitude scale. The results of the factor analysis (see Computer Output Appendix D--Factor Results) produced 36 attitude scales comprised of a total of 141 items. A separate factor analysis was also performed on items 261 through 278, utilizing patrol division respondents only. These factor results produced four attitude scales comprised of three items per scale.

The next step in the analysis of the attitude items involved the utilization of a FORTRAN program developed by the consultant.<sup>3/</sup> The output from this gives a negative to positive numerical and visual display of each attitude scale and its component items (see Computer Output Appendices A and B). The attitude scales were broken down by rank (Computer Output Appendix A) and area of assignment (Computer Output Appendix B), so that comparisons among these groups could be made. Also contained in Computer Output Appendix B are the four attitude scales that were analyzed only from the responses of the Patrol Division.

Items 4 through 18, 222 through 260, and 285 were analyzed using the SPSS BREAKDOWN routine<sup>4/</sup> and are contained in Computer Output Appendix C, pp. 11-230. Each of the questionnaire items was broken down by rank and area of assignment, and a one-way analysis of variance test (ANOVA) was performed for each breakdown.

Items 279 through 284 were analyzed by utilizing the SPSS CROSSTABS routine.<sup>5/</sup> Each of these questionnaire items were cross-tabulated with rank and area of assignment items for descriptive purposes and are presented in Computer Output Appendix C, pp. 231 through 245.<sup>6/</sup>

### Interpretation of Results<sup>7/</sup>

Table 1 presents a summary of the attitude scales for the Springfield, Missouri, Police Department compared to two other police departments in which

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<sup>3/</sup>This program was developed independent of and prior to this project.

<sup>4/</sup>See Nie, et al., pp. 249-275.

<sup>5/</sup>See Nie, et al., pp. 218-248.

<sup>6/</sup>For all SPSS runs, program information is also printed in Computer Output Appendix C, just preceding the tabulations.

<sup>7/</sup>For a guide to interpretation of survey results, see Appendix B.



Table 1  
 DESCRIPTIONS, RESULTS, AND NORMS OF ATTITUDE SCALES

Attitude Scale	Description	Questionnaire* Items	Springfield Police Dept.	Other ** Departments (N=388)
Job Satisfaction	Perception of one's job as being interesting, challenging, etc.	19, 24, 38, 41, 103, 122, 127	5.0	5.0
Job Mobility	Perception of opportunities to transfer and advance in one's job	195, 204	2.4	NA
Peer Work Relations	Perception of cooperativeness of co-workers	202, 207	4.7	4.7
Recognition	Perception of recognition for good work from supervisor and co-workers	21, 53, 81, 100, 105	3.0	3.1
Professionalism	Perceptions of departmental professionalism and quality of personnel	54, 187, 191, 206, 208	4.3	3.8
Supervisor	Perception of various aspects (training, competence, etc.) of one's immediate supervisor	22, 26, 30, 78, 91, 108, 111, 134, 200, 209, 211	4.2	4.1
Management Style	Perception of management style (autocratic or openness) of the top department positions	56, 124, 129, 146, 170, 197, 213	3.5	2.8

\*See Appendix A for questionnaire codebook.

\*\*Composed of two other Midwestern Police Departments, one of approximately 100 officers and the other of approximately 300 officers. In some cases certain attitude scales were not available for the department.



Table 1 (continued)

Attitude Scales	Description	Questionnaire* Items	Springfield Police Dept.	Other Departments (N=388) **
Change	Perception of Administration's and top positions openness and approach to change	20, 31, 67, 82, 110, 141	2.9	2.4
Programs	Perception of department's approach to new programs	166, 184	3.4	2.6
Organization	Perception of adequacy of the department's organizational structure	64, 83, 114, 189	2.7	NA
Operational Policies	Perception of policies as being reasonable and understandable	47, 71	3.6	3.3
Discipline	Perception of regard for rules and administering discipline	178, 181	4.0	3.5
Personnel Utilization	Perception of use of personnel in department	147, 118	2.9	2.3
Favoritism	Perception of pervasiveness of favoritism in awarding assignments, work, etc.	136, 140, 143, 148, 154	3.2	2.7

\*See Appendix A for questionnaire codebook

\*\*Composed of two other Midwestern Police Departments, one of approximately 100 officers and the other of approximately 300 officers. In some cases certain attitude scales were not available for the department.

Table 1 (continued)

Attitude Scales	Description	Questionnaire* Items	Springfield Police Dept.	Other Departments (N=388) **
Integration	Perception of how well divisions and units work and communicate with each other	102, 127, 135, 176, 177, 221	2.7	NA
Patrol- ICAP	Perception of patrol in crime and investigative activities. Particularly important in view of the IACP grant.	27, 63, 89, 93	4.0	NA
Investigations	General perceptions about effectiveness, training, etc. of Investigation Division	37, 118, 158, 182	2.9	3.0
Patrol -- Investigations	Perceptions of communications between patrol and investigations personnel concerning crime.	96, 139, 164	3.1	NA
Civilians	Perception of supervision and training of selected civilian positions	97, 116	2.8	NA
Crime Analysis/ Analyst	Perception of the effectiveness of crime analysis and crime analyst	62, 70, 106, 115	3.7	NA
Salary	Expressed satisfaction with salary, salary increases, etc.	55, 187, 191, 206, 208	2.0	2.3

\*See Appendix A for questionnaire codebook

\*\*Composed of two other Midwestern Police Departments, one of approximately 100 officers and the other of approximately 300 officers. In some cases certain attitude scales were not available for the department.

Table 1 (continued)

Attitude Scales	Description	Questionnaire* Items	Springfield Police Dept.	Other Departments (N=388) **
Benefits	Satisfaction with life insurance, sick leave, vacation, etc. policies of city	193, 196, 210, 212, 216	3.4	3.1
Comp. Time Policy	Perception of fairness of compensatory time policy	44, 69, 90	3.5	NA
Roll Call	Perception of the utility and effectiveness of patrol roll call	29, 43, 68, 84, 152	4.4	NA
Promotions	Perception of objectivity of promotion procedures	35, 50, 142, 165	2.9	2.7
Evaluation System	Perception of fairness and adequacy of system of performance evaluation	86, 104	2.6	3.6
Education	Perception of adequacy of incentives and assistance for furthering one's education	126, 186	4.4	NA
Training	Perception of adequacy of the department's in-service training	145, 172, 180	2.6	2.4

\*See Appendix A for questionnaire codebook

\*\*Composed of two other Midwestern Police Departments, one of approximately 100 officers and the other of approximately 300 officers. In some cases certain attitude scales were not available for the department.

