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Mission Statement Content And Prevalence Among Local Police Departments And Sheriffs' Offices

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MISSION STATEMENT CONTENT AND PREVALENCE AMONG

LOCAL POLICE DEPARTMENTS AND SHERIFFS' OFFICES

by

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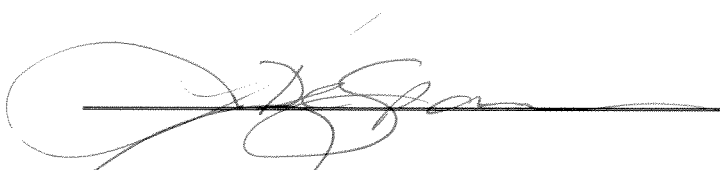
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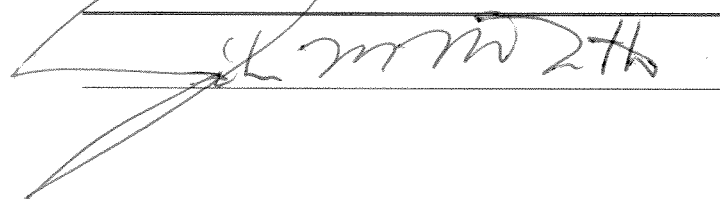
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ABSTRACT

This descriptive study uses grounded theory approach to investigate the prevalence and content of mission statements among United States local police departments and sheriffs' offices that employ less than 25 sworn personnel. Mixed method research analysis identified the prevalence of mission statements as well as the content and characteristics of mission statements. Mission statements were analyzed with no *a priori* assumptions, standards, or coding schema. From this study it was found that 80 (37.21%) of the study's sample law enforcement agencies ($N = 215$) have mission statements that were located through this study's web search and agency participation. The analysis revealed that the prevalence of mission statements and mission content varied among sample subgroups.

Keywords: content analysis, grounded theory, mission statement

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Chapter 1

INTRODUCTION

Over 35 years have come and gone since Peter Drucker (1973) declared that every institution, regardless of type: business, public service, and not-for-profit, exists for a specific purpose and mission. Drucker (1973) insisted that every organization needs to answer these questions: *Why do we exist?* and *What is it that we are trying to do?* The answers to these questions form the basis of a mission statement, which is intended to clearly define the organization's purpose and reasons for existence (Bart, 1996b; David, 1989; David & David, 2003; Davidson, 1995; Drucker, 1973, 2008; Ireland & Hitt, 1992; McGinnis, 1981; Pearce, 1982; Pearce & David, 1987; Staples & Black, 1984). The mission statement has now become one of the leading management tools used by executives world-wide (Rigby & Bilodeau, 2009). Consequently, mission statements abound (Bart, 1997; Morhew & Hartley, 2006; Williams, 2008). Yet despite the extensive implementation of mission statements, mission statement literature is inconclusive as to essential mission components. Furthermore, research on mission statement use and content among United States law enforcement agencies has largely been a neglected area of study.

Statement of the Problem

Over the past several decades, many studies have investigated mission statement content and prevalence across institutional sectors: business, not-for-profit, and public. Yet, DeLone's (2007) research represents the only empirical study that investigates the prevalence and content of mission statements among United States law enforcement agencies. DeLone's sample

consisted of 50 of the largest police agencies in the United States. However, the 2000 census of

state and local law enforcement agencies indicates that there are 17,784 agencies across the

United States that range in size from 0 to 40,435 full-time sworn personnel (Reaves & Hickman,

2002). Of the 17,784 agencies, 12,666 (71.2%) are local police departments (i.e., municipal,

county, tribal, and regional) and 3,070 (17.2%) are sheriffs' offices. The majority of local police

departments (77.8% / 9,854) employ less than 25 sworn personnel; and, the majority of sheriffs'

offices (62.6% / 1,921) employ less than 25 sworn personnel. DeLone's sample

represents .0039% (50 of 15,736) of local police departments and sheriffs' offices combined.

Considering these numbers, it is argued that law enforcement mission statement prevalence and

mission content and characteristics are virtually unknown. The gap in research is evident and

further study is needed.

Overview of the Problem

Researchers have determined that every organization needs a formal mission statement

(Abrahams, 1999; Drucker, 1973, 2008; Ireland & Hitt, 1992). A mission statement is a formal

document intended to define the company's unique purpose and practices (Bart, 1996b; David,

1989; David & David, 2003; Davidson, 1995; Drucker, 1973, 20089; Ireland & Hitt, 1992;

McGinnis, 1981; Pearce, 1982; Pearce & David, 1987; Staples & Black, 1984). Campbell

(1989) and Campbell & Yeung (1991) indicate that a formalized mission statement has four

components that include: purpose, strategy, values, and standards of behaviors.

Mission development is a fundamental and critical first step to the strategic planning

processes (Bart, 2001, 1997; Cochran, David, & Gibson, 2008; Pearce, 1982; Pearce & David,

1987; McGinnis, 1981; Staples & Black, 1984; Stone, 1996). A company's mission should drive

business strategy; therefore, business strategy should align with the company's mission.

Consequently, mission development is the foundation of the strategic planning process (Ireland & Hitt, 1992; Pearce & Roth, 1988). The mission statement has emerged as a top communication and management tool used to guide organizational decision making (Rigby & Bilodeau, 2009; Williams, 2008).

Since 1993, Bain & Company have surveyed executives world-wide to determine the top management tools used, as well as to determine the effectiveness of those tools (Rigby, 2003). For over 16 years, mission and vision statements and strategic planning have ranked among the top three management tools used by businesses (Rigby & Bilodeau, 2009). Williams (2008) indicates that the mission statement has emerged as an internal communication device (see also Amato & Amato, 2002; Klemm et al., 1991). As a strategic management tool, the application of a mission statement can assist the company in achieving its goals and objectives (Pearce, 1982; Pearce & Roth, 1988; Verma, 2009). In addition to guiding the strategic planning process, researchers have identified that the mission statement has a direct influence on organizational behavior (Bart, 1996a, 1996b; Bart, 1997; Bart, Bontis, & Tagger, 2001). Consequently, mission statements abound (Abrahams, 1999; Bart, 1997; Haschak, 1998; Morphew & Hartley, 2006; Williams, 2008). Yet, despite the wide use of mission statements there is disagreement among researchers as to what elements should be included in a mission statement for it to be effective.

Seminal mission content literature reveals that research findings have derived from deductive and inductive approaches using both quantitative and qualitative methods. As a result, a body of knowledge exists with varied theories and findings about mission content. For instance, Pearce (1982) used deductive reasoning to develop an eight-item mission topology that provided a framework for mission statement content and development. Later, researchers used Pearce's mission topology to guide further mission content research (e.g., Cochran & David,

1985, 1986; David, 1989; Pearce & David, 1987; Rarick & Nickerson, 2005; Williams, 2008).

Conversely, Baetz and Bart (1996) used grounded theory approach in their research concerning

the role and content of mission statements. Baetz and Bart suggested that an inductive approach

to qualitative analysis of mission statements may be more suitable in determining the

fundamental mission components. As a result, Baetz and Bart found that mission content varied

among business and institutional type; others studies have found similar findings (see Bart, 1997;

Bart & Baetz, 1998; Morhew & Hartley, 2006).

Regardless, David and David (2003) and Cochran, David, & Gibson (2008) have

emphasized that firms should take steps to ensure that mission statements reflect desired

components identified by Pearce (1982), these components include: customers, products/services,

location, technology, concern for survival, philosophy, self-concept, and, concern for public

image. Cochran et al. (2008) added that Pearce's (1982) topology provided a pragmatic

framework for guiding the development of a firm's mission statement. However, this research

will show if a business mission statement topology is suitable or pragmatic to mission statement

development for law enforcement agencies.

To assess police mission statement prevalence and content, DeLone (2007)

operationalized a five-item mission topology based on previous mission statement content

research and police literature. DeLone's topology included: reference to citizens, reference to

employees, the identification of distinctive competence, community policing, and fear of crime.

DeLone found that the frequency of the mission components varied among the sample mission

statements; however, the majority did reference citizens, employees, distinctive competence

(principle services provided), and community policing. DeLone's finding supports previous

research by Pearce and David (1987) and David (1989) and later findings by Williams (2008)

that determined that the use of these content components referencing: citizens, employees, and principal services, are used with regularity among private sector businesses. DeLone's study contributed to mission content research; still, there is much that is unknown about the content and role of mission statements among the general population of United States law enforcement agencies.

Purpose of the Project

Police departments in America exist to provide for public safety by attempting to control and prevent crime. The idea of the public civil service police force originated in England in the late 18th century (Engel, 2002; Geller, 1991). To ensure the tranquility of communities, the United States adopted England's conception of a police force, which was bureaucratic police departments (Geller, 1991). Because policing was considered a local responsibility, between 1840 and 1860 police departments spread across the United States with a mission to prevent crime, disorder, and riot (Engel, 2002; Geller, 1991). However, Schlesinger (1933) described city law officials, of the late 19th century, as being similar in nature to the anti-social element, instead of preventing crime, ". . . the aim of police departments was merely to keep a city superficially clean, and to keep everything quiet that is likely to arouse the public to an investigation" (p. 115).

Over the past several decades, American law enforcement has received critical reviews from several government commissions which have offered numerous recommendations for improvement: National Commission on Law Observance and Enforcement (1931); The President's Commission on Law Enforcement and Administration (1967); and, The National Commission on Terrorist Attacks upon the United States (2004). In addition, other pressures have directly influenced the manner in which police departments operate: United States Supreme

Court rulings and legislative laws (Burns, Peltason, Cronin, & Magleby, 1997); modern management practices (Melnicoe & Mennig, 1978; Volmer, 1933); social research (Goldstein, 1979; Wilson & Kelling, 1982); and society's demand for public protection (Garland, 2001). To meet these pressures, law enforcement has progressively evolved. Accordingly, the original police mission to prevent crime, disorder, and riot, may not fully reflect the depth and magnitude of police functions.

Therefore, this study employed mixed methods to a grounded theory approach that systematically examined mission statement prevalence and content among sample United States local police departments and sheriffs' offices that employ less than 25 full-time sworn personnel. The purpose of this study was to determine: (a) the prevalence of mission statements among sample law enforcement agencies; and (b) the content and characteristics of sample law enforcement agencies' mission statements. By employing a bottom-up approach to mission statement content analysis, mission content was analyzed with no *a priori* coding schema. As a result, this research has advanced our current knowledge of law enforcement mission statement content, which will have practical implications for those who engage in mission statement research, development, and strategic planning processes.

<div align="center">Definitions</div>

Content Analysis

Content analysis is the systematic examination of data in qualitative and or quantitative research (Krippendorf, 1980; Maxfield & Babbie, 2008; Trochim & Donnelly, 2008). Primarily, content analysis is used to identify thematic patterns in text, to index key words, and to quantitatively describe features of data (Trochim & Donnelly, 2008). To be found valid, content analysis used in research must be replicable (Krippendorf, 1980). According to Hsieh and

Shannon (2005), content analysis applications reveal three distinct approaches: conventional content analysis, directed content analysis, and summative content analysis. Of these, conventional content analysis was used to analyze law enforcement mission statement content.

Conventional content analysis

Conventional content analysis is used to analyze data with no *a priori* assumptions or coding schema (Hsieh & Shannon, 2005; Trochim & Donnelly, 2008). Rather, the idea is to ". . . let the data 'speak for themselves' by review, discussion, coding, or perhaps model building" (Trochim & Donnelly, 2008, p. 182). What the data may reveal can be categorized after a careful analysis of the data (Hsieh & Shannon, 2005).

Law Enforcement Officer

The terms law enforcement officer, police officer, and sworn personnel are used interchangeably in this manuscript and hold the same meaning. The definition for law enforcement officer is taken from the Uniform Crime Report Program, which defines law enforcement officers "as individuals who ordinarily carry a firearm and a badge, have full arrest powers, and are paid from governmental funds set aside specifically to pay sworn law enforcement" (USDJ, 2009, *Crime in the United States 2008*, Police Employees).

Mission Statement

A research synthesis by Bart (1996a) defines a mission statement as "a formal written document intended to capture an organization's unique purpose and practices" (p. 480).

