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Contemporary Viewpoints: a Survey of Law Enforcement Officers in Oregon

Terry Gingerich
Western Oregon University, gingert@wou.edu

Greg Willeford
Western Oregon University, willefog@wou.edu

Steve Gibbons
Western Oregon University, gibbons@wou.edu

Dave Murphy
Western Oregon University, murphyd@wou.edu

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Contemporary Viewpoints:
A Survey of Law Enforcement Officers in Oregon

Western Oregon University
Department of Criminal Justice
Research, Service, and Education Center

In cooperation with:

Oregon Department of Public Safety Standards and Training
Oregon Association Chiefs of Police
Oregon State Sheriffs' Association
Oregon State Police

Department of Criminal Justice –Research, Service, and Education Center
Western Oregon University

Principal Investigators:

- Terry Gingerich, Ph.D.
- Greg Willeford, EMPA
- Steve Gibbons, Ph.D.
- Dave Murphy, Ph.D.

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EXUCTIVE SUMMARY

Contemporary Viewpoints: A 2012 Survey of Law Enforcement Officers in Oregon is the culmination of a research initiative conducted in partnership with Oregon's major law enforcement organizations: the Oregon Association Chiefs of Police (OACP), Oregon State Sheriffs' Association (OSSA), Oregon State Police (OSP), and the Department of Public Safety Standards and Training (DPSST). The project had two objectives. First, collect a statewide sampling of viewpoints from Oregon law enforcement officers employed in municipal police agencies, sheriff's offices, and the State Police to establish a baseline dataset, which could then be used to measure selected aspects of law enforcement's professional development. The second objective is to use the findings as a means to facilitate critiques of the data in partnership with Oregon's law enforcement practitioners. Consequently, it is both a report and an open invitation.

The report examines aspects of an officer's work-environment presented from two viewpoints. The first viewpoint is from an "agency perspective" (i.e. state police, municipal police, and sheriff's offices) and is intended to highlight any differences or similarities of opinion that occur between agencies. The second viewpoint is from a "rank perspective" looking across all ranks in these agencies (i.e. line officers, sergeants, lieutenants, captains and above, and chiefs and sheriffs) and is intended to highlight any differences or similarities of opinion that occur between ranks. The following paragraphs summarize the report's findings.

Management Practices (Section 2)

When comparing officer perceptions of selected management practices, including issues of inclusiveness, participative management, and the adoption of innovative strategies, we discovered an interesting divergence of opinion. Yet there were no patterns to explain the deviation. For example, with regard to participation in the development of new policies, procedures, and strategies we found a higher degree of what we might call "perceived inclusiveness" in the management philosophies of sheriff's offices than we found in municipal agencies or the State Police. On the other hand, when it came to employing "study groups," "work groups," or "teams," we found a slightly higher degree of "perceived inclusiveness" in the management philosophies of the State Police than we did in sheriff's offices or municipal police. However, the greatest variation of opinion concerned the policy of "goal setting" in annual evaluations. Here we found that most sheriffs' deputies reported that goal setting was a standard practice, while it was employed somewhat less often by the State Police and municipal police agencies.

From a "rank perspective," the differences of opinion were quite pronounced. While the collective opinions all fall on the positive side of the spectrum, there appears to be a "rank bias." For instance, we discovered that line officers held the least positive opinions about selected aspects of their agency's management practices, while sergeants, lieutenants, captains, and chief/sheriffs held ever-increasing positive opinions. This reminds us of an ascending stairway where with each promotional step-up, one's opinion of an agency's management practices grows stronger while one's negative opinions and one's ambivalence grow weaker.

Operational Practices (Section 3)

When comparing officer perceptions of selected operational practices including communications, the use of innovation, and recording driver demographics, we found significant variation of

opinion highlighted by the fact that sheriffs deputies were significantly more attached to their agencies operational policies than were state troopers or municipal police.

We also found significant differences of opinion from a "rank perspective." While the collective opinions all range on the positive side of the spectrum, there once again appears to be a "rank bias." The "stairway" effect appears again. For instance, we discovered that line officers held the least positive opinions about selected aspects of their agency's operational practices, while sergeants, lieutenants, captains, and chiefs/sheriffs held ever-increasing positive opinions.

Discretionary Freedom (Section 4)
When comparing officer perceptions of the degree of "discretion" and "authority" bestowed on sergeants and line officers, while opinions were generally positive, we found significant deviation of opinion across agencies. For example, municipal police officers believed their discretionary freedom was more restricted than did sheriff's deputies and state troopers.

From a "rank perspective," we also found significant differences of opinion. Again, while the collective opinions range on the positive side of the spectrum, there appears to be a "rank bias." For instance, we discovered that line officer's opinions were more pessimistic regarding the degree of discretion and authority bestowed on sergeants and line officers, while sergeants, lieutenants, captains, and chiefs/sheriffs held ever-increasing positive opinions.

Agency Cohesiveness (Section 5)
When comparing officer perceptions of agency cohesiveness (i.e. a general sense of unity and team membership) and the concept that "there is a philosophical difference of opinion between the goals of management and the attitudes of line officers," we made two discoveries. First, we found that sheriff's deputies are substantially more attached to the idea that working relationships in their agencies generally support constructive critiques of both successes and failures, when compared to municipal police or state troopers. We also found that sheriff's deputies disagree in substantially greater numbers with the concept that "there is a philosophical split between the goals of management and the attitudes of line officers" within their agencies, when compared to municipal police or state troopers.

We also discovered that the various ranks view the same work environment somewhat differently. For example, line officers, sergeants, and lieutenants held almost equally positive opinions (slightly above the 50-precentile) regarding the proposition that "working relationships are good and lead to constructive learning in their agencies," while captains and chiefs/sheriffs hold substantially more positive opinions. Additionally, we found substantial variation of opinion with regard to the proposition that "there is a philosophical split between the goals of management and the attitudes of line officers." For example, 50.0% of captains and 69.6% of chiefs/sheriffs disagreed with the statement. Yet, 56.1% of line officers and 42.6% of sergeants agreed. However, lieutenants were almost equally split in their opinions; 38.2% agreed while 36.4% disagreed.

Personnel Practices (Section 6)
When comparing officer perceptions of selected personnel practices related to transfers, promotions, and gender, we found significant differences of opinion. For example, while the

opinions range on the positive side of the spectrum, state troopers tended to be more disparaging concerning their agencies policies regarding transfers, promotions, and the neutrality of gender in personnel decisions, while municipal police and sheriff's deputies held considerably more positive opinions.

From a "rank perspective," we also found significant differences of opinion. Again, while the collective opinions tend to fall on the positive side of the continuum, there appears to be a "rank bias."   For instance, we discovered that line officers tended to be less enamored with their agencies policies regarding transfers, promotions, and the neutrality of gender in personnel decisions, when compared to sergeants, lieutenants, captains, and chiefs/sheriffs who held rank-differentiated and ever-increasing positive opinions.

Training (Section 7)
When comparing officer perceptions of training, we found substantial agreement with the notion that officers receive the level of training necessary for them to perform the essential functions of their job well. This observation was true from both an "agency perspective" and a "rank perspective."

Ethics (Section 8)
When assessing officer perceptions of the ethical culture of their agency, and how they would react in different ethical predicaments, we discovered that a deep and robust ethical culture underlies and guides the law enforcement community in Oregon. We also discovered an ethical weakness –the ethical culture is less developed at the line level. However, moral certainty gains considerable strength with one's promotion in rank. In other words, line officers are the least certain of their moral responsibilities, while promotion in rank attaches an increasing sense of moral duty.

Not surprisingly, we also discovered that ethical uncertainty is especially noticeable in "uncomfortable" situations where the ethical issue is murky and the employee can simply sidestep the matter by not getting involved. On the other hand, we do not want to overemphasize this observation. The vast majority of officers, across all agencies and ranks, took the high ground and offered principled and moral responses to each question.

Internal Collaboration and Participation (Section 9)
When comparing the level of officer participation in committees and/or workgroups charged with designing and evaluating selected operations and/or new equipment/technologies, we (not surprisingly) discovered that most committees and workgroups are comprised of captains and chiefs/sheriffs, and a to lesser degree lieutenants.   However, we were surprised to discover how infrequently line officers and sergeants participate in these groups. Additionally, involvement, when it does occur, is not equal across agency categories. For example, municipal police, and to a lesser degree, sheriff's deputies, are considerably more involved in committee and workgroup collaborations than are state troopers.