Table 1 (continued)

Attitude Scales	Description	Questionnaire* Items	Springfield Police Dept.	Other Departments** (N=388)
Communication System	Perception of the adequacy of the department's radio system	39, 85, 87, 94	3.2	2.8
Dispatchers	Perception of the effectiveness of the department's dispatchers	178, 181	3.9	3.0
Equipment	General perception of sufficiency of the equipment for the police officers	160, 162	2.9	3.2
Maintenance	Perception of the efficiency and adequacy of vehicle maintenance	161, 179	1.5	NA
Manpower	Perception of the sufficiency of police manpower to protect the city	155, 171, 175, 219	2.0	2.2
Calls for Service	Perception of the types of calls for service to which officers should respond	151, 156, 157	3.1	2.5
Community	Officer's perceptions of the way in which community views and treats police	23, 32, 48, 99, 113, 117, 121	3.9	3.3
Force	Perception of officer's restrained use of physical force	25, 34, 66	3.8	3.7

\*See Appendix A for questionnaire codebook

\*\*Composed of two other Midwestern Police Departments, one of approximately 100 officers and the other of approximately 300 officers. In some cases certain attitude scales were not available for the department.

similar surveys have been conducted. The scale ranges from one to six with one representing the negative end and six representing the positive end of the attitude continuum. Scales should be interpreted using the following guide:

- 1.0 - 1.9 = extremely negative attitude
- 2.0 - 2.9 = negative attitude
- 3.0 - 4.0 = neither negative nor positive attitude
- 4.1 - 5.0 = positive attitude
- 5.1 - 6.0 = extremely positive attitude

As the results in Table 1 indicate, the Springfield Police Department compares favorably with the other two departments that were surveyed.<sup>8/</sup> Job-related attitude scales such as job satisfaction, peer work relations, recognition, professionalism, and supervisor attitude scales were all "positive." Attitudes concerning job mobility were negative, while recognition-for-work attitude was neither negative nor positive.

Attitudes toward management-type attitude dimensions (management style, change, programs, organization, operational policies, discipline, personnel utilization, and favoritism) were considerably more positive in the Springfield Police Department than the other departments surveyed. Although most of these attitudes fell in the negative, or neither-negative-nor-positive-range, it is worthy to note that Springfield Police Department personnel exhibit a more positive attitude, in a relative sense, when compared to other departments. It is notable, however, that the most negative attitude in this grouping was toward the organizational structure of the department for which no comparison is presently available.

The next group of attitude scales in Table 1 concerns integration of departmental personnel and their attitudes toward the performance of one another (integration, Patrol-ICAP, investigations, patrol-investigations, civilians and crime analysis/analyst). These scales generally fall into the negative or neither-negative-nor-positive attitude range for Springfield Police Department respondents. The one exception is the Patrol-ICAP scale, which is positive. Except for the attitude-toward-Investigations scale, no

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<sup>8/</sup> In some cases the scales existed for only one of the two comparison departments.

comparisons with other department surveys were available. This grouping of scales should provide a basis for a portion of the ICAP evaluation.

The attitudes of police department employees toward compensation (salary, benefits, and the compensatory time policy) varied. Attitudes toward salary were negative and more negative than the attitudes of respondents from the other two police departments. Attitudes toward benefits and the compensatory time policy were neither negative nor positive. It is worthy to note that attitudes of the Springfield Police Department were slightly more positive toward benefits than attitudes of respondents from comparable surveys given in other police departments.

The next 12 attitude dimensions in Table 1 were more issue-specific, ranging from attitudes about the present roll call procedure to attitudes concerning the types of calls for services officers should handle. Of particular interest in this group of attitude scales are those concerning the evaluation system, training, maintenance, and manpower.

Attitudes concerning the evaluation system were negative and considerably more negative than attitudes of respondents from other departments. One of the objectives of the ICAP program is to develop a better evaluation procedure; consequently, this attitude dimension may improve with the implementation of a new evaluation system. Concerning attitudes about in-service training, the Springfield Police Department personnel also exhibited a negative attitude; however, when compared to attitudes of personnel from other police departments, this attitude was less negative. The ICAP program will provide additional in-service training to some officers and may result in a more favorable attitude toward training.

The employees' attitudes toward sufficient manpower to protect the city were also negative and slightly more negative than attitudes of departments in which a similar survey was given. One of the objectives of the ICAP grant is to increase the efficiency and effectiveness of patrol without additional manpower. This manpower scale could also be a measure of ICAP effectiveness when the program is to be evaluated.

The most negative attitude expressed in the survey was toward vehicle maintenance. This is the only attitude that could be classified as

extremely negative. Because these items were not addressed in previous surveys, there was no comparison with other departments.

The last two attitude scales (community and force) concern police-community relations. For both scales Springfield Police Department personnel expressed a positive attitude, and these attitudes were slightly more positive than those of the norm taken from a survey of two other police departments.

In summary, the Springfield Police Department compares favorably with other police departments that were surveyed about their attitudes. The five most positive attitudes were:

<u>Springfield</u>	<u>Other Departments</u>
Job Satisfaction (5.0)	Job Satisfaction (5.0)
Peer Work Relations (4.7)	Peer Work Relations (4.7)
Education Incentives (4.6)	Supervisor (4.2)
Roll Call (4.4)	Professionalism (3.8)
Professionalism (4.3)	Restrained Use of Force (3.7)

Three of the most positive attitudes exhibited by Springfield personnel and the other departments surveyed were direct, job-related attitudes (job satisfaction, peer work relations, and professionalism). Two of these attitudes (job satisfaction and peer work relations) were at exactly the same level for Springfield and the other departments. Concerning attitudes toward professionalism, Springfield personnel were considerably more positive than the personnel of comparison departments.

The five most negative attitudes were:

<u>Springfield</u>	<u>Other Departments</u>
Maintenance (1.5)	Manpower (2.2)
Salary (2.0)	Salary (2.3)
Manpower (2.0)	Personnel Utilization (2.3)
Job Mobility (2.4)	Change (2.4)
Evaluation System (2.6)	Training (2.4)

Two of the most negative attitudes exhibited by other departments were also in the five most negative attitudes held by Springfield Police Department personnel. For both (salary and manpower) Springfield was slightly more negative than the comparison departments.

#### Attitude Scales by Rank

Presented in Table 2 are the attitude scale values broken down by rank. Except for the "other" category which contains four corporals and four unclassified respondents, the most positive attitudes were generally held by sergeants and lieutenants. These two ranks exhibited more positive attitudes about job-related issues (job satisfaction, mobility, etc.), management-related issues (management style, change, etc.), integration-related issues (integration, patrol-ICAP, etc.), and most of the remaining attitude dimensions. Notable exceptions were: (1) lieutenants were more negative than the department norm concerning their attitudes toward the organizational structure of the department, toward crime analysis, benefits, compensatory time policy, training and maintenance; (2) sergeants were slightly more negative concerning maintenance.

Detectives as a group varied. Some attitudes were more positive than the departmental norm while other attitudes were either the same or slightly more negative.

Police officers and civilians which were the two largest categories in this breakdown were the most negative with civilians being slightly more negative than police officers. Of particular importance is that police officers were slightly more negative about compensation issues (salary and benefits) than the department as a whole.