Strategic Planning

Although strategic planning has several similar definitions, the following is taken from Drucker's *Management* (2008):

Strategic planning is the continuous process of making present risk-taking decisions systematically with the greatest knowledge of their futurity; organizing systematically the efforts needed to carry out these decisions; and measuring the results of these decisions against the expectations through organized systematic feedback. (p. 125).

Chapter of Summary

Regardless of institutional type, an effective mission statement defines the organization's unique purpose and reasons it exists (Drucker, 2008). The mission statement has emerged as a leading management tool used by managers (BartRigby & Bilodeau, 2009; Williams, 2008). Research in the field of organization mission content has suggested various mission topologies to guide mission statement development, content, and research (see Davies and Glaister, 1997; DeLone, 2007; Palmer & Short, 2008; Pearce and David, 1987). Other research studies have approached mission data with no *a priori* coding schema or mission topology (see Baetz & Bart, 1996; Mophew & Hartley, 2006). The growing body of research concerning organization mission statement development and content reveals opposing polemics about mission components. Furthermore, research concerning United States police agencies' mission statement prevalence and mission content is sparse and inconclusive. This gap in literature necessitates the furtherance of research. For that reason, this research was conducted to determine the prevalence and content of mission statements among local police departments and sheriffs' offices in the United States.

Chapter 2

REVIEW OF LITERATURE

This literature review was accomplished by accessing Regis University online library resources and various electronic academic databases to locate scholarly articles. Databases accessed included: Academic OneFile, Academic Search Premier, EBSCOhost, Gale Virtual Reference Library, GaleNet, GPO Access, Info Trac, and ScienceDirect (Elsevier). Additionally, Regis interlibrary loan services provided scholarly articles not available online and public university libraries provided scholarly books referenced in this paper. To search for pertinent literature, databases mentioned above were queried by entering subject terms and key words, such as "mission statement", "strategic planning", "police mission", "law enforcement mission statement", "police", and "mission". As a result, a thorough review was conducted including examination of seminal literature on the development and content of law enforcement organizations' mission statements.

This literature review revealed that a number of researchers have analyzed the prevalence and content of mission statements. In the existing literature, there are noticeable differences concerning the identification of essential elements of a mission statement. It was also found that research on mission statement development and content among police agencies is sparse; only one study by Delone (2007) was available. Accordingly, many studies analyzed and presented pertain to research on mission statement development and content from the private, not-for-profit, and public sectors: businesses, hospitals, colleges and universities, and police departments. These studies are relevant to this study because mission content varied among institutional types,

however, mission components: reference to customers, employees, and services provided, have

been found in both businesses and police departments' mission statements (see DeLone, 2007;

Williams, 2008). Because mission statement development was found to be a significant

component of strategic management, strategic management and planning are briefly discussed

prior to presenting mission statement research.

<div align="center">Strategic Management / Strategic Planning</div>

The basic strategic management model for strategic plan development includes: mission

development; internal & external assessments; identification of vision, goals and objectives; and

strategy formulation (Mendenhall & Pryor, 2006). As a business practice, strategic management

and strategic planning can be traced to their beginnings in the 1950s when executives used

strategic management as a primary tool to plan and control the company budget (Mendenhall &

Pryor, 2006). Strategic planning has been a formalized process in use for nearly 40 years

(Distelzweig et al., 2006). Over those years, strategic management and planning have evolved to

address many pressing management issues, such as budget control, corporate planning, and

strategic positioning (Mendenhall & Pryor, 2006; Rigby & Bilodeau, 2009). Because strategic

planning has been used as a viable management tool among businesses; strategic planning has

not been restricted to the business sector but expanded to public, not-for-profit, and other service

related industries: federal, state, and local agencies to include police departments; universities

and colleges; and hospitals.

Denhardt (1985) discussed the benefits of strategic planning for federal, state, and

municipal government agencies. Kotler and Murphy (1981) advocated strategic planning for

colleges and universities. The United States federal government mandated that strategic planning

be used by federal agencies (Office of Budget and Management). Berry (1994) surveyed 548

state government agencies to find strategic planning ubiquitous among the sample agencies; strategic planning had been used by sample agencies for some time. Berry found that strategic planning was adopted by one state agency as early as 1967 and other agencies reported adopting strategic planning beginning in 1970. Zhao, Thurman, and Ren (2008) investigated the strategic planning process among United States law enforcement agencies to identify variations in their planning process; as a result, Zhao et al. developed theoretical models of strategic planning within the context of law enforcement settings.

Strategic planning is both a product and a process (Davidson, 1995), that is "concerned with defining an organization's philosophy and mission" (Byars & Neil, p. 32). In general, strategic management consists of: strategy development and strategy implementation (Mendenhall & Pryor, 2006). The goal of strategy development is to develop a strategic plan to accomplish the organizational mission and strategy implementation is intended to ensure that the organization's strategic plan is executed effectively and efficiently. Various strategic planning frameworks, steps, and or components have been advocated to accomplish theses processes (see Finnie, 1997; Gilmore & Brandenburg, 1962; Kotler & Murphy, 1981; McGinnis, 1981; Staples & Black, 1984). For instance, Staples and Black (1984) developed an eight-step framework for accomplishing strategic planning. Of the eight steps, Staples and Black indicated that defining the company's mission statement and management philosophy was the first step in the process. Furthermore, Staples and Black emphasized that mission development was the most important element but often was the most difficult and challenging aspect of the strategic planning process to develop.

Mission Statement

Of the strategic planning elements, it is the mission statement that is the foundation of the strategic plan (Davidson, 1995; Distelweig et al., 2006; Ireland & Hitt, 1992; Morrisey, 1988; Pearce & David, 1987; Pearce & Roth, 1988). Mission development is furthermore an essential, first step in the strategic management process (Cochran, David, & Gibson, 1985, 2008; Staples & Black, 1984). Other labels have been used to convey a company's mission and purpose, such as: a creed statement, statement of purpose, statement of philosophy, and defining our business, (Pearce & David, 1987; Rarick & Vitton, 1995). Regardless of the label, the mission statement is intended to define an organization's purpose and practices (Drucker, 1973). David (1989) noted that it was Drucker's research and writing on mission statement during the mid-1970s that guided much of the research during the 1980s. Drucker (1973) advocated that every organization regardless of type needed to define its purpose, its reasons it exists, and its aspirations.

Thus, the process of defining an organization's purpose and practices is through mission statement development. As a result, the content and characteristics of the mission statement and its role in the organization has been examined by using deductive and inductive approaches using both qualitative and quantitative content analysis. The next section discusses seminal research that has used various approaches to analyze mission content among businesses in the private sector.

Mission Content

Business Mission Content Research

In his examination of company creeds in the 1950s, Thomspon (1959) found that a number of firms had formulated company creeds for two broad purposes: (1) to formulate and

state the company's assumptions and ideas; and (2) to formulate and state the company's

objectives. Although, the term mission statement is not used by Thompson, he indicated that

other terms were used to label the company creed document, such as "creed", "credo", "our

basic policy", "guiding principles", and "our aim" (p. 81). It appears that the company creed was

used to give context, meaning, and organizational identity to the company.

According to Thompson (1959), the length of the company creed was not important so

long as the context of the creed provided meaning to the company's ideas, assumptions, and

objectives. Others have also commented on the conditions of the company's mission statement.

For instance, McGinnis (1981) examined the role and development of a mission statement within

the context of the American Marketing Association strategic planning process. McGinnis argued

that an effective mission statement: defines organizational purpose and what it aspires to be;

situates the organization apart from other organizations; serves as a framework for organizational

evaluation; is stated in clear terms so that it is understood throughout the organization, while

being not too general or too specific; and is stated in broad enough terms to allow for creative

growth.

Pearce (1982) used deductive reasoning in research analysis of mission statements to

assert that the sense of mission would be captured by including eight fundamental components:

products/services, customers, technology, survival/growth/profitability, company philosophy,

company's competitive distinctiveness, and public image. However, Want (1986) noted that

"the primary components of a mission statement are purpose; principle business aims; corporate

identity; policies of the company; and values" (p. 48). Both Pearce (1982) and Want's (1986)

seminal work regarding mission components have influenced further mission content research

during the past few decades.

Cochran et al. (1985) suggested a pragmatic five-step approach to developing and evaluating mission statements; the "component analysis" step is predicated on Pearce's (1982) fundamental mission elements (p. 6). Later, Pearce and David (1987) analyzed *Fortune 500* companies' mission content to assess the relationship between mission statements and Pearce's (1982) eight-item mission topology. Pearce and David found that the inclusion of Pearce's (1982) mission components in the firm's mission statement was positively associated with a firm's financial performance: the highest performing firms' mission statements exhibited more of the eight mission components than did mission statements of the lower performing firms. However, Pearce and David found that the frequency in which firms' mentioned Pearce's (1982) mission components varied. Pearce and David suggested that the Pearce's (1982) mission components be identified as desirable instead of being considered as essential. Pearce and David suggested that crafting a well-defined mission statement that identifies desired components is not only important to the strategic planning process, but may also be vital to organizational performance.

Research by David (1989) provided analysis of the content of mission statements of *Business Week 1000* firms from the manufacturing and service corporate sector. David operationalized a nine-item mission topology based on previous literature (e.g., David & Cochran, 1987; Pearce & David, 1987; Want, 1986). David's mission topology included: customers, products or services, location, technology, concern for survival, company philosophy, company self-concept, concern for public image, and concern for employees. David asserted that the nine-item topology provided a practical framework for evaluating and writing a company mission statement. Although David found that sample mission statements reflected particular components, none of the sample mission statements included all of the recommended

components. David suggested that this finding may have been caused by organizational and business differences or uniqueness (e.g., service vs. manufacturing). David concluded from his research and previous studies "that a more comprehensive mission is [not necessarily] related to higher performance . . . Many factors impact organizational performance . . . it would be inappropriate . . . to level literature-derived components as essential characteristics of mission statements" (p. 97).

Klemm et al. (1991) employed a postal survey to investigate the reasons for the increased use of mission statements among UK companies. Researchers found that mission statements tended to be written by management teams, were largely used as an internal communication tool for staff, and were used to assert leadership throughout the company. Klemm et al. found that sample mission content was similar to David's (1989) mission topology. However, it was also found that mission content varied enormously from broad statements "to a specific outline of quality, attributes, products, and markets" (Klemm et al., 1991, p. 75).

Baetz and Bart (1996) used grounded theory approach to research analysis of mission content of Canadian *Financial Post 500* firms with no *a priori* coding schema. Baetz and Bart found that sample mission statement content addressed many issues; they identified ten component categories: non-financial objectives; values, beliefs, and philosophies; definition of success; number one priority; specific product definition; specific market definition; basis of competition . Here again, the argument is made that mission content varies among organizational type, later studies by Bart (1998) and Morphew and Harltey (2006) support this finding.

Bart (1997) conducted a convenience sampling of chief executive officers and presidents of Canadian industrial firms. Bart employed survey instruments to determine: the rationales for

mission statement development, manager satisfaction with their company's mission statement, and the relationship between mission content and the firm's performance. Bart found that mission statements varied. Eleven of the 25 mission components that Bart operationalized from previous literature were reflected more often than not in sample mission statements; but none of the statements reflected all 25 components. Further, Bart found minimal association between the company's mission statement and its financial performance, but found mission content to have a greater impact on employee behavior and performance.

Bart's (1997) finding supports previous research by David (1989) that mission statement content, specifically the recommended essential components suggested by Pearce (1982) and Pearce & David (1987), has not been found to be empirically associated with organizational financial performance. Conversely, evidence has shown that the mission content may be positively related to employee behavior to a greater extent than to the company's financial performance. Bart (1996a, 1996b) examined some of Canada's largest industrial and advanced technology companies to determine the impact of the company's formal mission statement on company performance and innovativeness. Bart (1996a, 1996b) found that the company mission appeared to guide and influence employee behavior. Bart's (1996a, 1996b) theories reflected the views of researchers suggesting that the primary purpose of the mission statement is to influence organizational employee behavior, and had less do with influencing financial performance (Bart, 1997; Bart, 2000; Bart & Baetz, 1998; Bart, Bontis et al., 2001).

Amato & Amato (2002) examined the relationship between commitment to Quality of Life (QOL) and firm size, profitability, and industry to mission statements from *Fortune 200* and *Forbes 200 Best Small Businesses*. Amato & Amato analyzed business mission statements for Day's societal QOL goals and Maslow's hierarchy; they found that larger firms mentioned QOL

components and overall were more likely to include hierarchy of need components in corporate mission statements. Amato and Amato suggested that since larger firms possess greater resources, this factor may have influenced larger firms' mission content.