Involvement in COP and POP (Section 10)
This section examined officer involvement in activities related to community (COP) or problem oriented policing (POP). Our assumption was that because of the long history and popularity of

these service models there would be substantial involvement by agencies and officers of all ranks regarding the design, planning, and implementation of various strategies. However, this was not the case. We discovered that general participation rates are quite low across the study population. State troopers report the lowest participation rates when compared to sheriff's deputies and municipal police. Interestingly, the pattern of participation is also rank-differentiated. Line officers and sergeants report significantly less involvement as members of committees and work groups, or in implementing COP and POP strategies, when compared to lieutenants and especially captains and chiefs/sheriffs. The philosophy of these strategies, however suggests that actual implementation to be effective must occur at the line level.

Innovations in Policing (Section 11)
The study also examined officer perceptions of selected innovations in policing, including agency accreditation, public opinion surveys, citizen advisory committees, citizen review committees, annual informational reports, and problem-oriented and community policing. We offer a brief summary of the findings for each topic in the following paragraphs.

Accreditation –Many respondents were ambivalent about the value of an agency securing accreditation. While support for securing accreditation status increased with rank, it did not reach the level of a ringing endorsement.

Public opinion surveys –Sheriff's deputies support the use of public opinion surveys in greater numbers than do municipal police, and in significantly greater numbers than do state troopers. While support for this strategy rests on the positive side of the spectrum across rank groups, we were surprised by the large number of respondents who where ambivalent (offered "no opinion"), especially at the lieutenant and chief/sheriff level.

Citizen Advisory Committees –There is significant disparity in responses from our study population regarding the idea of establishing citizen advisory committees. Two opposing camps emerged, with state police generally opposing the idea and municipal police and sheriff's deputies generally favoring the idea. When the question is analyzed from a rank perspective, we find weak to moderate support for the concept. Line officers placed themselves at the low end of the support-spectrum followed in increasing order by sergeants, lieutenants, captains, and chiefs/sheriffs, yet no group offered more than moderate support.

Citizen's Review Committees –We were not surprised to discover how little support there is for the idea of employing citizen review committees to monitor citizen complaints and hearing appeals after complaints are decided at the executive level. This is a revolutionary concept. The majority of state troopers, municipal police, and sheriff's deputies are opposed to the idea. In fact, most officers, regardless of rank, disagree with the proposition.

Annual Report –Believing it to be a useful way to keep the public informed, the vast majority of state troopers, municipal police, and sheriff's deputies support the idea of publishing an annual report on their agency's webpage detailing expenditures, goals, accomplishments, and activities. This is also true when viewed across ranks.

Problem-Oriented Policing –Support for POP is quite robust with municipal police, but while still popular, support sagged somewhat with state troopers and sheriff's deputies. Interestingly, there was considerable ambiguity (many respondents offered "no opinion") about the value of POP, especially among sheriff's deputies. Nevertheless, support for POP was quite strong across all ranks.

Coproduction of Order –While support for strategies that centered on COP and the coproduction of order is strong in all agencies, it is somewhat stronger in municipal police agencies and sheriff's offices, when compared to the State Police. Additionally, support is quite strong at the line level (where it is most applied) and very strong in all other ranks indicating that the "coproduction of order" tenet of community policing enjoys significant support in the Oregon law enforcement community.

Budgetary Issues (Section 12)
The investigation examined officer perceptions of recent budgetary reductions and the affect on service levels. While all agencies report that budgetary reductions have led to reduced service levels, state troopers report the problem has been particularly damaging. Moreover, from a rank perspective, while the majority of officers agreed that budgetary issues have influenced service levels, the distress is most apparent at the lieutenant level.

Officer Perceptions of the Public's Opinion of "Police Service" and "Law Enforcement Officers" (Section 13)
The investigation examined officer perceptions of the public's opinion of the "quality of police service," and from both an agency and rank perspective, we discovered that officers believe the public holds very favorable opinions about the quality of police service.

We also examined officer perceptions of the public's opinion of "law enforcement officers." While respondents believe citizens also hold positive opinions about law enforcement officers, we noted a marked difference of opinion between agencies. For example, only 70.3% of state troopers believed citizens hold favorable opinions, while 88.5% of municipal police and 91.1% of sheriff's deputies believe this to be true. When viewed from a rank perspective, we discovered that about 80.0% of line officers and sergeants believe the public holds favorable opinions of law enforcement officers. This figure jumps to about 90.0% for lieutenants, captains, and chiefs/sheriffs.

Officer Satisfaction with Their Agency's Service (Section 14)
We asked officers how satisfied they were with the quality of service their agency provides. From an agency perspective, while responses were quite positive, we noted a marked difference of opinion between agencies. For example, only 73.7% of state troopers were satisfied with the quality of service provided by their agency, while 88.5% of municipal police and 91.0% of sheriff's deputies are satisfied. When viewed from a rank perspective, we again discovered quite positive responses. For example, 83.6% of line officers and 83.4% of lieutenants were satisfied with the quality of their agency's service, while 88.3% of sergeants, 89.2% of captains, and 92.2% of chiefs/sheriffs were satisfied.

<u>Major Observations</u>
Three themes seem to emerge in our findings. First, most perspectives and opinions are differentiated by rank. In other words, there is a "rank-bias" in the sense that officers view their work environment differently. This is not a new discovery, but rather confirmation of an important study conducted 34 years ago by Elizabeth Reuss-Ianni[1].   Her observational study (1976-1978) of the social organization of the New York City Police Department concluded that there is not one ethos of policing, but two –a management-culture and a line-culture, cultures that are evident in the attitudes and behaviors of officers of various rank-groups within a department. The second emergent theme suggests subtle attitudinal differences in the organizational culture of agencies. These differences are quite noticeable in sheriff's offices where all ranks appear more "attached" to the philosophies, culture, and policies of their departments when compared to municipal police and state troopers. We are not sure what explains this phenomenon. Third, while perspectives are rank-differentiated and vary somewhat across agencies, the overall positive tenor of opinion reveals that a professional and progressive law enforcement community has united to serve Oregon's citizens.

INTRODUCTION

In late 2010 and early 2011, the Research, Service, and Education Center of the Criminal Justice Department at Western Oregon University began a research initiative in partnership with Oregon's major law enforcement organizations:

- Oregon Association Chiefs of Police (OACP)
- Oregon State Sheriffs' Association (OSSA)
- Oregon State Police (OSP)
- Department of Public Safety Standards and Training (DPSST)

The project had two objectives. First, collect a statewide sampling of contemporary viewpoints from a representative number of Oregon law enforcement officers that spanned all ranks and included all municipal police agencies, sheriff's offices, and the Oregon State Police. Once collected, the dataset would be the first of its kind in Oregon and would establish a baseline of knowledge from which to measure selected aspects of law enforcement's professional development. To accomplish this, researchers used an online survey instrument composed of 55 Likert-scale questions. Questions were designed to collect general demographic information and officer opinions and participative activities regarding selected aspects of the following topics:

- Management practices
- Operational practices
- Discretionary freedom
- Agency cohesiveness
- Personnel practices

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[1] Reuss-Ianni, Elizabeth (1983), *Two Cultures of policing: Street Cops and Management Cops*, Transaction Publishers

- Training
- Ethics
- 21st century policing strategies
- Budget impacts
- Public opinion

The second objective of the project is to distribute the findings (this report) to all law enforcement agencies in Oregon as a means to facilitate a dialogue in partnership with Oregon's law enforcement practitioners. Organizationally, we have divided the findings into topical sections that offer an initial analysis and commentary, which is an overture to further discussion and a gateway to greater understanding. Consequently, this report is an open invitation to interested practitioners who wish to join the research team.

The report provides an examination of officer "perceptions" of conditions and circumstances surrounding their work environment viewed from their individual vantage points. Therefore, it is not a "bean counting" exercise, but rather an examination of opinions about reality, which is an imprecise science. As Albert Einstein once observed, "Reality is merely an illusion, albeit a very persistent one." We agree. We are also drawn to Mark Twain's profundity about "opinions," one that we suspect falls close to home for all of us, when he observed, "I am not one of those who in expressing opinions confine themselves to facts." In these two observations lay the strength and weakness of this report.

The report begins with an Executive Summary, an explanation of our methodology, and a presentation of the 14 topical sections. Each section begins with a general introduction and list of questions that explore the section's topic. Responses to questions are then presented and analyzed from two viewpoints. The first viewpoint is from an "agency perspective" (i.e. state police, municipal police, and sheriff's offices) and is intended to highlight any differences or similarities of opinion that occur between agency categories. The second viewpoint is from a "rank perspective" looking across all agencies (i.e. line officers, sergeants, lieutenants, captains and above, and chiefs and sheriffs) and is intended to highlight any differences or similarities of opinion that occur between ranks. We add a "research commentary*" at the end of each perspective to stimulate further critique.