#### Attitude Scales by Area of Assignment

Results from the breakdown of attitude scales presented in Table 3 produced fewer patterns than did the breakdown by rank. Respondents from the Administrative and Support Units varied over the attitude dimensions. In some cases, this group was more positive than the departmental norm, and in other cases it was more negative. One notable pattern is that on job-related



Table 2  
ATTITUDE SCALES BY RANK

Attitude Scale	Lieutenant (N=6)	Sergeant (N=10)	Detective (N=19)	Police Officer (N=109)	Civilian (N=23)	Other (N=8)	Department Total (N 175)
Job Satisfaction	5.2	5.4	5.1	5.0	4.5	5.7	5.0
Job Mobility	2.7	3.0	3.1	2.3	1.5	3.2	2.4
Peer Work Relations	4.8	5.3	4.6	4.8	4.3	4.9	4.7
Recognition	4.8	3.7	3.1	3.0	2.2	3.8	3.0
Professionalism	4.3	5.0	4.3	4.3	3.8	5.0	4.3
Supervisor	4.9	5.0	4.2	4.2	3.6	4.3	4.2
Management Style	4.6	4.2	3.5	3.3	3.3	4.8	3.5
Change	4.9	3.3	3.0	2.8	2.3	4.2	2.9
Programs	5.0	4.6	3.5	3.1	3.0	4.9	3.4
Organization	2.3	2.9	2.7	2.7	2.5	2.8	2.7
Operational Policies	4.7	4.1	3.9	3.4	2.9	4.8	3.6
Discipline	3.3	4.1	3.9	4.0	3.6	5.0	4.0
Personnel Utilization	3.6	3.1	3.2	2.7	2.6	4.2	2.9
Favoritism	4.7	3.6	3.2	3.1	2.9	4.4	3.2
Integration	3.7	3.5	2.7	2.6	2.5	3.3	2.7
Patrol-ICAP	4.0	4.1	3.7	4.1	3.9	4.0	4.0
Investigations	3.0	3.7	3.8	2.7	2.8	3.1	2.9
Patrol Investigations	3.3	3.6	3.2	2.9	3.2	3.2	3.1
Civilians	3.1	2.9	2.5	3.0	2.4	2.5	2.8

Table 2 (continued)

	Lieutenant (N=6)	Sergeant (N=10)	Detective (N=19)	Police Officer (N=109)	Civilian (N=23)	Other (N=8)	Department Total (N=175)
Attitude Scale							
Crime Analysis/Analyst	3.3	4.3	3.4	3.6	4.0	4.0	3.7
Salary	2.6	3.2	1.9	1.8	2.1	2.6	2.0
Benefits	3.3	3.9	3.9	3.2	3.5	4.5	3.4
Compensatory Time Policy	3.2	3.2	3.5	3.5	3.6	3.8	3.5
Roll Call	4.5	4.9	4.5	4.4	3.6	4.9	4.4
Promotions	4.1	3.1	2.8	2.8	2.5	3.6	2.9
Evaluation System	2.8	2.9	2.5	2.6	2.4	2.9	2.6
Education	4.8	5.5	4.3	4.3	4.4	5.5	4.6
Training	2.2	3.7	2.6	2.4	3.2	2.5	2.6
Communications System	3.7	3.8	3.8	2.9	3.4	3.8	3.2
Dispatchers	4.1	4.2	4.0	3.8	3.8	4.1	3.9
Equipment	3.8	3.5	3.0	2.8	2.9	3.3	2.9
Maintenance	1.0	1.4	2.1	1.3	1.9	1.4	1.5
Manpower	1.4	2.4	2.3	1.9	2.3	2.0	2.0
Calls For Service	3.2	3.1	3.1	3.1	3.2	4.2	3.1
Community	4.0	4.3	3.8	3.8	3.7	4.4	3.4
Police	4.3	4.8	3.8	3.6	3.8	4.7	3.8

Table 3

## ATTITUDE SCALES BY AREA OF ASSIGNMENT

Attitude Scale	Administrative & Support Units (N=15)	Investigations Division (N=20)	Patrol Division (N=98)	Traffic Division (N=27)	Other (N=15)	Department Total (N=175)
Job Satisfaction	4.5	5.1	5.1	4.7	5.2	5.0
Job Mobility	2.3	2.9	2.5	2.0	1.7	2.4
Peer Work Relation	4.3	4.7	4.8	5.0	4.7	4.7
Recognition	2.7	3.2	3.2	2.6	2.5	3.0
Professionalism	4.0	4.4	4.4	4.3	3.8	4.3
Supervisor	3.8	4.2	4.3	4.5	3.3	4.2
Management Style	3.6	3.7	3.6	3.1	3.8	3.5
Change	2.7	3.1	3.0	2.7	2.8	2.9
Programs	3.5	3.8	3.3	3.0	3.5	3.4
Organization	2.3	2.9	2.5	3.1	2.9	2.7
Operational Policies	3.3	3.9	3.6	3.2	3.8	3.6
Discipline	3.5	3.8	4.0	4.3	3.7	4.0
Personnel Utilization	3.1	3.1	2.8	2.6	3.2	2.9
Favoritism	3.3	3.3	3.3	2.6	3.2	3.2
Integration	2.8	3.1	2.7	2.6	2.8	2.7
Patrol - ICAP	4.0	3.8	4.1	3.4	4.0	4.0
Investigations	3.1	3.9	2.8	2.5	3.0	2.9
Patrol Investigations	3.3	3.4	3.0	3.0	3.3	3.1
Civilians	2.8	2.4	3.0	2.7	2.8	2.8

Table 3 (continued)

Attitude Scale	Administrative & Support Units (N=15)	Investigations Division (N=20)	Patrol Division (N=98)	Traffic Division (N=27)	Other (N=15)	Department Total (N=175)
Crime Analysis/Analyst	4.4	3.5	3.7	3.3	4.0	3.7
Salary	2.0	2.2	1.9	1.9	2.3	2.0
Benefits	3.6	3.9	3.3	3.2	3.7	3.4
Compensatory Time Policy	3.7	3.5	3.5	3.5	3.5	3.5
Roll Call	3.9	4.7	4.4	4.2	4.2	4.4
Promotions	2.9	2.8	3.0	2.3	2.9	2.9
Evaluation System	2.6	2.4	2.7	2.3	2.7	2.6
Education	4.2	4.6	4.4	4.2	5.0	4.4
Training	2.9	2.8	2.4	3.3	2.6	2.6
Communications System	3.7	4.0	2.8	3.4	3.6	3.2
Dispatchers	3.6	4.1	4.0	3.6	3.7	3.9
Equipment	3.2	3.1	2.8	3.0	3.0	2.9
Maintenance	2.2	2.1	1.3	1.4	1.7	1.5
Manpower	2.3	2.4	1.8	2.3	2.1	2.0
Calls For Service	3.0	3.3	3.0	3.5	3.3	3.1
Community	4.1	4.0	3.9	3.7	3.7	3.9
Force	3.9	4.0	3.7	3.6	3.8	3.8

issues (job satisfaction through supervisor), respondents in this category were slightly more negative than the department as a whole.

The Investigations Division respondents were slightly more positive on most attitude dimensions than the department norm. Of the 36 attitude scales, this group of respondents was more negative than the department norm on only 6 of the dimensions.

Patrol Division personnel varied considerably. On some scales they exhibited a more positive attitude than the department norm, and along other attitude dimensions they were more negative. It is notable that concerning job-related issues (job satisfaction, mobility, etc.), Patrol Division respondents were slightly more positive. Concerning compensation issues (salary and benefits), this group was slightly more negative than the department as a whole.