Bartkus, Glassman, and McAfee (2002) examined *Fortune Global 500* United States, European, and Japanese firms to determine the extent to which sample firms used their web sites as a means to communicate business strategy-related information to stakeholders. Bartcus et al. noted that their study was the first study of its kind. Using Ireland and Hitt's (1992) definition of a mission statement, Bartkus et al. examined sample firm web sites for the presence or absence of a statement that was labeled "mission" or "vision" or that included the following elements: purpose, goals, product/markets, and philosophical views of the organization. The majority of United States and European firms' web sites contained a mission statement, although various titles were used, such as "commitment", "purpose", "creed", "aim", or "objective" (Bartkus et al., 2002, p. 424). Further, Bartkus et al. found that regardless of region, sample mission statements did not target four specific stakeholder groups: customer, employee, investor, and supplier.

In a follow-up study, Bartkus, Glassman, and McAfee (2004) assessed the quality of *Fortune Global 500* United States, European and Japanese firms' mission statements by comparing the content of firms' statements to the recommendations in academic literature. Bartkus et al. employed a web search and content analysis of mission statements posted on sample companies' web sites. Bartus et al. found that mission content varied considerably and differed across cultures. In another web based study, Rarick and Nickerson (2005) examined the web sites of companies listed by *Business Week Global 1000*, to assess mission content using Pearce and David's (1987) mission topology. Rarick and Nickerson found that sample mission statements did not reflect Pearce and David's (1987) mission topology. Both Bartkus et al.

(2004) and Rarick and Nickerson (2005) support previous research that indicates mission content varies among businesses.

In another study by Bartkus, Glassman, and McAfee (2006), *Fortune Global 500* United States, European, and Japanese firms' mission statements were examined to determine the relationship between mission statement quality and financial performance. Researchers' measures included: the inclusion of specific stakeholder components, the inclusion of other components mentioned in previous literature, and the emphasis of purpose or objectives in the mission statement. Although Bartkus et al. found that most sample mission elements were not associated with the firms' financial performance; they did find that mission statements that espoused concern for employees and social responsibility were positively associated with the firms' performance. It appears that specific mission components may affect employee performance and behavior (Bartkus et al., 2006)

Peyrefitte and David (2006) examined mission statements of United States firms in four industries: banking, computer hardware, computer software, and food processing industries, to assess for David's (1989) nine-item mission topology. Peyrefitte and David found that ". . . firms may be subject to institutional pressures that influence what mission statements contain . . . creating unique industry profiles of mission statements" (p. 296). For instance, Peyrefitte and David found similarities of mission statement components across industry boundaries, six of David's nine mission components were used similarly by sample firms, but the frequency of use was different. Further, none of the sample firms identified all nine of David's (1989) mission components. Peyrefitte and David suggested that there may be mission statement norms within industries to account for mission similarities. Based on this logic, other mission norms and profiles may be found within other sectors as well, such as law enforcement.

Finally, Williams (2008) assessed the condition of mission statements among *Fortune 1000* higher-performing and lower-performing firms using procedures specified by Pearce and David (1987) for David's (1989) nine-item mission topology. Williams found that the use of mission statements continued to be a strategic practice and source of standard communication for corporations. Williams also noted that David's (1989) mission content components were found with regularity in sample mission statements; however, mission content differences were found among higher-performing organizations compared to lower-performing organizations. Williams suggested that there may be an association between an effective mission statement and positive organization performance.

Mission Content Research in Other Sectors

Mission content research has not been restricted to only the business sector; it is also evident in other domains, such as for- profit and not-for-profit schools (Ireland & Hitt, 1992) and hospitals (Bolon, 2005). Ireland and Hitt (1992) conducted a case study of a small private school's mission statement and exampling of other business mission content. Ireland and Hitt asserted that an effective mission statement: defines organizational purpose, identifies organizational pursuits, identifies the market(s) in which the firm intends to operate, and reflects the company's guiding philosophical premises. Once completed, according to Ireland and Hitt, "the mission statement becomes the foundation on which other intended actions are built" (p. 36).

Davies and Glaister (1997) used a different mission topology to examine the development, content, and use of mission statements among UK business schools. Davies and Glaister developed a framework for content analysis based on previous literature that included eleven categories: inspirational purpose included, business domain included, responsibility to stakeholder included, strategic position defined, long-term aims/objective included, quantified

planning targets included, distinctive competence included, values and beliefs identified, public and community responsibilities identified, concern for employees included, and important behavior standards included. Researchers found that mission content varied among UK business schools. Other researchers have also found mission content to vary among United States public schools.

For instance, Weiss and Piderit (1999) examined the mission content of 304 public schools in Michigan, along four dimensions: content, focus, clarity, and activist tone. Mission content varied substantially among the sample. Furthermore, Weiss and Piderit found that mission content and rhetorical style either facilitated or impaired school performance. In another study of higher-education mission statements, Morphew and Hartley (2006) examined four year colleges in the United States to explore the relationship between rhetorical elements in mission statements and institution type. Morphew and Hartley approached mission data with no *a priori* coding schema. Sample mission statements were found to be ubiquitous in higher education, mission content varied, and no two institutions reflected the precise elements or the same configuration in their mission statements. There were notable differences between public and private institutions' mission statements (Morphew and Hartley, 2006). Overall, Morphew and Hartley found 118 distinct elements among all sample mission statements.

Palmer& Short (2008) examined mission statements of United States Advance Collegiate Schools of Business (AACSB) to determine if mission content was linked to performance. Again, mission content was analyzed using Pearce & David's (1987) eight-item mission component topology. Palmer and Short found considerable variance in the presence of Pearce and David's (1987) mission components among their sample, no sample mission statement mentioned all eight components, the average number of components contained in the mission

statement was four, and mission content generally lacked comprehensiveness. Palmer and Short found diversity among the sample mission statements, as well as commonalities of mission statements among comparable schools. These findings support previous research that suggests institutional type may necessitate unique mission elements that serve the unique purpose of an organization (Morphew and Hartley, 2006).

Besides business and educational settings, mission content research has also been carried out in other areas. Bart and Tabone (2000) expanded previous research to explore how Canadian not-for-profit hospital mission statements were developed and communicated among hospitals. Bart and Tabone employed a self-report survey questionnaire and found that mission statements flourished in the health care organizations. Bart and Tabone found that top management was perceived to have the greatest involvement and influence in mission statement development while middle managers and non-managers were perceived to have only moderate involvement and influence. Additionally, Bart and Tabone found that external stakeholders (shareholders), customers (patients), consultants, and suppliers were perceived to have the lowest degrees of involvement, but had moderate levels of influence over the development process. An interesting finding revealed that consultant participation was perceived as a possible detraction. Bart and Tabone's findings made an argument for consultants who engage in mission development to seriously consider mission statement research.

Research has also explored police departments' mission statements. As previously mentioned, DeLone (2007) investigated the mission content of law enforcement agencies' mission statements along six dimensions. Three of DeLone's dimensions: reference to citizens (customers/target markets); reference to employees; and, distinctive competence (services provided) were operationalized from Pearce and David (1987) and David's (1989) mission

topologies. However, some of the key components that have been found in mission content

studies, such as technology and public image, among others, were not measured in DeLone's

study. Yet, these and other components may be found to be fundamental to the functions of law

enforcement and therefore may be reflected in law enforcement agencies' mission statements.

Research Questions

Mission statement research indicates that mission content varies among organizations

within the private, not-for-profit, and public sectors. This literature review revealed that United

States law enforcement mission statements have received minimal research. Therefore, this

research desired to answer two exploratory questions through a systematic process; these

questions guided this descriptive study:

Research Question 1: *How prevalent are mission statements among the sample police*

agencies that employ less than 25 sworn officers?

Research Question 2: *What is the content and characteristics of the sample police*

agencies' mission statements?

The first research question explored the prevalence of mission statements among United

States police agencies that employ less than 25 sworn personnel. The mission statement is a

fundamental component of the strategic planning process (Bart, 2001, 1997; Cochran, David, &

Gibson, 2008).   All businesses, regardless of institutional type, need a formalized mission

statement that defines the organization's unique purpose and practices (David & David, 2003;

Druker, 2008). Rigby & Bilodeau (2009) have determined that business executive's world-wide

rank mission statement as the third leading communication and management tool used to guide

organizational decision making. Zhao et al. (2008) investigated the strategic planning processes

among United States law enforcement agencies that ranged in size from 25 to more than 100

sworn officers. Zhao et al. found that strategic planning was prevalent among the sample agencies; however, Zhao et al. did not assess the prevalence or content of mission statements among their sample police agencies.

DeLone (2007) examined the prevalence of mission statements among the 50 largest United States police departments in 2004 and 2006; Delone found that 46 sample police departments had a mission statement in 2004 and 48 sample police departments had a mission statement in 2006. Besides Delone's study, no other literature is available pertaining to United States law enforcement agencies' mission statement prevalence. The transferability of DeLone's finding on mission prevalence among his sample police agencies to other United States law enforcement agencies is questionable. Trochim and Donnelly (2008) state that transferability "refers to the degree to which the results of qualitative research can be generalized or transferred to other contexts or settings" (p. 149). There are 15,736 local police departments and sheriffs' offices in the United States that range from 0 to 40,435 full-time sworn personnel; the 50 largest police departments range in size from 928 to 40,435 sworn personnel (Reaves & Hickman, 2002). DeLone's sample represents .0039% (50) of the 15,736 local police departments and sheriffs' offices combined, and represent 0% (0) of police departments that employ less than 25 sworn personnel.

Research question two explored the content and characteristics of law enforcement agencies' mission statements with no *a priori* coding schema. DeLone (2007) developed a five-item mission topology by reviewing business mission content research and police literature. Delone's mission topology includes reference to citizens, employees, distinctive competence (core services provided), community policing, and fear of crime. Although not listed as one of the mission components, DeLone assessed sample mission statements for the frequency of

"terrorism". DeLone's mission components: reference to citizens, reference to employees, and distinctive competence were operationalized from Pearce and David's (1987), and community policing and fear of crime were included "because of the vast amount of research that has been done in each of the areas . . . these two dimensions have also dominated policing for the past several years . . ." (DeLone, 2007, p. 226). DeLone argued that other mission components recommended by Pearce and David (1987) were not "appropriate" in his examination of police mission statements because these other components "were much more business/private sector oriented" (p. 226). The other components that DeLone referred to include: location, technology, concern for survival, company philosophy, company self-concept, and concern for public image.

However, this author argues that unless police mission data is analyzed with no *a priori* coding schema, it is inconclusive to assert that Pearce and David's (1987) business mission topology is not applicable to law enforcement mission statements. Instead, research question two guided research analysis that allowed data to emerge without preconceived notions as to what may or may not be included in the sample police agencies' mission statements. In this research analysis, only after close, iterate reading of sample mission content, did patterns of text and mission components be identified.

Chapter Summary

Seminal research presented in this literature review reveals that a single qualitative or quantitative approach is inadequate to thoroughly explain the mission statement phenomenon. Voorhees (2008) indicated that both quantitative and qualitative methods should be used in the strategic planning process to ensure positive outcomes. Likewise, past research has used both methods as an important means to theorize and describe mission statement development, content, and its role in the overall strategic management process. Thus, it is not enough to point to one

study as the basis for advocating a specific mission statement content or development model

(Trochim & Donnelly, 2008). Instead, the cumulative scientific knowledge of seminal mission

statement research has been explored to determine the gap in research. It is apparent that there is

a gap in research regarding United States law enforcement mission statements. Additional

research is needed to determine the content and prevalence of mission statements among law

enforcement agencies.

Chapter 3

METHOD

Sample

The study's sample consisted of 215 United States local police departments and sheriffs'

offices that employed less than 25 full-time sworn officers in 2008. Of the 215 agencies, 157

sample agencies (73.02%) were sent this study's questionnaire (Appendix D) because a labeled

'mission statement' for these sample agencies could not be located via a web search. Of the 157

agencies, 10 (6.3%) returned questionnaires. This study's questionnaire was limited to three

demographic questions. For the purpose of this study, state police and special purpose police

agencies such as school police, park police, and court police were excluded from this study, as

were local police departments and sheriffs' offices that employ no full-time sworn officers.