In some sections, when the data warrant further illumination, a third viewpoint is presented. We refer to this viewpoint as an "index" perspective because selected questions (those that are topically similar) are collapsed and the answers summed and then divided by the number of questions in the index to arrive at a cumulative percentage. We offer this collective perspective as a simple way to show opinion patterns, which become quite apparent in the "Agency Perception Index" and a "Rank Perception Index." However, we offer a word of caution when viewing the indexes: remember they are constructed by adding percentages and then dividing the sum by the number of questions. While this gives us a sense of direction (e.g. "are the opinions more or less positive," "is there more or less activity," etc.) and enables us to see patterns and make broad comparisons, it also tends to distract from the probative value of individual questions.

It is important to note that this report is offered as an initial documentation of our findings. Consequently, we present the findings as simple descriptive statistics summarizing the properties of our observations using percentage distributions. These are quite intuitive and provide a way to start discussions, which we hope will lead to further investigation.

In the future, we plan to offer a more in-depth presentation of the findings in a series of follow-up reports that employ bivariate analysis of the data. These reports will help explain variation between the observations and the magnitude of relations among variables, thereby reducing uncertainty and increasing our understanding of the findings.

*The "research commentary" is included as a way to make an initial statement about the findings. It is presumptuous to assume they are always accurate. Rather, we hope they will spark debate and generate comment from those most intimate with the research topics – practitioners.

METHODOLOGY

This section provides an overview of the methods and protocols used for the research initiative.

The survey was designed to identify the viewpoints of Oregon law enforcement officers regarding a variety of contemporary law enforcement issues. A major goal of the research was to establish a baseline dataset that would help identify opinions and participative activities regarding selected management and operational practices; ethical issues; the design, development, and/or implementation of programs; and officer perceptions of public opinion and the quality of service provided by their agency within the Oregon law enforcement community. With this in mind, the research proposal was submitted to the Institutional Review Board at Western Oregon University, which approved the initiative in December 2010.

In November and December of 2010, members of the research team met with law enforcement leaders representing Oregon Chiefs of Police, Oregon State Sheriff's Association, Oregon State Police, and the Oregon Department of Public Safety Standards and Training. The purpose of the meetings was to inform these groups about the research initiative, to seek their advice, and to enlist their support. During these meetings, the leaders suggested slight modifications to the survey instrument, which enhanced its utility and investigative quality. They also agreed to sponsor the initiative within their respective organizations. In fact, without their support the project could not have succeeded.

Survey Strategy
In April of 2011, in cooperation with the above organizations, the Oregon Policing Survey was distributed to leaders of all Oregon law enforcement agencies (i.e. state police, municipal police, and sheriff's offices) who then sent an email to their respective officers requesting their participation in the survey. Officers of all ranks were invited to participate by using a link to Survey Monkey software. Participants were informed that it was a statewide survey designed to record their opinions and experiences related to a wide spectrum of important issues in policing. They were also advised that their participation was strictly voluntary and responses would

remain anonymous. In hopes of enhancing responses, a reminder email was sent approximately one month later.

Research Population and Responses

The research team estimates there are approximately 6,600[2] sworn officers in Oregon (approximately 3,640 municipal police officers, 2,306 deputy sheriffs, 596 state troopers, and 58 tribal/university/ special district officers) and each theoretically had the opportunity to receive and respond to the survey. By June of 2011, 921 responses had been received, which represents a response rate of approximately 14.1%. The research team believes the sample size (N-921) is sufficiently large enough and randomly collected making it generaliziable across the study population. Moreover, respondents (by fortunate chance) are equally divided by agency size. For example, 50.8% of respondents are from agencies with 100 or more officers, and 49.3% are from agencies with less than 99 officers (See Demographic Section for further information).

Question Design

Except for the demographic questions, respondents were offered five-point Likert-scale answer options designed to measure either their opinions about a topic, their involvement in certain activities, or whether they would take action in certain hypothetical situations. The opinion-questions were designed to measure whether respondents held a "positive opinion" (agree, strongly agree), a "negative opinion" (disagree, strongly disagree), or whether they were ambivalent (no opinion) regarding the question's subject. The activities-questions were designed to measure whether respondents were "very often," "often," "rarely," or "never" involved in certain activities. The action-questions were designed to measure whether respondents were "very certain," "somewhat certain," "uncertain," or would take "no action" in certain hypothetical situations.

Publication

After a year of initial analysis and drafting the report, the findings were published in 2012.

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SECTION 1

DEMOGRAPHIC OVERVIEW of STUDY POPULATION

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The following section offers a general description of the demographics of the survey's 921 respondents:

Agency Type

- 57%   municipal police
- 23.9% State Police
- 17.6% sheriff's offices
- 1.3%   tribal or other

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[2] U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Statistics (2011), *Census of State and Local Law Enforcement Agencies 2008.* Retrieved from http://bjs.ojp.usdoj.gov/content/pub/pdf/csllea08.pdf

Age

- Respondents ranged in age from 21 – 66 years of age.

Gender

- 88.3% male
- 11.7% female

Race or Ethnic Group

- 90.5% Caucasian
- 3.9% other
- 2.2% Hispanic
- 1.6% Native-American
- 1.1% African-Americans
- 0.7% Asian

Education

- 70.2% hold a college degree (associates degree or higher, see below for specifics)
- 25.5% hold an Associate's Degree
- 39.6% hold a Bachelor's Degree
- 5.1% hold a Master's Degree or higher

Professional Certificates Held (Individuals may hold more than one certificate)

- 59.3% hold a Basic Certificate
- 51.1% hold an Intermediate Certificate
- 63.3% hold an Advanced Certificate
- 28.9% hold a Supervisory Certificate
- 14.1% hold a Management Certificate
- 9.8% hold an Executive Certificate
- 6.4% are graduates of the FBI National Academy
- 1.0% are graduates of Northwestern University Police Staff and Command College
- 1.2% are graduates of Southern Police Institute

Military Veterans

- 31.0% are military veterans with over 80% of that group being pre-911 veterans
- 3.1% are active members of the Reserves or National Guard

Marital Status

- 82.2% married
- 8.4% single
- 8.0% divorced
- 1.2% separated

- 1.0% widowed

Work Experience and Rank

- 69.0% have between 11 – 36 years of law enforcement experience
- 65.4% line officers (officer, deputy, or trooper)
- 17.8% sergeants
- 6.0% lieutenants
- 4.4% captains or above
- 6.4% chief, sheriff, or superintendent

Assignment

- 62.1% assigned to patrol duties
- 18.2% assigned to detective duties
- 5.2% assigned to custody work
- 1.3% assigned to training
- 13.2% assigned to administrative/support services duties

Job Satisfaction

- 92.0% either "satisfied" or "very satisfied" with their work
- 88.0% either "satisfied" or "very satisfied" with their current assignment

Agency Size (Number of Sworn Officers)

- 6.9% work in departments with   1 – 10 sworn officers
- 13.0% work in departments with   11 – 20 sworn officers
- 18.7% work in departments with   21 – 49 sworn officers
- 10.7% work in departments with   50 – 99 sworn officers
- 50.8% work in departments with   100+ sworn officers

SECTION 2

PERCEPTIONS of MANAGEMENT PRACTICES

Question

2.1   My agency encourages employees of all ranks to participate in the development of new policies, procedures, and strategies.

2.2   My agency requires supervisors to meet with subordinates to set goals and objectives in conjunction with regular performance evaluations.

2.3   When feasible, my agency uses "study groups," "work groups," or "teams," etc., when designing or revising operational procedures or when deciding to adopt new equipment (do not consider administrative decisions in this question).

Question 2.1

This question asked respondents if they believe their "agency encourages employees of all ranks to participate in the development of new policies, procedures, and strategies." In essence, it is a question about perceptions of inclusiveness and participative management.