The Traffic Division respondents exhibit the most consistent set of negative attitudes. Of the 36 attitude scales, Traffic Division personnel were slightly more negative on 25 of these scales when compared to the department norms. Except for peer work relations, this category was more negative on all job-related issues when compared to the overall norm of the department.

The "other" category also varied considerably over the 36 attitude scales with no apparent pattern in evidence.

#### IV. FINDINGS AND CONCLUSIONS

The following were general results and conclusions from the interpretation of the survey administered to the Springfield, Missouri, Police Department:

1. Finding: Overall, the attitudes of respondents from the Springfield Police Department compare favorably with those of respondents from two midwestern police departments.

Conclusion: While the department does have some isolated problem areas, the officers and civilian employees of the department are generally positive toward policing and the Springfield Police Department.

2. Finding: In terms of job-related issues, the Springfield Police Department's personnel are quite positive.

Conclusion: This is a critical set of attitude dimensions that form the basis for an integrated and motivated group of workers. Consequently, in this area (except for job mobility) the department has no problems.

3. Finding: Concerning attitudes toward management, respondents from the Springfield Police Department exhibit a somewhat negative attitude; however, these attitudes were considerably less negative than respondents' attitudes from similar surveys. It is notable that the most negative attitude exhibited by employees concerned the organizational structure of the department.

Conclusion: Although it is preferable that attitudes are positive, police departments of this size appear to have more severe problems than the Springfield Police Department. While management should attempt to find ways of improving conditions for officer input into decisions, the most immediate problem is the department's organizational structure which, in the perception of the respondents, contributes to confusion and inefficiency. Improvement in this one area could lead to improvements in other attitude areas such as personnel utilization.

This perception is reinforced through information found on other survey items. When asked what change would best benefit the police department, the item that was ranked the highest in priority by respondents was reorganization of the police department (Item 238, pp. 138-139 in Computer Appendix C).

4. Finding: Concerning perceptions of integration and of other units and areas, the results were generally neither negative nor positive.

Conclusion: The basis for a well-integrated, smoothly operating police department is present (job-related issues are quite positive). The department should capitalize on the ICAP program to find inventive ways to promote the integration of patrol, investigation, and civilian roles.

5. Finding: Compensation issues varied. Concerning benefits and the compensatory time policy, departmental attitudes were neither negative nor positive; however, attitudes toward salary were quite negative and slightly more negative than attitudes found in comparable surveys.

Conclusion: Attrition, according to departmental sources, is a major problem, and salary could be a major contributing factor to the perceived high attrition rate.

6. Finding: Perceptions of police department personnel concerning the adequacy of manpower (in numbers of officers) to protect the city was quite negative. Furthermore, these attitudes were slightly more negative than the overall average of attitudes held by personnel in two other police departments in which a comparable survey was conducted.

Conclusion: Manpower as an issue has pervaded discussions in law enforcement circles and will likely continue. Faced with restricted budgets, cities are frequently incapable or unwilling to provide more officers for police departments.

The recently obtained ICAP grant is geared toward the more efficient allocation and use of existing officers without obtaining additional personnel. This attitude dimension should be monitored closely in the evaluation period of the ICAP program to see if attitudes have changed toward a more positive orientation.

7. Finding: The attitude toward vehicle maintenance was the most negative dimension tallied in this survey of the Springfield Police Department.

Conclusion: Department management should seek a solution to this problem that is particularly negative among patrol division personnel. Some patrol officers expressed a concern for their safety with respect to the disrepair of their vehicles. Trading patrol vehicles more frequently may be one possible solution.

8. Finding: Lieutenants and sergeants as groups were generally more positive in their attitudes than were police officers and civilians. Detectives were generally between these two distinct groupings.

Conclusion: The two largest groups in the department (police officers and civilians) need the most attention for the overall attitudes to become more positive. The ICAP grant which is focused on the patrol officer position in particular may provide a partial solution; however, certain aspects cannot be addressed by the ICAP grant for police officers--most notably salary.

9. Finding: The breakdown of attitudes by area of assignment provided less clear results; however, Investigations Division personnel appeared to be slightly more positive and the Traffic Division personnel exhibited more negative attitudes than the overall department average.

Conclusion: This is somewhat of a paradox. Both Investigations and Traffic are specialized and usually sought after assignments compared to regular patrol duty. Obviously there are other factors operating, particularly in the Traffic Division, that were not measured in this survey.

10. Finding: Concerning community-related attitudes (community and the restrained use of force), the respondents of the Springfield Police Department were slightly more positive than respondents' attitudes in comparable surveys.

Conclusion: How an officer perceives the community's perception of him or her and the department is a very important basis for good police-community relations. Also, the attitude toward the use of force is a reasonable indicator of the department's community orientation. In both cases, the Springfield Police Department's respondents were quite positive.



## V. RECOMMENDATIONS

Before the recommendations are set forth, two points should be clarified so that the following recommendations are placed in a proper perspective.

First, attitudes are perceptions of reality. Whether or not a condition exists is contingent upon one's perception of that condition. One can contend that the attitudes of the Springfield Police Department personnel do not reflect a true picture of the overall situation; however, for those who responded to the survey, these attitudes are their reality.

Second, although these attitudes reflect an aggregate notion of particular problems, there is not enough information to make recommendations about specific solutions to specific problems. Such specific recommendations should follow careful examination and analysis of each individual issue. This, of course, goes beyond the scope and purpose of this survey. As has been the experience of this consultant in other survey situations, the survey results identify problem areas and issues of concern, as well as point to the strengths of the police department. In this sense, the survey may pose more questions than the results can reasonably provide answers.

### General Recommendations

The following are general recommendations concerning the results of the attitude survey of the Springfield Police Department:

1. The department should utilize a portion of these results as base measures for the ICAP program and as a guide for focusing a portion of the ICAP resources.
2. The department should seek the aid of a management consultant to review selected problem areas in depth and make appropriate changes to effect more positive attitudes.

### Specific Recommendations

The following are specific recommendations based on the survey results:

1. The ICAP Task Force and the police department should administer this survey again after the ICAP program has become operational and should focus on the changes in the following attitude dimensions:
  - a. Personnel Utilization
  - b. Integration
  - c. Patrol-ICAP
  - d. Investigations
  - e. Civilians
  - f. Crime Analysis/Analyst
  - g. Evaluation System
  - h. Training
  - i. Manpower
2. The ICAP Task Force should pay particular attention to:
  - a. Finding ways of integrating the activities of the various units to provide communications among all units.
  - b. The changing of the present evaluation system.
  - c. Training.
3. The police department should pursue further technical assistance from LEAA in the form of a management consultant who would address the present organizational structure of the department and make recommendations concerning reorganization alternatives which would be presented to the appropriate city authorities.
4. The police department or the city should study, either through consultants, task forces, or other mechanisms, the issues of salary and vehicle maintenance.
5. The police department should provide for a structured procedure for the informing of departmental personnel about the results of this survey and for presenting these results to the city decision-makers.

### Action Plan

The ICAP program has already started. A portion of the funds have been allocated to address the Recommendations 1 and 2.

Concerning the police department's organization, a management consultant should be obtained, either through LEAA or through other means, to review the present organizational structure. The consultant should be requested immediately because reorganization can become an involved process. An LEAA consultant would be of no cost to the city.