Sampling Frame and Procedures

The population of interest was United States local police departments (municipal and

county) and sheriffs' offices (metropolitan and non-metropolitan) that employ less than 25 full-

time sworn personnel. *Crime in the United States, 2008* (U.S.D.J., 2009, Tables 78 & 80)

comprised this study's sampling frame by providing the number of law enforcement officers

employed, listed alphabetically by state by city and by county. Sample police agencies were

selected through a systematic, purposive non-proportional quota sampling of the agencies listed

in *Crime in the United States, 2008* (U.S.D.J., 2009, Tables 78 & 80). This method was chosen

because the number of law enforcement agencies within each state and the number of sworn

officers employed by agencies vary considerably. For example, Pennsylvania has 1,000 police

departments and 67 sheriff departments, while Nevada has 14 police departments and 20 sheriffs

departments (National Public Safety Information Bureau, 2008).

Sample Characteristics

The *Census of State and Local Law Enforcement Agencies, 2000* indicated that as of June

2000, there were 12,666 general purpose police departments (municipal, county, tribal, and

regional) operating nationwide; the majority (76.2%) of the departments employed fewer than 25

full-time officers and a third (33.6%) employed fewer than five officers, see Table 1 (Reaves &

Hickman, 2002). In June 2000, there were 3,070 full-time sheriffs' offices operating nationwide;

the majority (62.6%) employed fewer than 25 full-time officers (Reaves & Hickman, 2002).

Table 1

Local Police Departments and Sheriffs' Offices, by Size of Agency, June 2000

Number of Full-time Sworn Personnel	Police Departments (n = 12,666)	Sheriffs' Office (n = 3,070)
25 ≥	2,802 (22.2)	1,149 (37.4)
25 <	9,665 (76.2)	1,921 (62.6)
10-24	2,740 (21.6)	923 (30.1)
5-9	2,665 (21.0)	658 (21.4)
2-4	2,894 (22.8)	315 (10.3)
1	1,366 (10.8)	25 (0.8)[a]
0	199 (1.6)	0 (0)

Note. Adapted from "Census of State and Local Law Enforcement Agencies, 2000", by B. A. Reaves and M. J. Hickman, 2002, *United States Department of Justice: Office of Justice Programs*, pp. 5 & 8. [a]Although 25 sheriffs' offices that employ 1 full-time sworn officer were reported in June 2000, only 24 of these sheriffs' offices could be identified from the study's sampling frame for this study: *Crime in the United States, 2008* (U.S.D.J., 2009, Tables 78 & 80).

It was not known whether the number of full-time sworn officers employed or the agency

type: police department or sheriff's office, are variables to mission statement prevalence and

mission content among sample law enforcement agencies. Therefore, to account for these

potential variables, the study's population was divided into two groups by agency type (Table 2).

Group and sub-group sizes chosen for this study reflects the same grouping method used in the

Bureau of Justice Bulletin: Census of State and Local Law Enforcement Agencies, 2000 (Reaves

& Hickman, 2002).

Table 2

Summary of Sample Size and Characteristics

Group Subgroup	Sample[a] ($N = 215$)	Population[b] (n = 11,576)	States[c]
A[d] & B[e] Combined	215 (1.85)	11,576	
A = Police Departments	110 (1.13)	9,665	
B = Sheriffs' Offices	105 (5.46)	1,921	
A1 = 10 to 24 full-time sworn officers	35 (1.27)	2,740	35
A2 = 5 to 9 full-time sworn officers	25 (0.93)	2,665	25
A3 = 2 to 4 full-time sworn officers	25 (0.86)	2,894	25
A4 = 1 full-time sworn officer	25 (1.83)	1,366	25
B1 = 10 to 24 full-time sworn officers	34 (3.68)	923	34
B2 = 5 to 9 full-time sworn officers	25 (3.79	658	25
B3 = 2 to 4 full-time sworn officers	25 (7.9)	315	24
B4 = 1 full-time sworn officer	21 (84.0)	25	6

Note. [a]Study's sample was systematically selected from *Crime in the United States, 2008* (U.S.D.J., 2009, Tables 78 & 80). [b]Population size reflects the number of agencies reported in the *Bureau of Justice Bulletin: Census of State and Local Law Enforcement Agencies, 2000* (Reaves & Hickman, 2002). [c]States' column represents the number of states in which the subgroup samples were selected from. [d]A represents 110 United States local police departments that employed less than 25 full-time sworn officers in 2008. [e]B represents 105 United States sheriffs' offices that employed less than 25 full-time sworn officers in 2008.

Measures

The measures used in this study to observe and record the observations included:

unobtrusive search and retrieval of sample police departments and sheriffs' offices' mission

statement documents located in the public domain on web sites; the implementation of research

questionnaire to selected sample agencies; and, conventional content analysis of mission statements. Unobtrusive measures allowed for data gathering "without becoming involved in respondents' interaction with the measures used" (Trochim & Donnelly, 2008, p. 150). A web search was conducted to ascertain if sample agencies had a mission statement posted on a web site. This study's research questionnaire (Appendix D), consisting of three demographic questions, was implemented when a mission statement could not be located via the web search or when the sample agency had a message posted that conveyed aspects of a mission but was not labeled as a "mission statement". This method allowed for the voluntary participation of sample agencies who may not have had a web site or a mission statement posted on their web site.

Research question one: *How prevalent are mission statements among the sample police agencies that employ less than 25 sworn officers?* The prevalence of mission statements was measured through both observation and binary recording by this author to document ratio measurement: 0 = no mission statement located; 1 = mission statement located.

Research question two: *What is the content and characteristics of the sample police agencies' mission statements?* The content and characteristics of sample agencies' mission statements were assessed through conventional content analysis conducted by this author and assisted by *Concordance*, a text analysis and concordance software program. Coding schema of text analysis was developed in the process of close, iterative reading and computer analysis of each mission statement to identify text patterns, key words, idioms, frequency of words, and contextual usage.

Research Design

This descriptive study used mixed methods, quantitative and qualitative, to answer the research questions. A grounded theory approach to qualitative conventional content analysis was

used to analyze law enforcement mission statements with no *a priori* standards or coding schema.

The rationale for using grounded theory approach is as Glasser and Strauss (1967) stated, ". . .

the discovery of theory from data systematically obtained from social research" (p. 2). This

study involved the collection and analysis of mission statements that were available through the

public domain located via internet search of sample agencies' web sites and through sample

agency participation.

Because United States police departments and sheriffs' offices are public agencies, their

mission statements are not confidential documents; therefore, no Informed Consent was used for

sample agencies whose mission statements were obtained through the internet. However, when a

sample agency's mission statement could not be located through the internet, or if the statement

found on the agency's website was in question, this author sent to the head of the sample agency:

a cover letter, an Informed Consent, and a brief questionnaire, (Appendices B, C, & D) in

accordance with Regis University's Institutional Review Board (Regis IRB) and the American

Psychological Association Ethics Code (APA Ethics Code).

<div align="center">Procedures</div>

The population of interest was identified via a personal computer with internet

capabilities using a web-browser *Internet Explorer* to access *Crime in the United States, 2008*

(U.S.D.J., 2009, Tables 78 & 80). This study's sample agencies were selected through

systematic, purposive non-proportional quota sampling of cities and counties listed in *Crime in*

the United States, 2008 (U.S.D.J., 2009, Tables 78 & 80). Sampling was accomplished by

selecting the first agency that met the group and subgroup criteria from the first state listed in

Crime in the United States, 2008 (U.S.D.J., 2009, Tables 78 & 80). When the subgroup sample

agency was selected, the next subgroup sample agency was selected from the next state that

listed an agency that met the specific subgroup criteria. This systematic selection process

continued until all agencies were selected. Selecting sample agencies from the population of

interest in this manner allowed for a systematic approach to ensure that the study's sample was

unbiased and reflected as many United States as possible. Initially, the study desired to select a

minimum of 25 sample agencies for each subgroup; however 24 agencies met the sampling

criteria and are listed in the study's sampling frame for subgroup B4.

Once sample agencies were extrapolated from *Crime in the United States, 2008*,

(U.S.D.J., 2009, Tables 78 & 80) they were placed into groups A or B and then further

subgrouped as discussed in the *Sample* section. For data collection and analysis purposes, the

first step required adequate preparation (Trochim & Donnelly, 2008). Therefore, Excel

spreadsheets were developed for each group and each subgroup sample. In addition, research

data logs were developed and maintained to track information gathered during the data collection

and analysis processes. Upon receiving Regis University Institutional Review Board approval

for this study, data collection began on March 11, 2010 and ended April 12, 2010. This study's

sample consisted of 215 ($N = 215$) local police departments and sheriffs' offices. During this

study, 222 law enforcement agencies were searched through the internet; however, seven were

excluded because contact information could not be determined or fax delivery failed.

In recent years, several studies have employed internet searches of business and public

sector mission statements to examine mission prevalence and content (e.g., Bartkus et al., 2002,

2004, 2006; DeLone, 2007; Lee, Fairhurst, & Wesley, 2009; Rarick, & Nickerson, 2005;

Williams, 2008). If a website was located for the sample agency, binary coding methods were

used to capture this data: (0 = no website located; 1 = website located). When an agency's web

site was located, the "Home" page was accessed to locate a mission statement and when needed,

other links such as "About Us", "Departments", "Police Department", and "Sheriff's Office" were accessed to locate the sample agency's mission statement. If a mission statement was located on the agency's web site binary coding methods was used to document the prevalence of mission statements: (0 = no mission statement located; 1 = mission statement located). The term "located" is used because it can not be asserted that an agency does not have a mission statement based exclusively on a web search.

If a mission statement was not located, the sample agency was not discarded from this study. Instead, this author sent a personal fax or email to the head of each agency, inviting participation in this study. Identifying contact information for sample agencies was accomplished through the internet and the *National Directory of Law Enforcement Administrators, Correctional Institutions and Related Agencies* (National Public Safety Information Bureau, 2008). In addition to the covering letter, the sample agency was sent this study's questionnaire and Informed Consent (Appendices B, C, & D) in accordance with Regis University's Institutional Review Board (Regis IRB) and the American Psychological Association Ethics Code (APA Ethics Code). Beginning March 14, 2010 and concluding March 29, 2010, 157 sample agencies were sent an invitation to participate; 10 agencies elected to return the study's questionnaire.

Once sample mission statements had been located or sent to this author from sample agencies, the process of unitizing mission text occurred. This process included separating the text from its source, such as a web page or fax document and isolating the text into units in preparation for analysis. Then, each unit was entered into *Concordance*, an automated content analysis computer program for data analysis purposes. Trochim & Donnelly (2008) warn that when interpreting the results from a computer program one needs to consider that the computer

can not always determine the subtleties or context of meaning within the text. Therefore, to improve data confirmability this author conducted a close, iterate reading of each unit and compared the analysis to the computer program's analysis.

Levin (2000) noted that concepts of vision, mission, philosophy, goals, and strategy have been mistakenly used interchangeably, citing that most organizational vision statements resemble statements of mission, values, or strategy, rather than of vision. Therefore, when a sample agency had a document that conveyed a mission statement, but did not label it as a *mission statement*, the text was included in this study's analysis. When a sample agency combined vision, mission, and value statements and 'messages from the chief or sheriff' to convey it mission, only the text pertaining to the mission was selected for data analysis purposes.

The use of content analysis techniques is considered a reputable, scientific approach to analyzing communication that has been used in social research for several years (Bartkus et al., 2004; Krippendorff, 1980; White & Marsh, 2006). In this study, the purpose of applying conventional content analysis to each unit was to identify key words, idioms, frequency of words, and contextual usage that emerged; the process here was inductive not deductive. Therefore, this study's initial foci were not *a priori* codes; rather, it was to answer research question two: *What is the content and characteristics of the sample police agencies' mission statements?* This question guided the initial approach to the data analysis and any categorization schema was determined after data was analyzed.