Agency Perspective Findings (Q2.1)

Limiting our analysis to positive responses ("agree" and "strongly agree"), we found that 70.2 % of deputy sheriffs believed their agencies encouraged them to participate in the development of new policies, procedures, and strategies compared to 58.2% of municipal police officers, while only 35.1% of state troopers held this opinion. (See Table 2.1 and Figure 2.1)

Agency Perspective Commentary (Q2.1)

While the question is straightforward and the responses could be viewed on their face value, its purpose was to solicit information about the degree of perceived inclusiveness in activities related to participative management within agencies. Our assumption was that personnel in the three agency categories would hold similar opinions. However, we found a higher degree of "perceived inclusiveness" in the management philosophies of sheriff's offices than we found in municipal agencies and a substantially higher degree in sheriff's officers when compared to the State Police.

Table 2.1 Agency Perspective	My agency encourages employees of all ranks to participate in the development of new policies, procedures, and strategies.					
Total Respondents: 872	State Police		Municipal Police		Sheriff's Office	
	%	#	%	#	%	#
Strongly Agree	5.7%	12	14.2%	72	18.9%	29
Agree	29.4%	62	44.0%	223	51.3%	79
Total Agree	**35.1%**	74	**58.2%**	295	**70.2%**	108
Disagree	33.2%	70	18.1%	92	10.4%	16
Strongly Disagree	6.2%	13	3.7%	19	1.9%	3
Total Disagree	39.4%	83	21.8%	111	12.3%	19
No Opinion	25.6%	54	19.9%	101	17.5%	27
Catogory Totals		211		507		154

Agency Perspective   **Figure 2.1**

"My agency encourages employees of all ranks to participate in the development of new policies, procedures, and strategies."
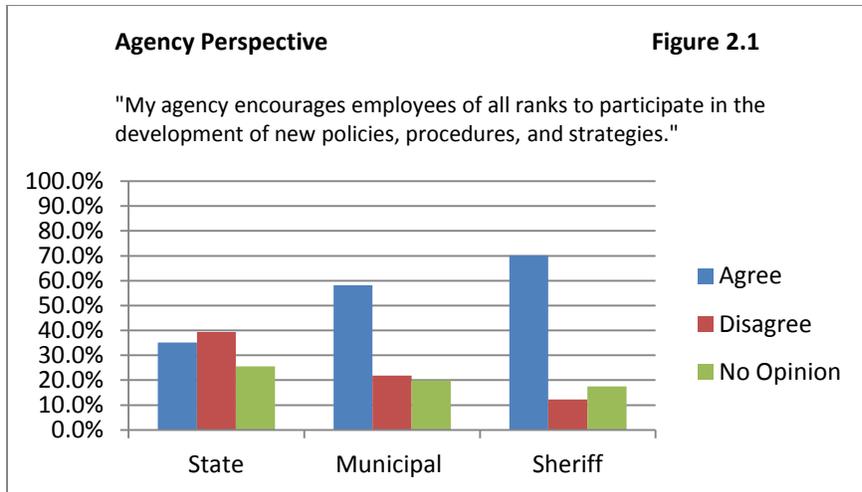
Rank Perspective Findings (Q2.1)

When responses to this question were analyzed from a rank perspective, we found a rank-differentiated ascending pattern of support for the idea that agencies encourage employees of all ranks to participate in the development of new policies, procedures, and strategies. For example, 45.6% of line officers agreed with the statement, followed by 63.7% of sergeants, 69.1% of lieutenants, 78.9% of captains, and 87.7% of chiefs/sheriffs (87.7%). (See Table 2.1a and Figure 2.1a)

Rank Perspective Commentary (Q2.1)

A simple analysis of these data suggests that "perceptions of inclusiveness" in the development of new policies, procedures, and strategies within agencies are significantly differentiated by rank. This is not surprising from a traditional management perspective. Staff officers and executives "direct the ship" and therefore are more attached to charting its course. Additionally, while we have no historical data to serve as a baseline, we notice a considerable amount of "participation" (with the exception of line officers) across rank groups suggesting that a participative management philosophy has gained a strong foothold in Oregon policing.

Table 2.1(a) Rank Perspective	My agency encourages employees of all ranks to participate in the development of new policies, procedures, and strategies.								
Respondents: 885	Line Officer		Sergeants		Lieutenant		Captain & Up		Chief/Sheriff	
	%	#	%	#	%	#	%	#	%	#
Strongly Agree	9.6%	55	13.1%	21	12.7%	7	18.4%	7	45.6%	26
Agree	36.1%	207	50.6%	81	56.4%	31	60.3%	23	42.1%	24
Total Agree	**45.7%**	262	**63.7%**	102	**69.1%**	38	**79%**	30	**87.7%**	50
Disagree	25.1%	144	20.0%	32	7.3%	4	2.6%	1	0.0%	0
Strong Disagree	5.2%	30	1.9%	3	3.6%	2	0%	0	0.0%	0
Total Disagree	30.3%	174	21.9%	35	11%	6	3%	1	0.0%	0
No Opinion	24.0%	138	15.0%	24	20.0%	11	18.4%	7	12.3%	7
Category Totals		574		161		55		38		57

Rank Perspective   **Figure 2.1(a)**

"My agency encourges employees of all ranks to participate in the development of new policies, procedures, and strategies."
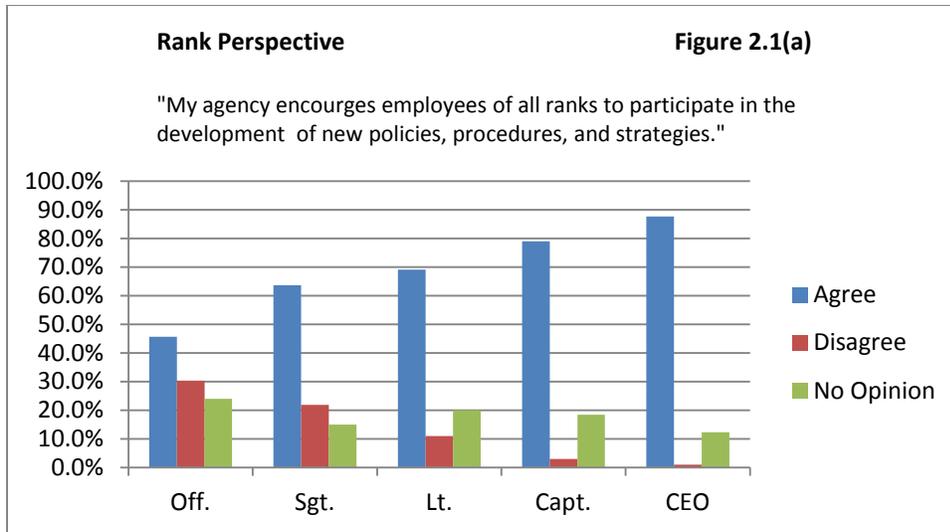
Question 2.2

This question (presented in the form of a statement) asked respondents if their agency requires "supervisors to meet with subordinates to set goals and objectives in conjunction with regular performance evaluations." In essence, it is a question about aspects of a department's management philosophy and the adoption of a widely employed management practice.

Agency Perspective Findings (Q 2.2)

Limiting our analysis to positive responses ("agree" and "strongly agree"), we found that 62.0% of municipal police officers reported that their agency required supervisors to meet with subordinates, followed closely by 67.2% of state troopers, while 80.0% of sheriff's deputies reported this was a required practice. (See Table 2.2 below and Figure 2.2)

Table 2.2 Agency Perspective	My agency requires supervisors to meet with subordinates to set goals and objectives in conjunction with regular performance evaluations.					
Total Respondents: 868	State Police		Municipal Police		Sheriff's Office	
	%	#	%	#	%	#
Strongly Agree	10.5%	22	12.7%	64	25.8%	40
Agree	56.7%	120	49.3%	248	54.2%	84
Total Agree	**67.2%**	142	**62.0%**	312	**80.0%**	124
Disagree	9.5%	20	14.9%	75	5.8%	9
Strongly Disagree	1.9%	4	5.6%	28	1.9%	3
Total Disagree	**11.4%**	24	**20.5%**	103	**7.7%**	12
No Opinion	16.2%	34	17.5%	88	12.3%	19
Catogory Totals		210		503		155