The issues of salary and vehicle maintenance are issues about which departmental personnel were most negative. Concerning police officers' salary, the City of Springfield could commission a study group or task force comprised of police officers and representatives of other city departments to review the salary and compensation of police officers. Another alternative would be for the city to commission a compensation survey and analysis from an external source. The first alternative would involve the cost of Task Force personnel time; the second alternative would be considerably more expensive.

Vehicle maintenance could be addressed in a similar fashion by either commissioning a task force or study group or by obtaining an external source to make recommendations. Again, the costs will vary with the approach the City of Springfield wishes to pursue.

Appendix A  
QUESTIONNAIRE CODEBOOK

The Questionnaire Codebook is provided so that Computer Output Appendices C and D can be interpreted. The script numerals beside each question corresponds to Item Numbers and Variable Numbers in Table 1 and in Computer Output Appendices C and D.

CODEBOOK

SPRINGFIELD, MISSOURI  
POLICE DEPARTMENT

OFFICER  
AND  
DEPARTMENT  
DEVELOPMENT  
SURVEY

The following survey is designed to obtain your attitudes and opinions toward a variety of issues and aspects of your work. I would appreciate your honest responses of each of the questionnaire items. In no instance will any attempt be made to identify individuals. All responses will be strictly confidential and anonymous.

I thank you for your indulgence and patience in completing this questionnaire.

RONALD PARKS, TECHNICAL CONSULTANT

PUBLIC ADMINISTRATION SERVICE

FOR

LAW ENFORCEMENT ASSISTANCE ADMINISTRATION

MARCH 25, 1977

Card  $\frac{1}{4}$  These questions concern various aspects of your current job assignment in the Department.

5 What is your present rank?

- 1
- 1. Lieutenant
  - 2. Sergeant
  - 3. Corporal
  - 4. Detective
  - 5. Patrolman
  - 6. Civilian
  - 7. Other (Specify                     )

6-7 What is your present assignment? (Check only one).

- 2, 3
- |   |   |
|---|---|
| <u>      </u> Internal Affairs (11)           | <u>      </u> Criminal Investigations Div. (20) |
| <u>      </u> Training (12)                   | <u>      </u> Crimes Against Persons (21)       |
| <u>      </u> Public/Community Relations (13) | <u>      </u> Crimes Against Property (22)      |
| <u>      </u> Planning/Research (14)          | <u>      </u> Vice/Intelligence (23)            |
| <u>      </u> Records (15)                    | <u>      </u> Juvenile (24)                     |
| <u>      </u> Laboratory (16)                 | <u>      </u> Identification (25)               |
| <u>      </u> Patrol Division (30)            | <u>      </u> Traffic Division (40)             |
| <u>      </u> 1st Detail (31)                 | <u>      </u> 1st Detail (41)                   |
| <u>      </u> 2nd Detail (32)                 | <u>      </u> 2nd Detail (42)                   |
| <u>      </u> 3rd Detail (33)                 |   |
| <u>      </u> 4th Detail (34)                 | <u>      </u> Other (50)                        |

8-9 How long have you had this particular current assignment?  
4 Years

How would you compare your present assignment with other assignments in the Department for each of the following factors? Use the following code:

Code: 1--My assignment is much better than other units  
2--My assignment is somewhat better than other units  
3--My assignment and other units are the same  
4--Other units are somewhat better than my assignment  
5--Other units are much better than my assignment

- 10
- 5 General Image
  - 6 Supervision
  - 7 Pay and Benefits
  - 8 Promotion Opportunities
  - 9 Nature of Contact with the Public
  - 10 Recognition by the Department
  - 11 Recognition by the Citizens
- 16

Different people want different things out of a job. How important is it to you to achieve each of the following things in your job as a police officer?

Code: 1--Very important  
2--Moderately important  
3--Slightly important  
4--Slightly unimportant  
5--Moderately unimportant  
6--Very unimportant

- 17
- 12 Freedom to operate independently on the job
  - 13 Service to the community
  - 14 Recognition from fellow officers
  - 15 High income
  - 16 Promotion
  - 17 Recognition from supervisors
  - 18 Prestige in the community
- 23

On the following pages statements are listed which might represent opinions held by police officers. Please indicate the extent to which you personally agree or disagree with each statement by writing in the blank at the edge of each statement the code number which best represents your response to that statement. Use the following code:

Code: 1--Strongly agree  
2--Moderately agree  
3--Slightly agree  
4--Slightly disagree  
5--Moderately disagree  
6--Strongly disagree

- 24 19 I gain a feeling of worthwhile accomplishment from my job.
- 20 I don't usually find out about changes in the Department until after the changes are made.
- 21 I am told when I have done a good job.
- 22 I have a top-notch immediate supervisor.
- 23 Most people in this city do not respect police officers.
- 24 I feel a great deal of satisfaction in my work because of doing a job well.
- 25 Unarmed suspects who assault police officers deserve to be treated roughly.
- 26 My immediate supervisor has not received enough training for his position.
- 27 The Patrol Division does a good job of apprehending career criminals.
- 28 There are times when an officer is justified in using physical force in response to verbal abuse.
- 34 29 Roll call for the Patrol Division is useful.
- 30 My immediate supervisor has shown himself to be very competent.
- 31 When changes are made in the Department, they are usually introduced from the top with little participation in decisionmaking by officers like me.
- 32 Most citizens are willing to help police identify criminal suspects.
- 33 The Crime Prevention unit does a good job.
- 34 It is sometimes justified to use more force than is really necessary in handling someone who physically assaults an officer.
- 35 Promotions are based on performance.
- 36 Family problem-solving is not a part of real police work.
- 37 The Investigation Division has provided me with useful information about suspects.
- 38 I don't really like my job.
- 39 The radio communicatins equipment of this Department is totally inadequate.
- 40 Sometimes I hesitate to take action I feel I should take because of the likelihood of getting a citizen complaint.
- 46 41 My job is quite interesting.

Code: 1--Strongly agree  
2--Moderately agree  
3--Slightly agree  
4--Slightly disagree  
5--Moderately disagree  
6--Strongly disagree

- 47      42      Police officers try to instill an attitude of respect in the public rather than fear.
- 43      The time spent for roll call could be better utilized.
- 44      The compensatory time policy is fair to everyone.
- 45      Police officers have the responsibility to restrain themselves when confronted with physical force from unarmed suspects.
- 46      Patrol officers have a lot of free time.
- 47      The operational policies of this Department are understandable.
- 48      Citizens in this city view the police as a hostile force.
- 49      The police don't have any business trying to resolve family disputes.
- 50      The promotion process should be more objective.
- 51      It is more important to have very few citizen complaints than to have an impressive record of making arrests.
- 57      52      Patrol officers frequently contaminate crime scenes because they lack training in the preservation of such scenes.
- 53      Nobody seems to notice when I do my job well.
- 54      This Department is composed of very professional police officers.
- 55      Compared to other changes that could be made in this Department, more pay would be the best change for me.
- 56      To the top administration, I'm just another "warm body to fill a slot."
- 57      I can expect fair treatment from the Department if a citizen complaint is filed against me.
- 58      Pay raises are based on performance.
- 59      There are many instances that I can think of that the Department has not utilized talented personnel to the Department's advantage.
- 60      I don't like the Department's way of deciding who gets promoted.
- 61      Citizens can generally rely on the police to be helpful.
- 62      Crime analysis is effective in this Department.
- 63      Patrol officers do a good job in their follow-up investigation.
- 64      This department really needs reorganization.
- 70      65      The Springfield Police Department does a very good job of fighting crime.