The implementation of this research project was in accordance with Regis University research guidelines (Regis, IRB) and the *Ethical Principles of Psychologists and Code of Conduct* (APA Ethics Code), which is a guiding document to ensure sound ethical practices are followed in social research. Ethical mandates concerning informed consent is covered in APA

Ethics Code Standards 3.10, 8.02 and 8.03 *Informed Consent*; this study's Informed Consent complied with those mandates (see Appendix C) as well as Regis University's Institutional Review Board. Data collection, retention, and sharing are covered in the APA Ethics Code Standards 6.01, *Documentation of Professional and Scientific Work and Maintenance of Records* and 8.14a, *Sharing Research Data for Verification.* All raw data and other information compiled for this research project will be maintained in a secured file, within this researcher's control and responsibility, and maintained for a minimum of five years after publication of the results (Publication Manual of the APA, 2010). Once this time frame has been met, all data may be destroyed (Publication Manual of the APA, 2010).

Chapter Summary

Krippendorff (1980) defines content analysis as a ". . . research technique for making replicable and valid references from data to their context" (p. 21). This descriptive study described herein: method, measures, research design, and procedures, provided for a systematic and replicable approach to determine the prevalence and content of mission statements among sample agencies. By employing grounded theory approach to content analysis of mission statements collected during this study, mission content was analyzed with no *a priori* standards.

Chapter 4

RESULTS

Prevalence of Mission-type Statements

This study identified 80 (37.21%) of the study's sample law enforcement agencies (N = 215) have mission statements which were located through this study's web search and agency participation. The analysis revealed that the majority (53 / 66.25%) of the sample's mission statements are representative of police departments' mission statements (Figure 1). A major finding is that the prevalence of mission statements was greater among this study's sample police departments than it was for the sample sheriffs' offices (Figure 1).

Figure 1

Allocation of Sample Mission Statements among Police Departments and Sheriffs' Offices
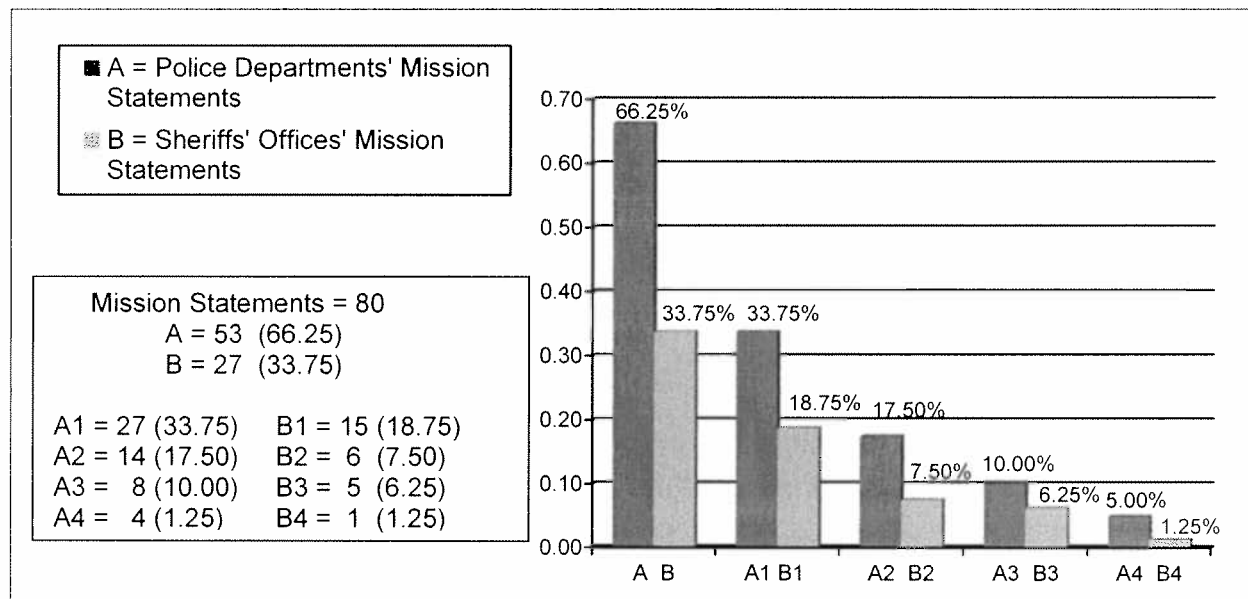
Figure 1. The allocation of sample mission statements (n = 80) among this study's sample police departments and sheriffs' offices.

This author's analysis compared the number of mission statements obtained for each

subgroup to its subgroup's sample size. Research analysis revealed that the overwhelming

majority (29 / 82.86%) of local police departments in subgroup A1 (n = 35) had a mission

statement. The analysis further revealed that mission statement prevalence decreased for both

police departments and sheriffs' offices as the number of full-time officers employed decreased

(Figure 2 & Table 3).

Figure 2

Percentage of Mission Statements Obtained in Relation to Subgroup Sample Size
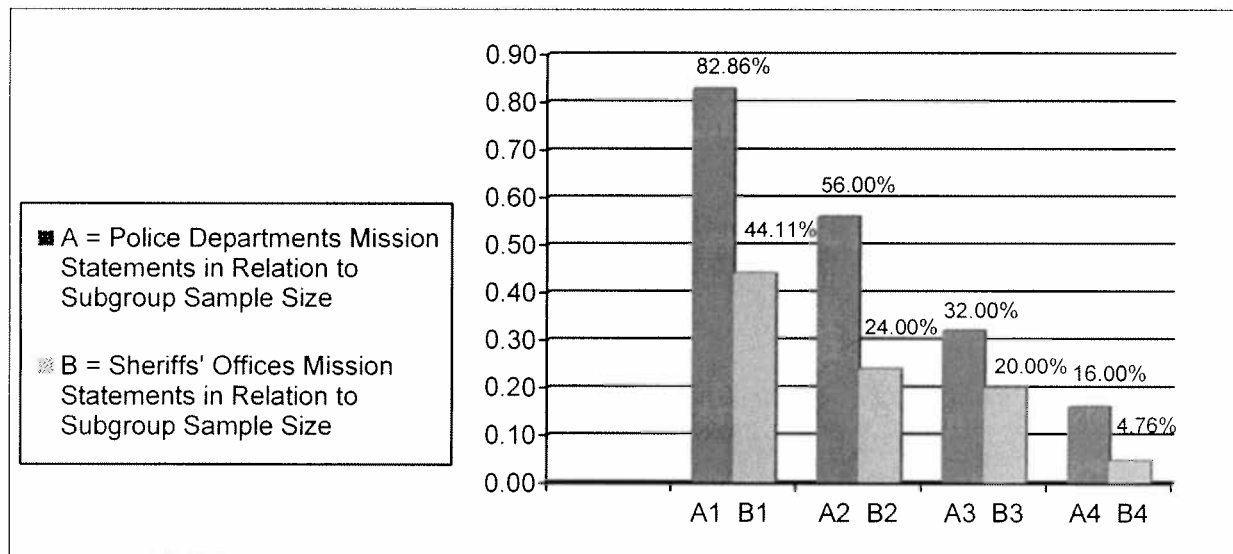
Figure 2. Percentage of subgroup mission statements obtained in relation to subgroup sample
size. A1 = 35 local police departments that employ 10 to 24 full-time officers. B1 = 34 sheriffs'
offices that employ 10 to 24 full-time sworn officers. A2 = 25 local police departments that
employ 5 to 9 full-time sworn officers. B2 = 25 sheriffs' offices that employ 5 to 9 full-time
sworn officers. A3 = 25 local police departments that employ 2 to 4 full-time sworn officers. B3
= 25 sheriffs' offices that employ 2 to 4 full-time sworn officers. A4 = 25 local police
departments that employ 1 full-time sworn officer. B4 = 21 sheriffs' offices that employ 1 full-
time sworn officer.

This author also found that the majority (74 / 92.50%) of police departments and sheriffs'

offices mission statements (N = 80) were obtained through this study's web search (Table 3).

Although overall agency participation was minimal (6.36%), participation was greater among

sample police departments in comparison to sample sheriffs' offices. This study's research questionnaire (Appendix D) was sent to 157 sample agencies: 70 (44.59%) were sent to local police departments; and, 87 (55.41%) were sent to sheriffs' offices. Ten (6.37%) questionnaires were returned: seven (10%) from local police departments and three (3.48%) from sheriffs' offices. Of the 10 questionnaires returned, six agencies provided mission statements (Table 3).

Finally, the presence or absence of a web site was determined. Although not a focal point of this study, the findings are noteworthy. This author found that the presence of a web site was greater among local police departments than it was for sheriffs' offices. For instance, 69 (72.73%) of 110 sample police departments had websites that were accessible during this study; while a lesser amount, 55 (52.4%) of 105 sample sheriffs' offices had web sites that were accessible during this study (Figure 3). However, the presence of a web site was greatest (85.29%) among sheriffs' offices that employ 10 to 24 full-time officers, subgroup B1, than all other sample subgroups. It was further found the larger the agency, referring to the number of full-time sworn officers employed, the more likely it was that a web site containing the mission statement was available (Figure 3).

Table 3

Sample Police Departments and Sheriffs' Offices Mission Statements per Subgroup

Sample[a] (N = 215)	Mission Statements Obtained Through Web Search	Mission Statements Obtained Through Study's Questionnaire[b]	Mission Statements Per Subgroup Number / Percentage
A1[c] (n = 35)	26	1	27 (77.14%)
A2[d] (n = 25)	12	2	14 (56%)
A3[e] (n = 25)	8	0	8 (32%)
A4[f] (n = 25)	3	1	4 (16%)
B1[g] (n = 34)	15	0	15 (44.12%)
B2[h](n = 25)	4	2	6 (24%)
B3[i] (n = 25)	5	0	5 (20%)
B4[j] (n = 21)	1	0	1 (4.76%)

Note. [a]Sample represents local police departments (n = 110) and sheriffs' offices (n = 105). [b]See Appendix D. [c]A1 = 35 local police departments that employ 10 to 24 full-time officers. [d]A2 = 25 local police departments that employ 5 to 9 full-time sworn officers. [e]A3 = 25 local police departments that employ 2 to 4 full-time sworn officers. [f]A4 = 25 local police departments that employ 1 full-time sworn officer. [g]B1 = 34 sheriffs' offices that employ 10 to 24 full-time sworn officers. [h]B2 = 25 sheriffs' offices that employ 5 to 9 full-time sworn officers. [i]B3 = 25 sheriffs' offices that employ 2 to 4 full-time sworn officers. [j]B4 = 21 sheriffs' offices that employ 1 full-time sworn officer.

Figure 3

Distribution of Sample Police Departments' and Sheriffs' Offices' Web sites Located
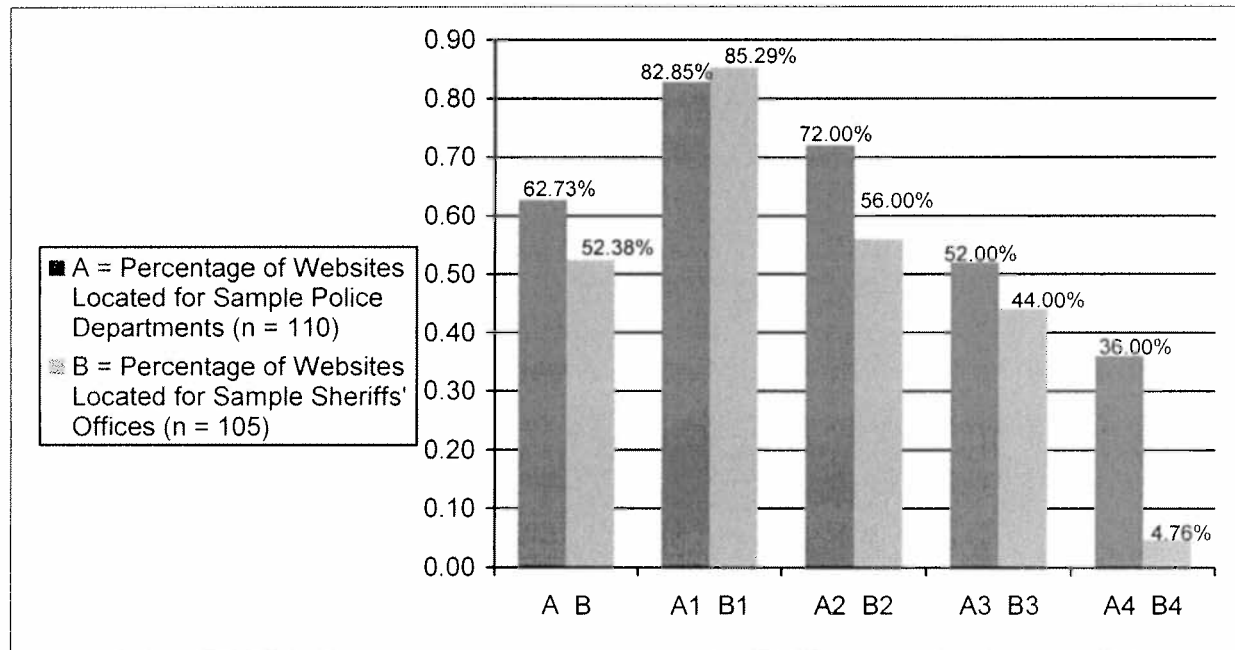
Figure 3. Distribution of sample agencies' web sites located during this study. A1 = 29 websites located for 35 police departments. B1 = 29 websites located for 34 sheriffs' offices. A2 = 18 websites located for 25 police departments. B2 = 14 websites located for 25 sheriffs' offices. A3 = 13 websites located for 25 police departments. B3 = 11 websites located for 25 sheriffs' offices. A4 = 9 websites located for 25 police departments. B4 = 1 website located for 21 sheriffs' offices.