Agency Perspective **Figure 2.2**
"My agency requires supervsors to meet with subordinates to set goals and objectives in conjunction with regular performance evaluations."
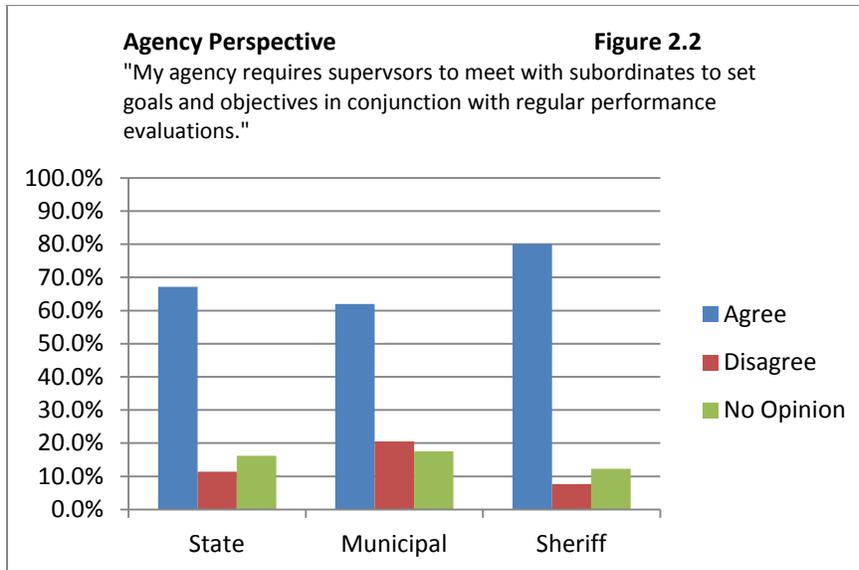
Agency Perspective Commentary (Q2.2)
When analyzing responses to this question, we were surprised to find such a wide variation between practices in municipal police agencies (62.0%) and the state police (67.2%), when compared with practices in sheriff's offices (80.0%). In fact, we expected to find similar applications of this practice across the three agency categories. Given the fact the 80.3% of police chiefs and sheriffs believe this practice is occurring in their agencies (See "rank perspective" below), an easy explanation is not apparent, but the finding certainly warrants further investigation.

Rank Perspective Findings (Q2.2)
When responses to this question were analyzed from a rank perspective and analysis is limited to positive responses ("agree" and "strongly agree") we found a rank-differentiated ascending pattern of agreement. For example, 64.4% of line officers, 68.6% of sergeants, 70.9% of lieutenants, 81.6% of captains, and 80.3% of chiefs/sheriffs report that supervisors are required to meet with subordinates to set goals and objectives in conjunction with regular performance evaluations in their agencies. (See Table 2.2a and Figure 2.2a)

Rank Perspective Commentary (2.2)
When analyzing these findings, we note a significant difference of opinion (16 percentage points) between that of line officers and chiefs/sheriffs. This may be an indication of procedural weakness (not insuring policies are enforced) within agencies or it may simply be a lack of effective communications.

Table 2.2(a) Rank Perspective	My agency requires supervisors to meet with subordinates to set goals and objectives in conjunction with regular performance evaluations.								
Total Respondents:	Line Officer		Sergeant		Lieutenant		Captain & Up		Chief/Sheriff	
881	%	#	%	#	%	#	%	#	%	#
Strongly Agree	12.1%	69	14.5%	23	12.7%	7	23.7%	9	33.9%	19
Agree	52.3%	299	54.1%	86	58.2%	32	57.9%	22	46.4%	26
Total Agree	**64.4%**	368	**68.6%**	109	**70.9%**	39	**81.6%**	31	**80.3%**	45
Disagree	13.8%	79	11.3%	18	9.1%	5	10.9%	4	1.8%	1
Strong Disagree	4.4%	25	4.4%	7	3.6%	2	0.0%	0	1.8%	1
Total Disagree	**18.2%**	104	**15.7%**	25	**12.7%**	7	**10.9%**	4	**3.6%**	2
No Opinion	**17.5%**	100	**16.4%**	26	**16.4%**	9	**7.9%**	3	**16.1%**	9
Category Totals		572		160		55		38		56

Rank Perspective　　　　　　　　　**Figure 2.2(a)**

"My agency requires supervisors to meet with subordinates to set goals and objectives in conjunction with regular performance evaluations. "
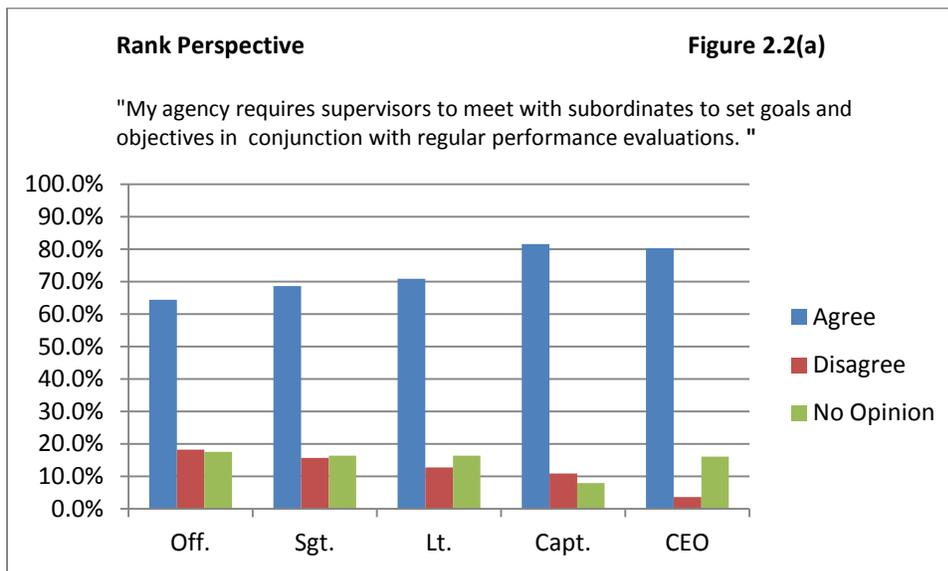
Question 2.3

This question (presented in the form of a statement) asked respondents if, when feasible, they believe their agency uses "study groups," "work groups," or 'teams," etc., when designing or revising operational procedures or when deciding to adopt new equipment." In essence, it is another question about perceptions of inclusiveness and participative management.

Agency Perspective Findings (Q2.3)

Focusing our analysis on positive responses ("agree" and "strongly agree"), we found that 52.4% of state troopers report their agency employs "study groups" or "teams" in these situations, compared to 47.2% of sheriff's deputies, while only 38.8% of municipal police officers reported it was a practice in their agencies. We also note a high degree of uncertainly in responses to this question evidenced by the number of respondents (over 25% for each agency type) who offered "no opinion." (See Table 2.3 and Figure 2.3)

Agency Perspective Commentary (Q2.3)
Our assumption was that agencies would employ this strategy at about the same levels. However, we found modest differences. Notably, we found a slightly higher degree of "perceived inclusiveness" in the management philosophies of the State Police and in sheriff's offices when compared to municipal police agencies. As a side note, we cannot explain why so many respondents were ambivalent and offered "no opinion" to a very straightforward question.

Table 2.3 Agency Perspective	When feasible, my agency uses "study groups," "work groups," or "teams," etc., when designing or revising operational procedures or when deciding to adopt new equipment.					
Total Respondents: 874	State Police		Municipal Police		Sheriff's Office	
	%	#	%	#	%	#
Strongly Agree	4.3%	9	5.5%	28	8.3%	13
Agree	48.1%	101	33.3%	169	38.9%	61
Total Agree	**52.4%**	110	**38.8%**	197	**47.2%**	74
Disagree	15.7%	33	24.3%	123	21.0%	33
Strongly Disagree	5.2%	11	9.9%	50	3.8%	6
Total Disagree	20.9%	44	34.2%	173	24.8%	39
No Opinion	26.7%	56	27.0%	137	28.0%	44
Catogory Totals		210		507		157

Agency Perspective   **Figure 2.3**
"When feasible, my agency uses study groups, work groups, or teams, etc. when designing or revising operational procedures or when deciding to adopt new equipment."
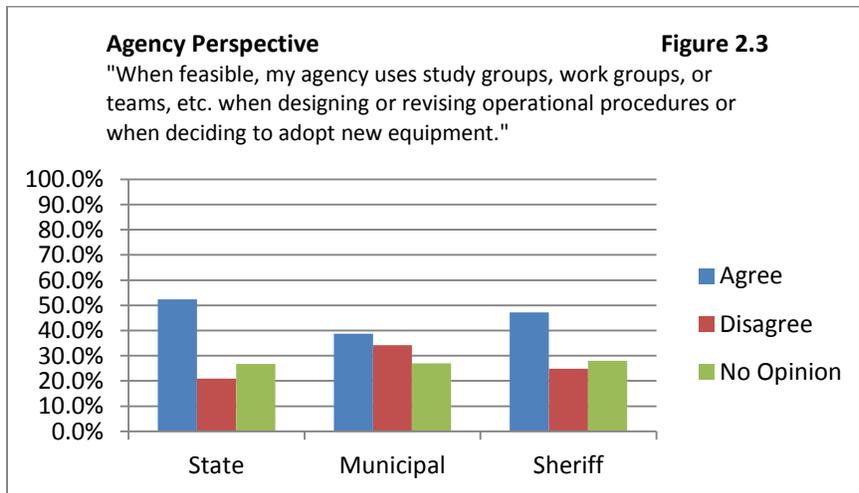
Rank Perspective Findings (Q 2.3)
When responses to this question were analyzed from a rank perspective, we found that only 40.6% of line officers, 41.3% of sergeants, 52.6% of captains, 52.6% of chiefs/sheriffs, and 61.9% of lieutenants believe that work groups are employed in their agencies. Another noteworthy aspect of these findings is the uniform degree of "no opinion," responses, which hovers around 27 percentile across ranks (See Table 2.3a and Figure 2.3a).