Code: 1--Strongly agree  
2--Moderately agree  
3--Slightly agree  
4--Slightly disagree  
5--Moderately disagree  
6--Strongly disagree

- 71 66 Police officers should always ignore verbal abuse.
- 67 I don't feel that I have any influence in deciding what changes are made in this Department.
- 68 All in all, roll call is a waste of time for patrol officers.
- 69 The present compensatory time policy is adequate.
- 70 The crime analyst supplies patrol with useful information.
- 71 The operational policies of the Springfield Police Department are reasonable.
- 72 I find it difficult to pursue my education because of the present shift structure.
- 73 The one thing that distinguishes this police department from most others is the fact that the officers here are more professionally oriented.
- 74 The most important feature of an evaluation system should be ridding the evaluation process of personal bias.
- 80 75 I don't think my immediate supervisor and I keep each other well informed about crime problems.
- Card 2  
8 76 There is an adequate number of supervisors in the Department.
- 77 There are some groups of citizens who simply will not cooperate with the police.
- 78 My immediate supervisor will back me up when I need it.
- 79 Professionally, it would be hard to beat the quality of people working for this Department.
- 80 Compared to other police departments, the Springfield Police Department's pay is excellent.
- 81 I don't receive any praise for the work I do.
- 82 The Command Staff in this Department is open to suggestions about how changes should be implemented.
- 83 The organizational arrangement of the Department is adequate.
- 84 The items covered in roll call are usually important.
- 85 I frequently do not ask for a computer check of persons or vehicles because the radio is so busy.
- 86 Our evaluations are designed so that officers can improve their performance.
- 87 I often have problems with our present radio communications system.
- 88 Patrol officers need more information about crime patterns in their respective districts.
- 21 89 Generally speaking, patrol officers do a good job in their preliminary investigations of major crimes.

Code: 1--Strongly agree  
2--Moderately agree  
3--Slightly agree  
4--Slightly disagree  
5--Moderately disagree  
6--Strongly disagree

- 22      90    The present compensatory time policy is unfair.
- 91    My immediate supervisor is always breathing down  
              my neck.
- 92    Compared to other alternatives, the present shift  
              system does not interfere with my social life.
- 93    Patrol officers have adequate training in investigative  
              techniques and procedures.
- 94    During heavy work periods, I frequently do not receive  
              complete information about situations due to heavy  
              radio traffic.
- 95    Dispatchers have a tough job.
- 96    Patrol officers and detectives frequently discuss crime  
              problems of common interest.
- 97    Civilian employees are adequately supervised.
- 98    A police officer should never respond to verbal abuse  
              from a citizen by using force.
- 99    The relationship between the police and the people in  
              this city is very good.
- 100   I don't receive enough recognition for my work.
- 101   At times, I'm unsure just who is the immediate  
              supervisor for patrol personnel.
- 34      102    There is good communications among all divisions  
              of the department.
- 103    I enjoy the kind of work I do.
- 104    I feel that the system of performance evaluation is  
              fair.
- 105    I sometimes feel that I don't get enough credit for  
              my performance on the job.
- 106    The quality of crime analysis information has improved  
              over the last few months.
- 107    Compared to other alternative systems, the present  
              shift system does not interfere with my family life.
- 108    My immediate supervisor is not willing to listen to  
              suggestions.
- 109    The likelihood of a police officer being abused by  
              citizens in this city is very high.
- 110    The Command Staff in this Department is open to  
              suggestions for change.
- 111    My immediate supervisor is not a good manager.
- 112    In investigations of citizen complaints, it seems like  
              a citizen's word is worth more than that of a police  
              officer.
- 45      113    People in this city generally look up to the police.

Code: 1--Strongly agree  
2--Moderately agree  
3--Slightly agree  
4--Slightly disagree  
5--Moderately disagree  
6--Strongly disagree

46

- 114 The organizational structure of this department is conducive to good police work.
- 115 Patrol receives crime analysis information regularly.
- 116 The PBX operators are well trained for screening calls to the police department.
- 117 Citizens in this city have a great deal of respect for police officers.
- 118 Information provided to me by our Investigation Division has been helpful to me in making arrests.
- 119 Investigations of police misconduct are usually biased in favor of police.
- 120 What the Department needs is a clear and concise policy manual.
- 121 The public is eager to cooperate with police officers to help them perform their duty better.
- 122 I don't have a real sense of achievement in my job.
- 123 When an officer has problems on the job, he can expect fair treatment from the Department.
- 124 The Department is becoming more professional through better management techniques.

57

- 125 Patrol officers are really involved in the investigation of some major crime cases.
- 126 The Department provides adequate assistance for officers who further their education.
- 127 The communication between lower ranking personnel and the Command Staff has been improved.
- 128 The Department is better than most other departments professionally.
- 129 Command Staff and departmental personnel are working together to make this Department function better.
- 130 Compared to a year ago, patrol officers are better trained to apprehend career criminals.
- 131 Progress has been made in terms of sending departmental personnel for outside training.
- 132 Compared to their attitudes one year ago, personnel have improved attitudes toward the Department.
- 133 Most commanders do not exercise their authority as much as they could.
- 134 Many supervisors in this Department are not forceful enough.
- 135 This Department's Divisions work well together.
- 136 Personnel in some departmental units don't work and are taken care of.

68

Code: 1--Strongly agree  
2--Moderately agree  
3--Slightly agree  
4--Slightly disagree  
5--Moderately disagree  
6--Strongly disagree

69

- 137 The investigative personnel in this Department feel everyone is against them.
- 138 Discipline within the Department is lax.
- 139 Communication between detectives and patrol about crime problems is almost non-existent.
- 140 In this Department, if a lower level officer will do favors for a supervisor, it will result in a reward.
- 141 Top managers here are able to cope with the Department's younger officers.
- 142 This Department has systematic procedures for promoting individuals into high ranking positions.
- 143 Who you know is more important in this Department than doing your job well.
- 144 This Department's personnel have adequate training in human relations.
- 145 The Department really doesn't need more in-service training.
- 146 The way this Department operates is too autocratic.
- 147 This Department utilizes individuals in ways they can best contribute.

80

Card 3

8

- 148 In this Department trying to be a professional police officer is more important than friendship with one's supervisor.
- 149 Compared to a year ago, the Patrol Division is a more efficiently managed organization.
- 150 Many officers in this Department have individual information which is not getting disseminated to other personnel.
- 151 It would be a good idea to have another way for citizens to report minor incidents rather than having a patrol car sent.
- 152 Roll call is presently a good method of communication in this Department.
- 153 This Department's procedure for the purchase of equipment is adequate.
- 154 Many supervisors in this department use favoritism in ways such as awarding choice work assignments.
- 155 The Patrol Division has an adequate number of officers to properly respond to citizen's calls for service.
- 156 The Department's response to calls for service should be limited to only the more serious calls.
- 157 The Department really doesn't need a unit to take reports on minor, nonserious incidents rather than using patrol personnel.
- 158 This Department's Investigation Division is efficient.