The Content of Police Departments' and Sheriffs' Offices Mission Statements

Using a grounded-theory approach to content analysis, this author conducted a careful iterate reading of all mission statements obtained during this study. As a result, it was discovered that the manner in which the sample police agencies conveyed their police mission varied in length and context, while at the same time, they shared commonalities. This author's analysis showed that police departments and sheriffs' offices' mission statements can be collectively defined as statements of purpose to provide for the public's safety through an assortment of specified law enforcement functions and services (Tables 4 & 5).

The overwhelming majority (77 / 96.25%) of sample mission statements mentioned at least one or more specific function components identified in Table 4; only three did not. The three that did not were sheriffs' offices mission statements that used general terms reference to "service" and "qualities of service" to define their purpose. For instance, sample agency B16 stated, ". . . it is our mission and commitment to give quality service to our citizens . . ."; sample agency B112 stated, "The . . . county sheriff's office is dedicated to providing services . . ."; and, sample agency B124 stated, "The . . . county sheriff's office is committed to providing the utmost in professional and courteous service . . ."

Analysis of the police departments' and sheriffs' offices mission statements revealed that the functions most often mentioned were: (1) to protect lives; and, to provide law enforcement services; (2) to protect property; (3) to enhance or affect the quality of life; (4) to enhance or ensure a safe environment. However, analysis of function elements within and across groups and subgroups, revealed different findings. For instance, the functions most often mentioned in sheriffs' offices' mission statements as a group was: (1) to provide law enforcement services; and, to protect and serve; (2) to enforce laws; and, (3) to provide for or maintain detention (jail/corrections) operations and services (Tables 4 & 5).

Table 4

Function/Service Elements Mentioned in Police Departments' Mission Statements

| Element | Mission Statements Containing One or More Function Elements | | | | |
	A1[a] (n = 27)	A2[b] (n =15)	A3[c] (n = 8)	A4[d] (n = 4)	A (n = 53)
Address/Resolve:					
Community Issues		2			2
Neighborhood Disorder	2				2
Affect / Enhance / Ensure:					
Public Safety	8	1	2		11
Quality of Life	11	4	1	1	17
Safe Environment	12	4	1	1	18
Correction/Detention			1		1
Crime:					
Apprehension	1				
Causes	1	1			2
Control		1			1
Detection	1				1
Investigation			1		1
Prevention	3	3	2	1	9
Problems		2			2
Prosecution	2				2
Reduction	3				3
Reduce Opportunities	1	1			2
Reduce Fear	3	1	1		5
Suppression	1				1
Enforce Laws	6	2	2		10
Law Enforcement Services	11	6			17
Preservation/Protection of:					
Constitutional Rights	8	2			10
Freedom/Liberties	2				2
Human/Individual Rights	2	1	1		4
Life/Lives/Persons	7	7	6	2	22
Peace	3	1	1	1	6
Property	8	6	6	1	21
Social Order	4	1	1		6
Promote:					
Community Commitment		1	1		2
Individual Responsibility		1	1		2
Protect /and Serve	2	3	2	2	9

Note. [a]A1 = 35 local police departments that employ 10 to 24 full-time officers. [b]A2 = 25 local police departments that employ 5 to 9 full-time sworn officers. [c]A3 = 25 local police departments that employ 2 to 4 full-time sworn officers. [d]A4 = 25 local police departments that employ 1 full-time sworn officer. All sample police department mission statements contained one or more of these elements.

Table 5

Function/Service Elements Mentioned in Sheriffs' Offices' Mission Statements

	Mission Statements Containing One or More Function Elements				
Element	B1[a] (*n* = 15)	B2[b] (*n* = 5)	B3[c] (*n* = 3)	B4[c] (*n* = 3)	B[d] (*n* = 27)
Address/Resolve:					
Community Issues					
Neighborhood Disorder					
Affect / Enhance / Ensure:					
Public Safety	3		1		4
Quality of Life	3				3
Safe Environment	2				2
Correction/Detention	3	1	2		6
Crime:					
Apprehension					
Causes					
Control					
Detection					
Investigation	1		1		2
Prevention		1	1		2
Problems					
Prosecution					
Reduction					
Reduce Opportunities					
Reduce Fear	1				1
Suppression		1			1
Enforce Laws	3	2	1		6
Law Enforcement Services	4		3	1	8
Preservation/Protection of:					
Constitutional Rights	2			1	3
Freedom/Liberties		2			2
Human/Individual Rights	1	1			2
Life/Lives/Persons	2	1			3
Peace	3	3			6
Property	1	1			2
Social Order	2	2			4
Promote:					
Community Commitment					
Individual Responsibility					
Protect /and Serve	6				6

Note. [a]B1 = 34 sheriffs' offices that employ 10 to 24 full-time sworn officers. [b]B2 = 25 sheriffs' offices that employ 5 to 9 full-time sworn officers. [c]B3 = 25 sheriffs' offices that employ 2 to 4 full-time sworn officers. [d]B4 = 21 sheriffs' offices that employ 1 full-time sworn officer. [e]Three mission statements' purpose was to provide quality service without specificity.

In addition to the purpose component, this analysis revealed a significant finding in that the overwhelming majority (79 / 98.78%) of police departments' and sheriffs' offices' mission

statements did not use the term "customer" to refer to their target population. Instead, sample

agencies used terms such as "citizens", "persons", "the public", "individuals", and "the

community", among other terms, when referring to the population they serviced. In this analysis,

only one mission statement used "customers" in combination with "citizens" to refer to its target

population: "*. . . we will be a dynamic organization devoted to improvement, excellence, the*

maintenance of customer satisfaction and the principles of quality leadership for the citizens

of. . ."

This content analysis also discovered that the specification of the geographic domain in

which police departments and sheriffs' offices operate, is implied as well as clearly stated within

mission statements. Of the 27 sheriff's offices' mission statements, 15 (55.56%) specifically

defined their geographic domain, while 12 (44.44%) used general terms to specify their

geographic domain, such as "our/the community", "our/the county", "the public we serve", "of

the public", and "service to our citizens". This finding was similar to police departments'

mission statements specification of geographic domain, but in reverse. Of the 53 police

departments' mission statements, 26 (49.05%) clearly defined their geographic domain, while a

slightly higher number (27 / 50.94%) used general terms. Table 6 provides an analysis of the

specification of geographic domain mission element for within and among groups and subgroups

comparison.

Table 6

Specification of Geographic Domain in Sample Police Departments' and Sheriffs' Offices'

Mission statements

| Group/Subgroup[a] | Number of Mission Statements that Specify Geographic Domain | | |
	Specific Domain	General Domain	Total
A = Police Departments:	26	27	53
A1[b] = 10 to 24 officers	12	15	27
A2[c] = 5 to 9 officers	7	7	14
A3[d] = 2 to 4 officers	5	1	6
A4[e] = 1 officer	0	1	1
B = Sheriffs' Offices:	15	12	27
B1[f] = 10 to 24 officers	6	9	15
B2[g] = 5 to 9 officers	5	1	6
B3[h] = 2 to 4 officers	4	1	5
B4[i] = 1 officers	0	1	1

Note. [a]Groups/Subgroups = sample police departments and sheriffs' offices that employ less than 25 full-time sworn officers. [b]A1 = local police departments that employ 10 to 24 full-time officers. [c]A2 = local police departments that employ 5 to 9 full-time sworn officers. [d]A3 = local police departments that employ 2 to 4 full-time sworn officers. [e]A4 = local police departments that employ 1 full-time sworn officer. [f]B1 = sheriffs' offices that employ 10 to 24 full-time sworn officers. [g]B2 = sheriffs' offices that employ 5 to 9 full-time sworn officers. [h]B3 = 25 sheriffs' offices that employ 2 to 4 full-time sworn officers. [i]B4 = 21 sheriffs' offices that employ 1 full-time sworn officer.

Behavior standards emerged as a common element mentioned in mission statements for both police departments and sheriffs' offices. The majority (43 / 53.75%) of mission statements referenced one or more behavior standards. The top four behavior standards mentioned in the sample mission statements were shared by both police departments and sheriffs' offices: fairness/impartiality; honesty/integrity; committed/dedicated; honor/respect; and, professional/professionalism. Tables 7 and 8 provides, within and among groups, comparison of behavior standards mentioned in sample police departments' and sheriffs' offices' mission statements.

Table 7

Behavior Standards Mentioned in Mission Statements for Sample Police Departments

	Containing One or More Behavior Standard Elements				
	A1[a]	A2[b]	A3[c]	A4[d]	A[e]
Element	(n = 27)	(n =14)	(n = 8)	(n = 4)	(n = 53)
One or More[f]	16 (59.25%)	7 (50%)	6 (75%)	0	29 (54.72%)
Accountability/ Responsibility	1	1	1		3
Care/Caring					0
Compassion	2	1	1		4
Courteous/Courtesy	1	1			2
Courage	1	1			2
Committed/Dedicated	9	3			12
Dignity	3	2	1		6
Ethical/Ethics/Morality	6	1			7
Excellence		1			1
Fair/Fairness/Impartial	10	2	3		15
Honor/Respect	9	1	3		13
Honesty/Integrity	8	3	2		13
Loyalty		1			1
Pride/Proud	1				1
Professional/ism	5	2			7
Responsive					0
Self-Evaluative		1			1
Sensitivity	1				1
Teamwork	2				2
Trust	2	1			3
None[g]	11	7	2	4	24

Note. . [a]A1 = 27 mission statements from local police departments that employ 10 to 24 full-time officers. [b]A2 = 14 mission statements from police departments that employ 5 to 9 full-time sworn officers. [c]A3 = 8 mission statements from local police departments that employ 2 to 4 full-time sworn officers. [d]A4 = 4 mission statements from local police departments that employ 1 full-time sworn officer. [e] A = 53 mission statements from local police departments that employ less than 25 full-time sworn officers. [f]Number of mission statements that mention particular behavior standards per subgroup and group. [g]Number of mission statements that do not mention behavior standards per subgroup and group.

Table 8

Behavior Standards Mentioned in Mission Statements for Sample Sheriffs' Offices

Elements	Containing One or More Behavior Standard Elements				
	B1[a] (*n* = 15)	B2[b] (*n* = 6)	B3[c] (*n* = 5)	B4[d] (*n* = 1)	B[e] (*n* = 27)
One or More[f]	9 (60%)	3 (50%)	1 (20%)	1 (100%)	14 (51.85%)
Accountability / Responsibility	2	1	1		4
Care/Caring	1	1			2
Compassion	1				1
Courteous/Courtesy	3	2			5
Courage	1				1
Committed/Dedicated	4	3	1		8
Dignity	2				2
Ethical/Ethics/Morality	4	1		1	6
Excellence	2		1		3
Fair/Fairness/Impartial	5		1	1	7
Honor/Respect	4	1			5
Honesty/Integrity	5	2			7
Loyalty					0
Pride/Proud	2	1			3
Professional/ism	5	1	1	1	9
Responsive	1	1			2
Self-Evaluative	1				1
Sensitivity					0
Teamwork					0
Trust	2				2
None[g]	6	3	4	0	13

Note. . [a]B1 = 15 mission statements from sheriffs' offices that employ 10 to 24 full-time officers. [b]B2 = 6 mission statements from sheriffs' offices that employ 5 to 9 full-time sworn officers. [c]B3 = 8 mission statements from sheriffs' offices that employ 2 to 4 full-time sworn officers. [d]B4 = 1 mission statement from sheriffs' offices that employ 1 full-time sworn officer. [e]B = 27 mission statements from sheriffs' offices that employ less than 25 full-time sworn officers. [f]Number of mission statements that mention particular behavior standard per subgroup and group. [g]Number of mission statements that do not mention behavior standards per subgroup and group.