Table 2.3(a) Rank Perspective	When feasible, my agency uses "study groups," "work groups," or "teams," etc., when designing or revising operational procedures or when deciding to adopt new equipment									
Total respondents: 887	Line Officer		Sergeant		Lieutenant		Captain & Up		Chief/Sheriff	
	%	#	%	#	%	#	%	#	%	#
Strongly Agree	5.2%	30	3.8%	6	7.4%	4	5.2%	2	15.8%	9
Agree	35.4%	204	37.5%	60	54.5%	30	47.4%	18	36.8%	21
Total Agree	**40.6%**	234	**41.3%**	66	**61.9%**	34	**52.6%**	20	**52.6%**	30
Disagree	22.7%	131	23.8%	38	12.7%	7	18.4%	7	14.0%	8
Strong Disagree	8.5%	49	9.4%	15	3.6%	2	0.0%	0	1.8%	1
Total Disagree	**31.2%**	180	**33.2%**	53	**16.3%**	9	**18.4%**	7	**15.8%**	9
No Opinion	**28.1%**	162	**26.3%**	42	**21.8%**	12	**28.9%**	11	**31.6%**	18
Category Totals		576		161		55		38		57

Rank Perspective   **Figure 2.3a**

"When feasible, my agency uses study groups, work groups, or teams, etc. when desiging or revising operational procedures or when deciding to adopt new equipment.
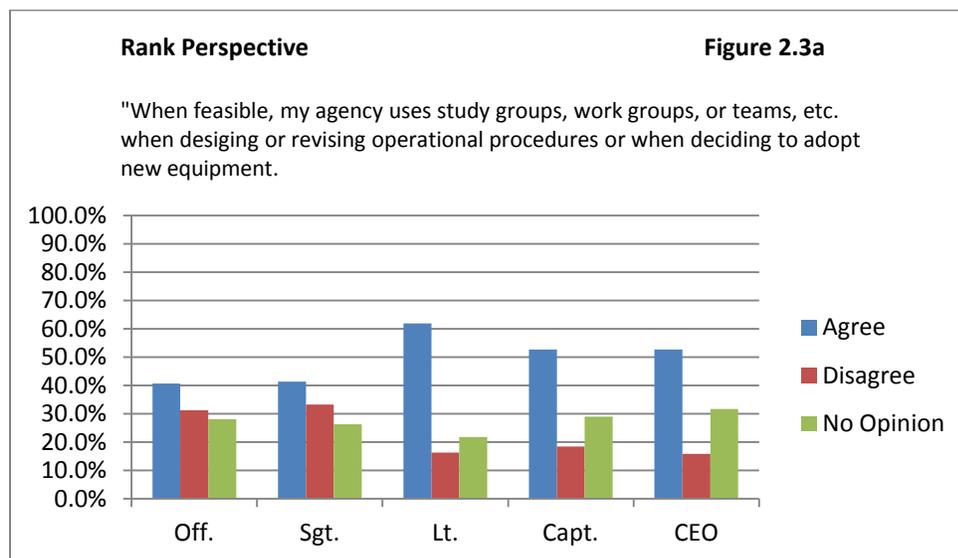
Rank Perspective Commentary (Q2.3)
These findings suggest that while there is relatively strong agreement that participative practices are occurring, there is a perceptual "rank bias." In other words, staff and management officers believe there is greater participation in these activities than do line officers and first line supervisors. However, approximately 27.3% percent of the study population was ambivalent, offering no opinion. This is surprising, given the simple nature of the question.

Summary
The section explored how personnel perceive selected aspects of their agency's management practices including issues of inclusiveness, participative management, and the adoption of innovative practices. While responses ranged on the positive side of the spectrum, we discovered less agreement than expected. Moreover, there were no patterns to explain the deviation. For example, we found a higher degree of what we might call "perceived inclusiveness" in the management philosophies of sheriff's offices than we found in municipal

agencies or the State Police with regard to participation in the development of new policies, procedures, and strategies (See Q2.1). On the other hand, we found a slightly higher degree of "perceived inclusiveness" in the management philosophies of the State Police than we did in sheriff's offices or municipal police with regard to the uses "study groups," "work groups," or "teams" (See Q2.3). However, the greatest variation of opinion concerned the policy of "goal setting" in annual evaluations. Here we found that 80 percent of respondents in sheriff's offices reported this was the standard practice, while 67.2 percent of state troopers and only 62.0 percent of municipal police agencies report this was standard practice in their agency (See Q2.2).

To give the questions a collective perspective, we have collapsed them into two indexes, an agency perspective index (See Figure 2.1, 2.1, 2.3) and a rank perspective index (See Figure 2.1a, 2.2a, 2.3a).

From an agency perspective, when responses to the three questions were collapsed into an index and averaged, we again see the difference of opinion across agencies. For example, when reviewing the average "agree" responses we find that 51.6% of state troopers and 53.3% of municipal police held positive opinions about selected aspects of their agency's management practices, compared to 65.8% of sheriff's deputies. (See Figure 2.1, 2.2, 2.3)

From a "rank perspective," the differences of opinion were quite pronounced. While the collective opinions range on the positive side of the spectrum, there appears to be a "rank bias." For instance, when responses to the three questions are collapsed into an index and averaged, we discovered that 52.2% of line officers held positive opinions about selected aspects of their agency's management practices, while 57.9% of sergeants, 67.2% of lieutenants, 71.1% of captains, and 73.5% of chief/sheriffs held positive opinions. This reminds us of an ascending stairway where with each promotional step-up, one's opinion of an agency's management practices grows stronger and one's negative opinions grow weaker, as does one's ambivalence. (See Figure 2.1a, 2.2a, 2.3a)

"Agency Perspective Index" (Figure2.1, 2.2, 2.3)
(Perception that selected management practices are employed)

"Rank Perspective Index" (Figure 2.1a, 2.2a, 2.3a)
(Perception that selected magement practices are employed)
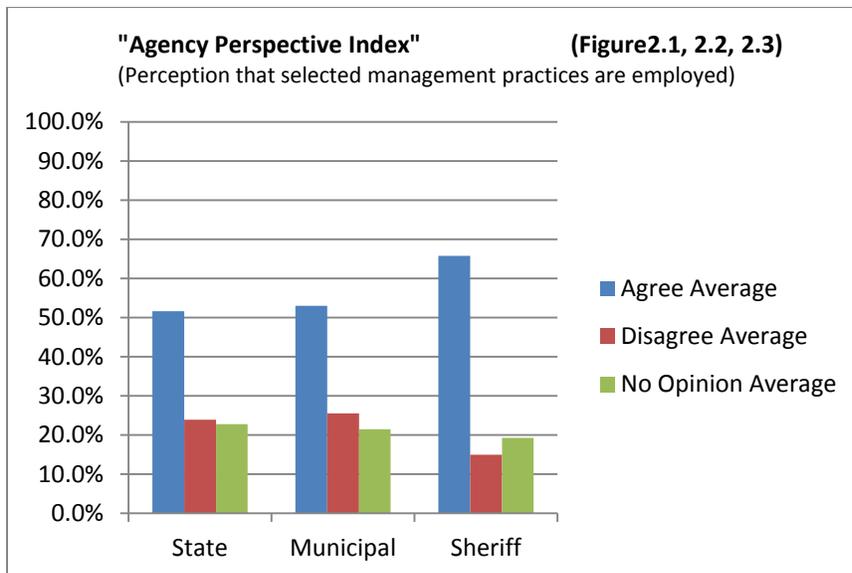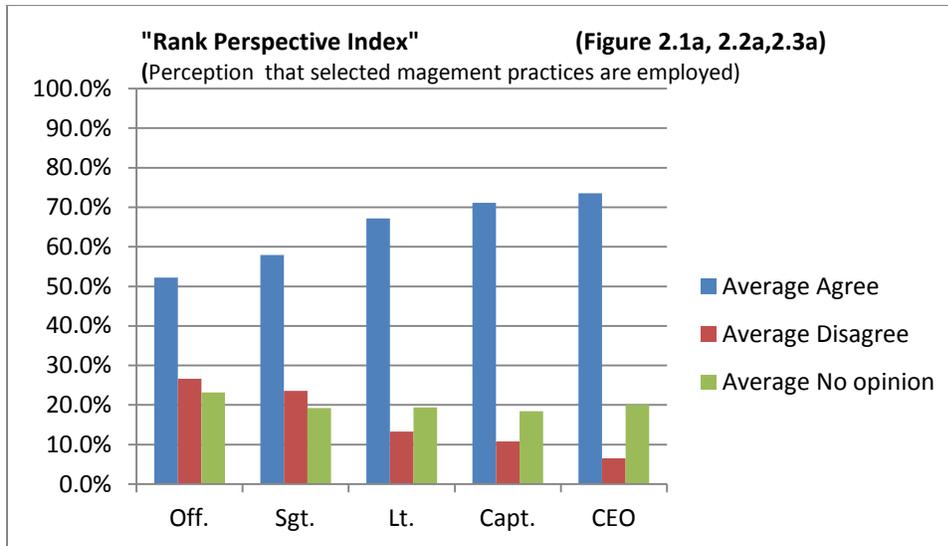
SECTION 3