17

Code: 1--Strongly agree  
2--Moderately agree  
3--Slightly agree  
4--Slightly disagree  
5--Moderately disagree  
6--Strongly disagree

18

- 159 It is often hard to get a detective to conduct investigations because the Investigation Division is undermanned.
- 160 I have sufficient equipment to do my job.
- 161 Vehicle maintenance is no problem in this Department.
- 162 Currently, most officers just have to get by the best way they can when it comes to Department equipment.
- 163 When a pressure situation develops, our dispatchers remain calm.
- 164 Communications among the uniform officers and the detectives are generally good.
- 165 The higher ranks in this Department have objective tests for promotion.
- 166 It seems like many programs here are started and stopped by the whim of the Command Staff.
- 167 Being a police officer is just an eight hour a day job.
- 168 The Department's present Crime Prevention activity really pays off.
- 169 It is hard to be proud of being an officer in this Department.
- 170 The Department's Command Staff exercises strong leadership.

30

- 171 This Department has enough sworn officers.
- 172 In-service training here is generally adequate.
- 173 Disregard of Departmental discipline policies seem to be the rule rather than the exception.
- 174 It has been a long time since I have received any meaningful in-service training.
- 175 Manpower in this Department is sufficient to maintain high quality work.
- 176 There is so little communication among units in this Department that you could say there wasn't any.
- 177 I find out more about what is going on from informal communication sources than from the formal communications within the Department.
- 178 The dispatchers in this Department are inadequately trained.
- 179 The police garage does a very efficient job in maintaining and repairing vehicles.
- 180 This Department needs an improved firearms training program.
- 181 Our Department's dispatchers are frequently hard to understand.
- 182 The Investigation Division personnel receive adequate training.

41

Code: 1--Strongly agree  
2--Moderately agree  
3--Slightly agree  
4--Slightly disagree  
5--Moderately disagree  
6--Strongly disagree

- 42      183    The PBX operators are not sufficiently trained.
- 184    Most of the people in power in this Department are not  
              afraid to try innovative programs.
- 185    It is impossible to isolate the operation of a police  
              department from the city's political leaders.
- 186    The present Department policies offer incentives to  
              further one's education.
- 187    This Department loses many good officers to higher  
              paying jobs.
- 188    This Department has some very good officers.
- 189    The organizational arrangement of the Department  
              promotes confusion.
- 190    My job in this Department is very secure.
- 191    I am satisfied with my salary.
- 192    The communications among personnel in my unit are  
              very good.
- 193    The Department's sick leave policy is fair.
- 194    Efficiency is highly valued in my unit.
- 195    My opportunities to transfer to other units within  
              this Department are good.
- 55      196    The life insurance benefit in this Department is a  
              good one.
- 197    The Command Staff is very interested in this  
              Department's personnel.
- 198    My supervisor has enough authority to perform  
              his/her job well.
- 199    I would really have to make a bad mistake to be  
              removed from my current assignment in the Department.
- 200    My supervisor gives clear instructions.
- 201    Supervisors in the Department have too many people  
              to keep track of them.
- 202    The personnel I work with most get along well together.
- 203    We don't waste very much time in the unit in which I  
              work.
- 204    My chances for advancement in this Department aren't  
              very good.
- 205    Absenteeism is a real problem in my unit.
- 206    I feel this Department's salary is equal to that of  
              other area departments.
- 207    Most of the people I work with are very cooperative.
- 67      208    I am satisfied with the way this Department provides  
              salary increases.

Code: 1--Strongly agree  
 2--Moderately agree  
 3--Slightly agree  
 4--Slightly disagree  
 5--Moderately disagree  
 6--Strongly disagree

- 68      209 Overall, my supervisor does a good job of managing subordinates.
- 210 I don't think this Department's fringe benefits are very good.
- 211 My supervisor does a good job of handling complaints I have about my job.
- 212 This Department has a good retirement plan.
- 213 The Department's Command Staff will use the results of this survey to make improvements in departmental policy.
- 214 My supervisor does a very poor job in administering discipline.
- 215 The Department should provide personnel with more paid holidays.
- 216 I am satisfied with the Department's health insurance plan.
- 217 The civilian staff in this department provides poor support for a police operation.
- 218 Improper personnel assignment causes more problems for this Department than shortage of sworn officers.
- 219 This Department has adequate manpower to protect this city.
- 220 District car officers should take care of traffic accidents.
- 30      221 The communications between civilian staff and officers is poor.

Card 4

Rank each of the following items as you feel that changes are needed that would benefit you. The most important change should be ranked "1," the next most important ranked "2," and so on until all have been ranked. Your last ranked item should be ranked "9."

8

- 222 Policies and Procedures Manual
- 223 Evaluation system
- 224 Handling of complaints against officers
- 225 Dress code
- 226 Promotion system
- 227 In-service training
- 228 Police/Community relations
- 229 Organization of the Department
- 16      230 Officer participation in Departmental decisionmaking.

Rank each of the following items as you feel that changes are needed that would benefit the Department. Use the same procedure for ranking as was used in the preceding questionnaire item.

- 17      231 Policies and Procedures Manual
- 232 Evaluation system
- 233 Handling of complaints against officers
- 234 Dress code
- 235 Promotion system
- 236 In-service training
- 237 Police/Community relations
- 238 Organization of the Department
- 25      239 Officer participation in Departmental decisionmaking.

How satisfied or dissatisfied are you with the following elements of your job as a police officer? Use the following code:

Code: 1--Very dissatisfied      4--Slightly satisfied "

          2--Moderately dissatisfied      5--Moderately satisfied

          3--Slightly dissatisfied      6--Very satisfied

- |           |                                  |           |  |
|-----------|----------------------------------|-----------|--|
| <u>26</u> | <u>240</u> Job security          | <u>37</u> | <u>251</u> Middle management                           |
|           | <u>241</u> Fellow officers       |           | <u>252</u> In-service training                         |
|           | <u>242</u> Promotion system      |           | <u>253</u> Organizational structures of the Department |
|           | <u>243</u> Academy training      |           | <u>254</u> System of determining work schedules        |
| <u>30</u> | <u>244</u> Compensatory time     | <u>41</u> | <u>255</u> Personal appearance code                    |
|           | <u>245</u> Excitement            |           | <u>256</u> Method of determining days off              |
|           | <u>246</u> Salary                |           | <u>257</u> Performance evaluation system               |
|           | <u>247</u> Equipment maintenance |           | <u>258</u> Freedom to make decisions                   |
|           | <u>248</u> Top administration    |           | <u>259</u> Method of determining assignments           |
|           | <u>249</u> Immediate supervisor  | <u>46</u> | <u>260</u> Recognition from supervisors                |
| <u>36</u> | <u>250</u> Disciplinary system   |           |  |



FOR PATROL PERSONNEL ONLY.

All other respondents turn to the next page.