Analysis of sample mission statement's length revealed that nearly half (36 / 45%) of the

police departments' and sheriffs' offices' mission statements were conveyed in one sentence. An

example of the most concise mission statement obtained conveyed a police mission in ten words: *Working together to make Albany a safe place to live.* Conversely, the lengthiest mission statement contained more than 260 words, expressed in five paragraphs that addressed purpose, behavior standards, reference to and concern employees and the public, geographic domain, functions and services provided, and population served. A portion of this statement read:

Mission Statement

PREAMBLE: We the members of the . . . County Sheriff Department, in order to ensure the highest level of services to our community, to live out the highest standards of ethics that reflect the dignity of our noble calling, to establish a high quality of work life for those who have committed their lives to the safety and well being of their fellow citizens, do hereby pledge ourselves to the following: We recognize that our primary mission and highest priority is to serve our community in the most professional, courteous and efficient manner possible . . .

Finally, in addition to purpose, functions/services, geographic domain, target population, behavior standards, and text length, other mission elements emerged to various degrees of usage in sample police departments' and sheriffs' offices' mission statements. Reference to policing philosophy such as community policing or working in partnership with the community or problem-oriented policing, was mentioned in a 50.94% of sample police departments' mission statements. However, analysis within and among police departments and sheriffs' offices revealed that smaller agencies and sheriffs' offices mentioned those specific policing philosophies to a much lesser degree than did police departments in subgroups A1 and A2 (Table 9).

Table 9

Categories of Mission Elements in Police Departments' Mission Statements

| Mission Element | Police Departments' Mission Statement Elements | | | | Total |
	A1[a] (n = 27)	A2[b] (n =14)	A3[c] (n = 8)	A4[d] (n = 4)	A[e] (n = 53)
Behavior Standards[f]	16	7	6	0	29 (54.72%)
Geographic Domain[g]	27	14	8	4	53 (100%)
Policing Philosophy: *Community Policing In-Partnership with Problem-Oriented Policing*	17	7	2	1	27 (50.94%)
Population Served[h]	27	13	8	4	52 (96%)
Purpose[i]	27	14	8	4	53 (100%)
Reference to:					
Employees	10	3	2	0	15 (28.30%)
Financial Objectives	1	1	0	0	2 (3.77%)
Growth/Improvement	7	1	2	0	10 (18.87%)
Innovation	1	1	0	0	2 (3.77%)
Leadership	3	1	0	0	4 (7.54%)
Mission[j]	19	12	5	1	37 (69.81%)
Serve/Serving	11	7	2	1	15 (28.30%)
Technology	0	2	0	0	2 (3.77%)
Training	4	1	0	0	5 (9.43%)

Note. [a]A1 = 27 mission statements from local police departments that employ 10 to 24 full-time officers. [b]A2 = 14 mission statements from police departments that employ 5 to 9 full-time sworn officers. [c]A3 = 8 mission statements from local police departments that employ 2 to 4 full-time sworn officers. [d]A4 = 4 mission statements from local police departments that employ 1 full-time sworn officer. [e]A = 53 mission statements from local police departments that employ less than 25 full-time sworn officers. [f]Number of mission statements that mention particular behavior standards per subgroup and group, refer to Table 7. [g]Number of mission statements that specify Geographic Domain, refer to Table 6. [h]Number of mission statements that identify population served expressed in various terms: businesses, citizens, community, individuals, merchants, people, persons, residents, and visitors. [i]Number of mission statements that identify functions/services, refer to Table 4. [j]Number of mission statements that reference the word "mission" in addition to its use in the mission statement title.

Table 9

Categories of Mission Elements in Sample Sheriffs' Offices' Mission Statements

| Mission Element | Sheriffs' Offices' Mission Statement Elements | | | | Total |
	B1 ($n = 15$)	B2 ($n = 6$)	B3 ($n = 5$)	B4 ($n = 1$)	B ($n = 27$)
Behavior Standards[f]	9	3	1	1	14 (51.85%)
Geographic Domain[g]	15	6	5	1	27 (100%)
Police Philosophy:	4	0	0	1	4 (14.81%)
Community Policing					
In-Partnership with					
Problem-Oriented Policing					
Population Served[h]	15	6	5	1	27 (100%)
Purpose[i]	15	6	5	1	27 (100%)
Reference to:					
Employees	4	1	1	0	6 (22.23%)
Financial Objectives	2	0	0	1	3 (11.11%)
Growth/Improvement	3	1	1	0	5 (18.51%)
Innovation	0	0	1	0	1 (3.70%)
Leadership	0	0	0	0	0
Mission[j]	10	3	2	0	15 (55.55%)
Serve/Serving	8	2	3	1	15 (55.55%)
Technology	0	0	3	0	3 (11.11%)
Training	0	0	0	0	0

Note. [a]B1 = 15 mission statements from local police departments that employ 10 to 24 full-time officers. [b]B2 = 6 mission statements from police departments that employ 5 to 9 full-time sworn officers. [c]B3 = 5 mission statements from local police departments that employ 2 to 4 full-time sworn officers. [d]B4 = 1 mission statements from local police departments that employ 1 full-time sworn officer. [e]B = 27 mission statements from local police departments that employ less than 25 full-time sworn officers. [f]Number of mission statements that mention particular behavior standards per subgroup and group, refer to Table 7. [g]Number of mission statements that specify Geographic Domain, refer to Table 6. [h]Number of mission statements that identify population served expressed in various terms: businesses, citizens, community, individuals, merchants, people, persons, residents, and visitors. [i]Number of mission statements that identify functions/services, refer to Table 4. [j]Number of mission statements that reference the word "mission" in addition to its use in the mission statement title.

Chapter Summary

This study identified that more than a third (80 / 37.21%) of the study's sample police departments and sheriffs' offices ($N = 215$) have mission statements that were located through this study's web search and agency participation. Prevalence of mission statements was noticeably different within and among group samples. The analysis revealed that the majority (53 / 66.25%) of sample mission statements were representative of police departments' mission statements and a lesser amount (27 / 33.75) were representative of sheriffs' offices. Further, within and among subgroup analysis revealed that the prevalence of mission statements increased in sample police departments and sheriffs' offices of larger sizes.

By using a grounded-theory approach to content analysis, this author discovered that the content of sample police departments and sheriffs' offices vary in length and mission elements. The most common elements that emerged from the sample ($n = 80$) mission statements include: purpose, behavior standards, geographic domain, functions/services provided, policing philosophy, population served, and reference to mission and serving the public. Regardless of length and text variation, the typical police mission statement is a message of purpose to provide for the public's safety through an assortment of specified law enforcement functions and services.

Chapter 5

DISCUSSION

The importance, prevalence, and content of mission statements have been researched for

several decades. A mission statement is recognized as an important formal document that should

be used by all organizations (Abrahams, 1999; Drucker, 1973, 2008; Ireland & Hitt, 1992).

Many researchers (e.g., Baetz & Bart, 1996; Bart, 1997; Morhew & Hartley, 2006; Pearce &

David, 1987; Williams, 2008) have studied the prevalence and content of mission statements in

various business and institutional domains. Rigby and Bilodeau (2009) and Williams (2008)

have stated that the mission statement has emerged as a top communication and management

tool used to guide organizational decision making. Yet, research on mission statement use

among law enforcement agencies, has been neglected. Because of the importance of mission

statements, this research aimed to determine the prevalence and content of mission statements

among law enforcement agencies that employ less than 25 full-time sworn officers.

From this study it has been determined that mission statements are prevalent among

sample police agencies with less than 25 sworn officers. However, sample mission statements

were found to be less prevalent than what DeLone (2007) found among the largest police

departments and sheriff's offices. Further, this study revealed that mission content varied, but

the overwhelming majority (96.25%) of sample mission statements expressed a purpose to

provide for the public's safety through various functions, services, and philosophical approaches

to policing.

The prevalence of sample mission statements found in this study partially supports findings by DeLone (2007). This study determined that 37.21% (80) of the study's sample police departments and sheriffs' offices have mission statements that were located through internet search or agency participation. It was further determined that prevalence of mission statements among police departments and sheriffs' offices varied proportionately with the size of the agency. For instance, 77.14% of the sample's local police departments that employ 10 to 24 full-time sworn officers were found to have a mission statement that was located via web search or that was sent to this author. Conversely, only 16% of the sample's police departments that employ only one full-time officer were found to have a mission statement that was located via web search or that was sent to this author.

Through this study's research design, in which the study's sample ($N = 215$) was divided into subsamples according to agency size and type, the analysis identified potential variables in mission statement prevalence. Analysis between groups determined that mission statement prevalence was greater for police departments than it is with for sheriffs' offices. Analysis within groups also revealed that the prevalence of mission statements decreased or increased proportionately with organizational size, referring to the number of full-time sworn officers employed. This major discovery suggests that the prevalence of mission statements may be correlated with agency size and type; although, this is not to suggest a direct correlation or cause and effect relationship.

This study analyzed mission content with no *a priori* coding schemes. Only after a close iterate reading of this sample's mission statements did this author develop a number of categories to analyze the statements using a grounded theory approach, meaning that categories are based on what data was revealed, and not beforehand. Overall, this study determined that as a group

the sample's mission statements contained a variety of mission elements: behavior standards, functions or services provided, geographic (jurisdiction) domain, policing philosophies, target population served, and reference to mission and to serving the public. These findings suggest that Pearce and David's (1987) eight key mission components of business mission statements, that were modified slightly and expanded to nine components by David (1989), may not be entirely pragmatic for mission statement development for law enforcement agencies.

For instance, this study determined that mission component terminology "customers" (David, 1989; David & David, 2003; Pearce & David, 1987) was not used in the overwhelming majority (98.75%) of this study's sample mission statements. Perhaps the term "customers" was not mentioned in sample mission statements because the term refers to persons who buy products or services; police agencies do not function to make profits through selling products or goods to the public. Although "customers" and "target markets" terminology are favorable mission components for business environments (David, 1989; David & David, 2003; Pearce, 1982; Pearce & David, 1987) these terms do not fully capture the essence of the population serviced by police departments and sheriffs' offices. Conceivably that could explain why this study determined that sample mission statement used populace identifiers, such as community, citizens, people, public, youth, adult, and community family, to identify their target population they serve. Reference to citizens was mentioned in 98% of mission statements among the largest police departments (DeLone, 2007).

Mission component "concern for employees" was identified by David (1989) as a desired mission element. This study determined that reference to employees was mentioned in only 21 (26.25%) of sample mission statements; the term usage was more prevalent among this study's sample police departments than sheriffs' mission statements. These findings partially support

DeLone (2007), in that reference to employees was found to be a mission element of law enforcement mission statements. However, "concern for employees" and "reference to employees" phraseology implies subtitles between the two phrases. David (1989) indicated that concern for employees refers to the firm's attitude toward its employees. This study did not assess the context in which reference to employees was used in this study's sample mission statements. Future research is needed to more fully examine the context to which law enforcements agencies have incorporated reference to or concern for employees in their mission statements.

This descriptive study utilized inductive reasoning that began with specific observations about the prevalence and content of police mission statements. As a result, this author noted the absence or minimal use of other mission elements that have been mentioned in other studies (e.g., David, 1989; DeLone, 2007; Pearce & David, 1987). For instance, the identification of core technologies is a desired and recommended mission element (David, 1989; David & David, 2003; Pearce & David, 1987). This study determined that the identification of core technologies was not a key element in this study's sample mission statements; only two sample mission statements referenced technology. Additionally, there were no references to terrorism mentioned in any of this study's sample mission statements; this finding supports previous results by DeLone (2007) who identified only one reference to terrorism among his sample police mission statements. As well, only 7.50% of this study's sample mission statement referenced "fear of crime"; DeLone found reference to "fear of crime" in 37.50% of his sample's mission statements.