PERCEPTIONS of OPERATIONAL PRACTICES

This section examines officer perceptions of selected aspects of their agency's operational practices including aspects of communications, the use of innovation, and recording driver demographics.

Questions

3.1   Formal lines of communications in my agency are generally good and provide effective up and down channels of information.

3.2   Members of my agency are encouraged to be innovative and creative in their efforts to resolve community problems.

3.3   Recording driver demographics (i.e. race and gender) during "traffic stops" or when issuing traffic citations are important.

3.4   Personnel in my agency receive timely updates on policy changes.

Question 3.1
This question (presented as a statement) asked respondents if they believe formal lines of communications in their agency were generally good and provide effective up-and-down channels of information.

Agency Perspective Findings (Q 3.1)
Limiting our analysis to positive responses ("agree" and "strongly agree"), we found that 66.9% of sheriff's deputies believed their agency's formal lines of communication were generally good,

compared to 57.6% of state troopers, while only 47.5% of municipal police held this opinion. We also note a consistent pattern of uncertainly in responses to this question evidenced by the number of respondents who offered "no opinion." (See Table 3.1 and Figure 3.1)

Agency Perspective Commentary (Q3.1)
Our assumption was that personnel would hold similar opinions regardless of where they worked. However, we found a substantially higher degree of agreement in responses to this statement by sheriff's deputies. The reason(s) for this disparity, especially between municipal police and sheriff's deputies, are unclear.

Table 3.1 Agency Perspective	Formal lines of communications in my agency are generally good and provide effective up and down channels of information.					
Total Respondents: 875	State Police		Municipal Police		Sheriff's Office	
	%	#	%	#	%	#
Strongly Agree	3.3%	7	8.5%	43	12.1%	19
Agree	54.3%	114	39.0%	198	54.8%	86
Total Agree	**57.6%**	121	**47.5%**	241	**66.9%**	105
Disagree	20.5%	43	22.0%	112	12.7%	28
Strongly Disagree	5.2%	11	9.4%	48	2.5%	4
Total Disagree	25.7%	54	31.4%	160	15.2%	32
No Opinion	16.7%	35	21.1%	107	17.8%	28
Catogory Totals		210		508		157

Agency Perspective   **Figure 3.1**
"Formal line of communication in my agency are generally good and provide effective up and down channels of information."
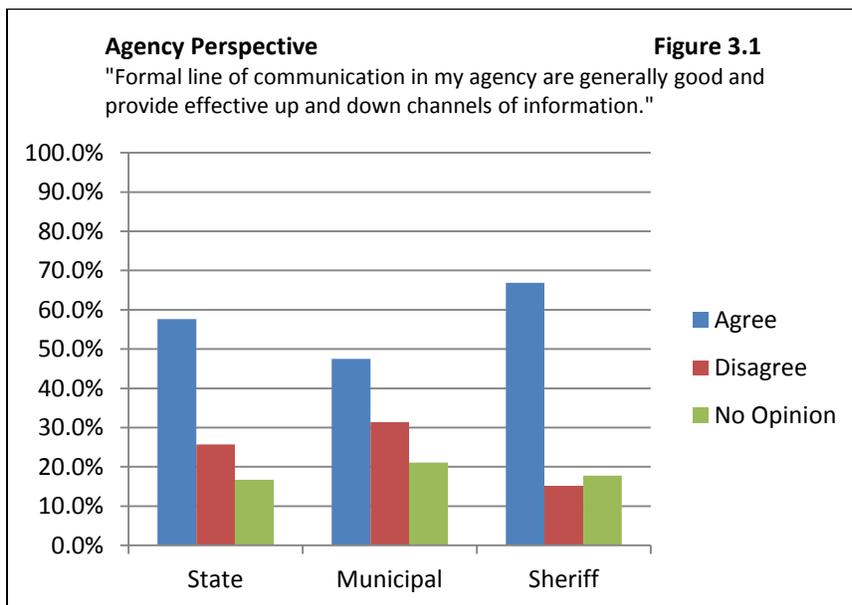
Rank Perspective Findings (Q 3.1)
When responses to this question were analyzed from a rank perspective, we found a rank-differentiated ascending level of agreement with the proposition that formal lines of

communication are generally good and provide effective up-and-down channels of information. For example, 47.5% of line officers, 53.8% of sergeants, 60.0% of lieutenants, 76.3% of captains, and 89.5% of chiefs/sheriffs report that communication is good in their agency. (See Table 3.1a and Figure 3.1a)

Rank Perspective Commentary (Q3.1)
We believe this disparity is problematic. For example, if the chief executive officer of an agency believes formal lines of communications are exceptionally good (remember 89.5% hold this opinion) but only 47.5% of line officers believe communication is good, it challenges one of the basic tenets of good organizational management –successful communication is essential to successful outcomes. Compounding the problem is the deteriorating belief, cascading down the ranks, that communication is good.

Table 3.1(a) Rank Perspective	Formal lines of communications in my agency are generally good and provide effective up and down channels of information.								
Total Respondents:	Line Officer		Sergeant		Lieutenant		Captain & Up		Chief/Sheriff
831	%	#	%	#	%	#	%	#	%	#
Strongly Agree	5.9%	34	5.0%	8	12.7%	7	10.5%	4	31.6%	18
Agree	41.6%	240	48.8%	78	47.3%	26	65.8%	25	57.9%	33
Total Agree	**47.5%**	274	**53.8%**	86	**60.0%**	33	**76.3%**	29	**89.5%**	51
Disagree	23.4%	135	20.0%	32	5.5%	3	10.5%	4	1.8%	1
Strong Disagree	8.5%	49	6.9%	11	5.5%	3	0.00%	0	0.0%	0
Total Disagree	**31.9%**	184	**26.9%**	43	**11.0%**	6	**10.5%**	4	**1.8%**	1
No Opinion	20.6%	119	20.0%	32	29.1%	16	13.2%	5	8.8%	5
Category Totals		577		161		55		38		57

Rank Perspective   **Figure 3.1(a)**

"Formal line of communications in my agency are generally good and provide effrective up and down channels of information."