Code: 1--Strongly agree  
2--Moderately agree  
3--Slightly agree  
4--Slightly disagree  
5--Moderately disagree  
6--Strongly disagree

47

261 During the past year, communications between the Patrol Division and other units and divisions have improved.

262 I can really identify with the district in which I work because I have worked there so long.

263 The officers on my shift often share information about known suspects in our areas.

264 I don't think I can get enough opportunities to talk to the other officers on my shift.

265 I would like to have more information about crime patterns, suspects, etc., in my district.

266 I frequently discuss district problems with my fellow officers.

267 I don't feel there's enough communication among officers on different shifts.

268 Officers should not be assigned to the same district for an extended period of time because he or she will become lax.

55

269 My immediate supervisor and I don't really have much opportunity to discuss problems in my district.

270 There's pretty good sharing of information on common problems among the officers on all three shifts.

271 I stay in pretty close contact with my immediate supervisor about what's happening in my district.

272 I don't know much about what happened in my district during the other two shifts.

273 I think I'm quite well informed about suspects in my district.

274 I seldom know what kind of tour-of-duty the officer had in my district on the shift before mine.

275 I almost never provide my immediate supervisor with current information about what is going on in my area.

276 Officers in my Division seldom discuss solutions to problems on a day-to-day basis.

277 Police officers are sincerely concerned about the well-being of the citizens in the neighborhoods they patrol.

64

278 I often get a chance to tell the officers on the next shift what happened when I was on duty.

What is your present marital status? (CHECK ONE)

65

279

- ☐ Married  
☐ Single (Includes widowed or divorced)

Has your marital status changed since joining the department?  
 (CHECK ONE)

66

280

- ☐ 1. Marital status has not changed (have not been married, separated, divorced, or widowed since joining the department)  
☐ 2. Have been married for the first time  
☐ 3. Have been married after a divorce  
☐ 4. Have been married after being widowed  
☐ 5. Have separated (but not divorced)  
☐ 6. Have divorced  
☐ 7. Have been widowed

If you are now married, does your spouse currently hold a job? (CHECK ONE)

67

281

- ☐ 1. No  
☐ 2. Yes, part time  
☐ 3. Yes, full time

If yes, how important is your spouse's income for the maintenance of your household? (CHECK ONE)

68

282

- ☐ 1. Very unimportant ☐ 4. Slightly important  
☐ 2. Moderately unimportant ☐ 5. Moderately important  
☐ 3. Slightly unimportant ☐ 6. Very important

Before you joined the department, what was the highest level of formal education you completed? That is, when you became a police officer, was your education: (CHECK ONE)

283

69

- ☐ 1. Not a high school graduate  
☐ 2. Graduate from high school or General Education Diploma (G.E.D.)  
☐ 3. Some technical school, but not a graduate  
☐ 4. Graduate from technical school  
☐ 5. Some college courses, but did not graduate  
☐ 6. Graduate from junior college  
☐ 7. Graduate from college  
☐ 8. Some graduate courses in college  
☐ 9. Graduate degree

Since joining the department, how much additional formal education have you had? That is, after you became a police officer, have you: (CHECK ONE)

- \_\_\_\_\_ 1. Had no additional formal education
- \_\_\_\_\_ 2. Taken some high school courses, but did not graduate
- \_\_\_\_\_ 3. Graduated from high school or General Education Diploma (G.E.D.)
- 70-71 \_\_\_\_\_ 4. Taken some technical school courses, but have not graduated
- 284 \_\_\_\_\_ 5. Taken some additional college courses, but have not graduated
- \_\_\_\_\_ 6. Graduated from technical school
- \_\_\_\_\_ 7. Graduated from junior college (includes an Associate Degree)
- \_\_\_\_\_ 8. Graduated from college
- \_\_\_\_\_ 9. Taken some graduate college courses, but have not received a graduate degree
- \_\_\_\_\_ 10. Obtained a graduate degree

72-73

How many years have you worked for the Springfield Police Department? 285 years.

This completes the questionnaire. Thank you for your cooperation. If you have any comments about the questionnaire or its contents, please write those comments below and on the back of this page.

COMMENTS

Appendix B  
A GUIDE TO THE INTERPRETATION  
OF SURVEY RESULTS

The survey instrument was keypunched, computerized, and subjected to statistical analysis to determine the various "attitude scales." An attitude scale was determined by the statistical relationship among all the items.\* In more simple terms, there was a statistical indication that persons responding to the questionnaire were thinking about the same thing when responding to a group of items that eventually fell into an attitude scale. For example, consider the Job Satisfaction Scale which is composed of seven items. The majority of the respondents' answers were so similarly patterned that these seven items were identified as being in the "Attitude Scale." Although there may have been other items relating to a persons job contained in the questionnaire, the pattern of respondents' answer was not similar enough to warrant inclusion in the Job Satisfaction Scale. These seven items alone statistically comprise the scale that was subjectively labeled as being in the "Job Satisfaction Scale."

The next step involved changing the answer codes of the items so that an overall average for each attitude scale could be obtained. For example, some of the statements concerning job satisfaction were stated in the positive ("My job is quite interesting" - item 41); some were stated negatively ("I don't really like my job" - item 38). The computer program that compiled and printed the attitude scales automatically reversed certain items so that a 1 to 6 scale, negative to positive, respectively, was produced. Consequently, the 5.3 average for the department as a whole on the My-job-is-quite-interesting item indicates that respondents moderately to strongly agreed with this item. Similarly, the 5.2 average for the I-don't-really-like-my-job item indicates that respondents moderately to strongly disagree with the item.

The overall scale value was obtained by averaging all the items that comprised the scale. For the Job Satisfaction Scale for the department as a whole, the 5.0 represents the average of the seven items that were components of the scale.

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\*The statistical procedure for determining what items fell in the various scales was principal components factor analysis with varimax rotation. The Statistical Package for the Social Sciences (SPSS) factor analysis subroutine was utilized.

The mid-point of the scale is 3.5. Generally, the following breakdown can be used to interpret the results from the attitude scales:

- 1.0 to 1.9 = Extremely Negative Attitude
- 2.0 to 2.9 = Somewhat Negative Attitude
- 3.0 to 4.0 = Neither Negative or Positive Attitude
- 4.1 to 5.0 = Somewhat Positive Attitude
- 5.1 to 6.0 = Extremely Positive Attitude

Because of time and financial considerations statistical tests of significance among the scales for rank and assignment categories were not computed. When interpreting differences between categories concerning a particular scale or item, differences of less than .5 should generally be regarded as negligible.

The remaining questionnaire items (4 through 18, 222 through 260 and 285) were broken down by rank and area of assignment variables.\* The computer output gives the mean for each rank or area of assignment category and an overall department mean. The "MEAN" column the average for the codes listed in the Codebook for person in particular category. The column labeled "STD DEV" is a measure of variation in a particular subgroups responses. The column labeled "VARIANCE" is another measure of variation--the square of the STD DEV. The column labeled "N" is the number of respondents in a particular group. Again, one should be cautious of interpreting small differences between selected categories. It should be noted that these items were subjected to tests of statistical significance.

Questionnaire items 279 through 284 were cross-tabulated with rank and area of assignment variables. These tables are almost self-explanatory. Tests of significance were computed for these tables also.

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\*See Appendix A for the questionnaire codebook.



**END**