Results from this study have expanded our understanding of the prevalence and content of mission statements among law enforcement agencies. Yet questions remain and future

research is needed to more fully understand the mission statement phenomenon in the context of law enforcement. Future research should expand to other local police departments and sheriffs' offices that employ more than 25 full-time sworn officers as well as to other law enforcement agencies, such as state police, school police, and park police. In doing so, research should fully examine potential variables and rationales of mission statement development and use by police agencies. By examining the mission statement phenomenon among various law enforcement agencies, research should expand our knowledge of context of mission statement presence, content, and use among law enforcement agencies.

Finally, this author's findings must be considered relative to this study's limitations. One limitation of this study is the response rate; therefore, the potential for the ecological fallacy exists when interpreting data. Group data for sheriffs' offices that employ only one officer revealed that mission statement prevalence is greatly diminished when compared with sheriffs' offices employing greater numbers of employees. However, it must be considered that these smaller departments may in fact have mission statements but simply chose not to participate in this study. Another limitation to this study's findings is its sample size. This study's sample represent only 1.18% of police departments and 5.73% of sheriffs' offices within the United States that employ at least one full-time sworn officers, but less than 25 full-time sworn officers.

Chapter Summary

Prior to this study, little was known about the prevalence and content of mission statements among United States law enforcement agencies. Although further research is required to gain a more complete understanding of law enforcement mission statements, this author's analysis determined that the prevalence and content of police mission statements varied among police departments and sheriffs' offices. This study determined that: mission statement

prevalence was greater for sample police departments than it was for sample sheriffs' offices;

mission statement prevalence decreased for both sample police departments and sheriffs' offices

as the number of full-time officers decreased; the presence of a web site was greater among

sample police departments than it was for sample sheriffs' offices; mission content varied in

length and verbiage, but shared similarities regarding the agency's purpose; and sample mission

content is not reflective of Pearce and David' (1987) and David's (1989) business mission

component topology.

Prevalent mission elements that emerged among this study's sample mission statements

include: an expressed purpose; specification of behavior standards; specification of geographic

or jurisdictional domain; identification of functions/services provided; population served;

specification of policing philosophies of community policing, problem-oriented policing, and

working-in partnership with the community; reference to "mission"; and reference to serving the

public. These findings suggest that organizational differences or uniqueness or pressures may

influence mission content and prevalence among law enforcement agencies as other researchers

have suggested in mission statement research among profit and not-for profit businesses and

institutions (Amato & Amato, 2002; Baetz & Bart, 1996;; David, 1989; Peyrefitte and David,

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APPENDIX A

Application for Review/Approval Research Involving Human Subjects

To: Institutional Review Board Regis University

Date: March 2, 2010

Principal Investigator: Gwendolyn L. Pascoe

Address: 1052 Via Nandina Place, Henderson, NV 89011

Telephone: (702) 441-1121   Email: pasco055@regis.edu

Faculty Advisor (if student): Lynn DeSpain, Ph.D.

Department: Criminology   Office #: (303) 964-5334

Program Director: Jack McGrath, Ph.D.

Project Title: Mission Statement Content and Prevalence Among Local Police Departments and

Sheriffs' Offices

1. Are investigational drugs to be used?

Yes _____   No _X_

2. Will you be using patients and/or the facilities of a health care agency as a part of this study?

Yes _____   No _X_

> If YES, after approval of your proposal by the members of this Committee, the proposal must be approved by the appropriate review board within that facility.

Attach to this form the supporting materials for Items 3-7.

3. Project description in relation to human subjects. Attach a brief summary of the problem to be investigated, the questions to be asked, the methods or instruments to be used, the subject population to be studied, and the method of subject selection and recruitment. Include sufficient detail, including examples of protocols and/or data collection instruments, in order that the members of the Committee can assess any potential hazards.

4. Risk/benefit assessment. Assess the risks and potential benefits of the investigation.
5. Provision for informed consent. Provide details of informed consent procedures to be used, including examples of project descriptions to be provided to subjects and consent forms to be used.
6. Additional ethical considerations. Describe provisions for anonymity or confidentiality and any additional measures not previously addressed be utilized to protect the rights and safety of subjects.

7. Research funding. If the research is supported by a grant, provide source of funding.

Important Note. The proposal must be resubmitted for approval if changes are made in the research plan that significantly alter the involvement of human subjects from that which is described by this application.

_____   _____
Signature of Principal Investigator   Date

_____   _____
Signature of Faculty Advisor   Date

Action of Human Subjects Review Committee

1. Exempt according to condition _____

2. Approved by expedited review _____
   (Reviewer's name, date)

3. Approved in general and specific details _____

4. Approved in general with specific details to be resubmitted _____

5. Disapproved for the following reasons:

_____

Chairperson, Human Subjects Review Committee   Date

3. Project description in relation to human subjects.

This investigation does not involve human subjects as study participants. Rather, this descriptive study uses grounded theory approach to investigate the prevalence and content of mission statements among United States local police departments and sheriffs' offices that employ less than 25 sworn personnel. This study's sample police departments will be selected through purposive non-proportional quota sampling methods. Research analysis will identify (1)

the prevalence of mission statements among sample law enforcement agencies; and (2) the content and characteristics of sample law enforcement agencies' mission statements.

Unobtrusive and conventional content analysis will be the measures used to observe and record the observations that are collected as part of this investigation. In this study, each sample police department's name will be searched via the internet to ascertain the agency's web site to locate the agency's mission statement. If a mission statement can not be located through the internet, the agency will be sent an invitation to participate in this research, see response to question five. Binary coding methods will be used to document the prevalence of mission statements among sample police agencies: (0 = no mission statement; 1 = yes has mission statement).

By utilizing conventional content analysis, the sample mission statements will be analyzed with no *a priori* assumptions or coding schema. Once the sample agency's mission statement has been located, the process of unitizing mission text will occur. This process will include separating the text from its source (e.g., web page, or document or other venue) and placing it into individual and separate units of analysis. Then, each unit will be analyzed by the investigator and automated content analysis methods. Any categorization schema will be determined after data is analyzed.

4. Risk/benefit assessment.

There are no known risks associated with this investigation. The benefits are to advance our current knowledge of law enforcement mission statement content, which will have practical implications for those who engage in mission statement research and development, and strategic planning processes.

5. Provision for informed consent.

This research involves the collection and study of existing data that may or may not be available through the public domain, the internet. United States police departments are public agencies, their mission statements are not confidential documents. Therefore, no informed consent will be utilized for sample law enforcement mission statements obtained through the internet not requiring the investigator to contact the sample agency. However, if the sample agency's mission statement can not be located through the internet, the investigator will send to the head of the sample agency: (a) cover letter, (b) informed consent, and (c) brief questionnaire, (see attachments A, B, and C) in accordance with Regis University's Institutional Review Board (Regis IRB) and the American Psychological Association Ethics Code (APA Ethics Code).

6. Additional ethical considerations.

The implementation of this investigation will be in accordance with Regis IRB and the APA Ethics Code.

7. Research funding.

This research is not supported by a grant.

APENDIX B

Cover Letter

Gwendolyn L. Pascoe
1052 Via Nandina Place
Henderson, Nevada 89011

(Insert Agency Address)

(Insert Date)

Dear (Insert Chief or Sheriff)

I am a Regis University student who is conducting research in partial fulfillment of my Master of Science in Criminology degree. My investigation will determine the prevalence and content of law enforcement mission statements among United States police departments and sheriffs' offices that employ less than 25 full-time sworn officers. Your department has been selected through a systematic, non-proportional quota sampling process to participate in this study. It is at this time I am inviting your agency to participate in this research endeavor.

My investigation desires to advance our current knowledge of law enforcement mission statement. Having been a chief of police for a small town and a commanding officer with a large metropolitan police department, I have directly participated in mission statement development and strategic planning efforts. I believe that my investigation has practical implications for mission statement development and may assist those who study and engage in strategic planning efforts. However, your decision to participate in this study is strictly voluntary; if you choose not to participate your decision will not prejudice me or this investigation in any manner. Your name and your agency's name will be kept confidential; they will not be linked with your responses.

Please review the enclosed informed consent and brief questionnaire. If you choose to participate in this study, please sign and date the informed consent document, complete the questionnaire, and **return these documents via fax 1-888-640-7759 as soon as possible.**

If you have any questions, please contact me: email: pasco055@regis.edu or (702) 441-1121 (home) or (702) 465-4393 (cellular). Thank you for your time.

Sincerely,

Gwendolyn L. Pascoe
Regis University Student

Enclosures:
Informed Consent Form
Research Questionnaire

APPENDIX C

Informed Consent Form

Informed Consent Form

Invitation to Participate

You are invited to participate in a research study titled: <u>Mission Statement Content and Prevalence among Local Police Departments and Sheriffs' Offices</u> conducted by Mrs. Gwendolyn L. Pascoe, student from the Regis University Master of Science in Criminology program under the direction of Lynn DeSpain, Ph.D. The study uses a questionnaire designed to be completed at the convenience of your location and requests a copy of your agency's mission statement if applicable, for content analysis purposes.

Basis of Subject Selection

You are invited to participate because your agency was selected through a systematic, non-proportional quota sampling of law enforcement agencies in the U.S. that employ less than 25 full-time sworn officers and who participated in the 2008 Uniform Crime Report. This study excludes special purpose police such as university and school police, police, park police, and court police.

Purpose of the Study

We want to determine the prevalence and content of mission statements among sample law enforcement agencies that employ less than 25 full-time sworn officers.

Explanation of Procedures

You will complete a brief questionnaire which asks whether or not your agency has a mission statement. If your agency has a mission statement, you will be requested to send a copy along with the questionnaire and this informed consent in a self- addressed, prepaid envelope to the study's investigator. The time associated with completing this questionnaire and returning the documents is minimal.

Potential Risks and Discomforts

There are no known anticipated negative risks or discomforts associated with you completing this questionnaire.

Potential Benefits

The results of this study will advance our understanding of mission statements among law enforcement agencies. This information may further assist those who study and engage in mission statement development and strategic planning. Other than showing you the results of this study if requested, you will receive no direct benefit from participating in this study.

Financial Obligations

The cost of returning the questionnaire will be provided to you at no cost; a self-addressed prepaid return envelope is included for your completed questionnaire, copy of your agency's mission statement if applicable, and the signed informed consent. The only expense to you is your time needed to complete the questionnaire and returning the documents, which will be minimal.

Assurance of Confidentiality
Your name and agency's name will not be linked with your responses in any way. Instead, your data will be identified only by a subject identification number. Information we get from this study will be published in a thesis manuscript and possibly in professional journals or presented at professional meetings, seminars and educational settings. In such publications or presentations, your identity will never be revealed.

Withdrawal from the Study
Participation is voluntary. If you decide to participate, you are free to withdraw from the study at any time without prejudice from the researchers.

Offer to Answer Questions
If you have any questions regarding this study please ask them by calling Gwendolyn L. Pascoe at (702) 441-1121 (home) or (702) 465-4393 (cellular) or e-mail pasco055@regis.edu. If you have any questions concerning your rights as a sample agency, you may contact Bud May, the Director of the Regis University Institutional Review Board at (303) 458-4206.

YOU ARE VOLUNTARILY MAKING A DECISION WHETHER OR NOT TO PARTICIPATE IN THIS STUDY. YOUR SIGNATURE MEANS THAT YOU HAVE DECIDED TO PARTICIPATE KNOWING WHAT WILL HAPPEN, AND KNOWING THE POSSIBLE BENEFITS AND RISKS. YOUR SIGNATURE ALSO MEANS THAT YOU HAVE HAD ALL YOUR QUESTIONS ANSWERED TO YOUR SATISFACTION. YOU WILL BE GIVEN A COPY OF THIS CONSENT FORM TO KEEP.

If you have decided to participate in this research study, please complete the following and return it along with the questionnaire in the self-addressed, prepaid envelope provide. Thank you.

_____   _____

Print Your Name /Position   Agency Name   Phone
Number

_____   _____

Signature   Date

IN MY JUDGMENT THE SUBJECT IS VOLUNTARILY AND KNOWLINGLY GIVING INFORMED CONSENT AND POSSESSES THE LEGAL CAPACITY TO GIVE INFORMCED CONSENT TO PARTICIPATE IN THIS RESEARH STUDY.

_____   _____

Signature of Investigator   Date

Investigator:

Gwendolyn L. Pascoe

APPENDIX D

Research Questionnaire