25
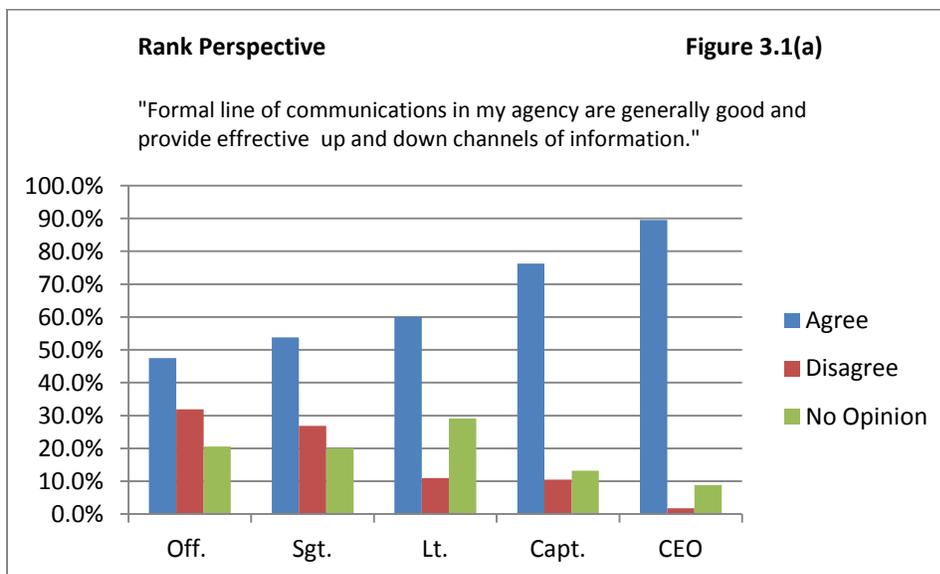
Question 3.2
This question (presented as a statement) asked respondents if they believe personnel in their agency are encouraged to be innovative and creative in their efforts to resolve community problems.

Agency Perspective Findings (Q3.2)
Limiting our analysis to positive responses ("agree" and "strongly agree"), we found that 50.2% of state troopers report their agency encourages employees to be innovative and creative in their efforts to resolve community problems, compared to 75.2% of municipal police, while 83.3% of sheriff's deputies held this opinion. (See Table 3.2 and Figure 3.2)

Agency Perspective Commentary (Q3.2)
Our assumption was that personnel, regardless of where they work, would hold similar opinions about this philosophy. However, we found a substantially higher degree of agreement with this statement in responses from sheriff's deputies (83.3%) and municipal police (75.2%) when compared to state troopers (50.2%). The reason(s) for the wide disparities are unclear.

Table 3.2 Agency Perspective	Members of my agency are encouraged to be innovative and creative in their efforts to resolve community problems.					
Total Respondents: 873	State Police		Municipal Police		Sheriff's Office	
	%	#	%	#	%	#
Strongly Agree	6.6%	14	20.9%	106	28.8%	45
Agree	43.6%	92	54.3%	275	54.5%	85
Total Agree	**50.2%**	106	**75.2%**	381	**83.3%**	130
Disagree	15.6%	33	7.3%	37	5.8%	9
Strongly Disagree	1.9%	4	1.4%	7	0.0%	0
Total Disagree	17.5%	37	8.7%	44	5.8%	9
No Opinion	32.2%	68	16.0%	81	10.9%	17
Catogory Totals		211		506		156

Agency Perspective   **Figure 3.2**

"Member of my agency are encourged to be innovative and creative in their efforts to resolve community problems."
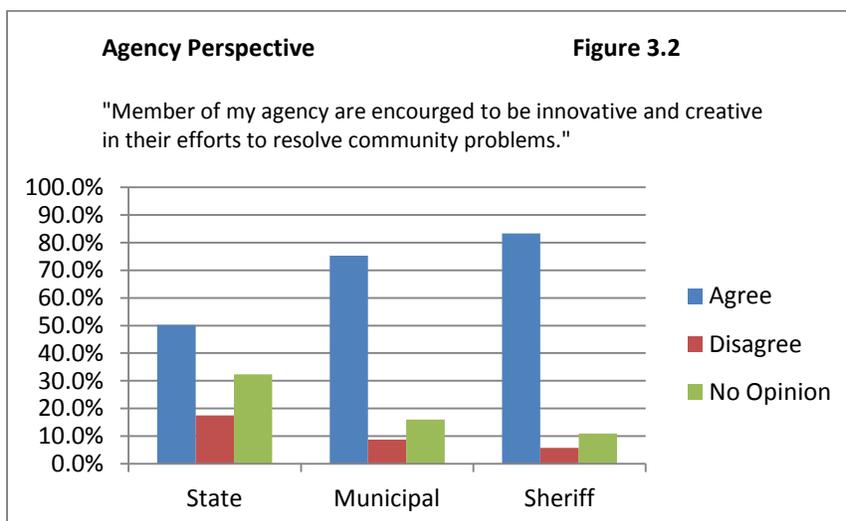
Rank Perspective Findings (Q3.2)
When responses to this question were analyzed from a rank perspective, we found an ascending pattern of support for the proposition that agencies encourage employees to be innovative and creative in their efforts to resolve community problems. Specifically, while opinions were positive across the study population, they grow stronger depending on one's rank. For example, 64.1% of line officers, 76.3% of sergeants, 78.2% of lieutenants, 86.8% of captains, and 98.5% of chiefs/sheriffs agree with the proposition. (See Table 3.2a and Figure 3.2a)

Rank Perspective Commentary (Q3.2)
Our assumption was that personnel of all ranks would hold similar opinions regarding this concept, yet while responses are positive across all ranks, there is a descending level of support for this proposition beginning with the CEO. This, we suggest, signifies a troubling pattern of perceptual dissonance between ranks. In other words, the various ranks view the same work environment (encouragement to be creative in solving problems) differently. While upper management eagerly offers encouragement, the message wanes significantly at the line level where innovation and creativity are most needed.

Table 3.2(a) Rank Perspective	Members of my agency are encouraged to be innovative and creative in their efforts to resolve community problems.								
Total Respondents:	Line Officer		Sergeant		Lieutenant		Captain & Up		Chief/Sheriff	
886	%	#	%	#	%	#	%	#	%	#
Strongly Agree	12.7%	73	20.0%	32	30.9%	17	36.8%	14	57.1%	32
Agree	51.4%	296	56.3%	90	47.3%	26	50.0%	19	41.4%	23
Total Agree	**64.1%**	369	**76.3%**	122	**78.2%**	43	**86.8%**	33	**98.5%**	55
Disagree	11.5%	66	8.1%	13	3.6%	2	0.0%	0	0.0%	0
Strong Disagree	1.6%	9	0.6%	1	1.8%	1	0.0%	0	0.0%	0
Total Disagree	**13.1%**	75	**8.7%**	14	**5.4%**	3	**0.0%**	0	**0.0%**	0
No Opinion	22.8%	132	15.0%	25	16.4%	9	13.2%	5	1.5%	1
Category Totals		576		161		55		38		56

Rank Perspective   **Figure3.2(a)**

"Member of my agency are encourage to be innovative and creative in their efforts to resolve community problems."
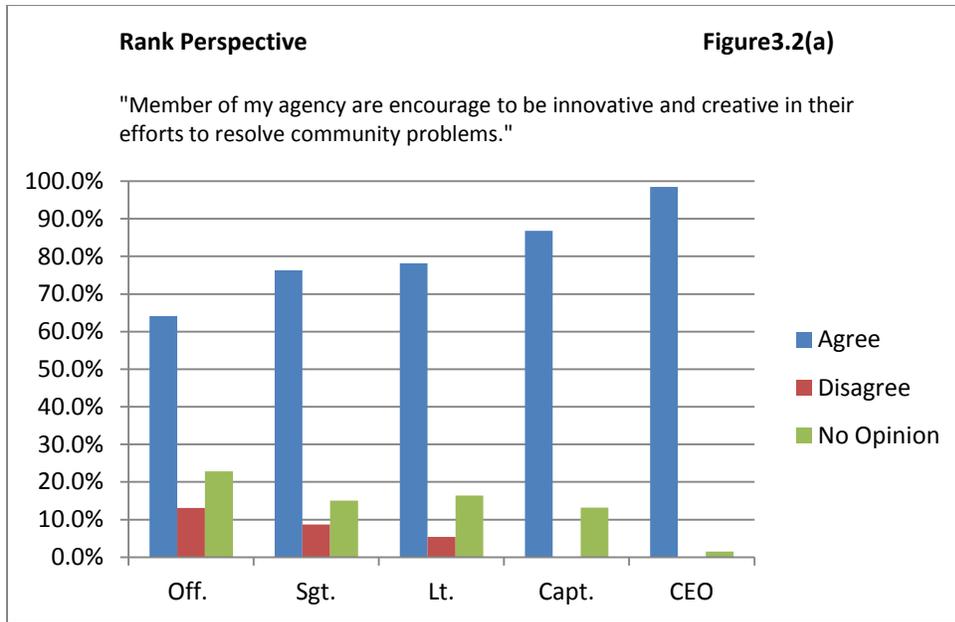
Question 3.3

This question asked respondents if they believed recording driver demographics (i.e. race and gender) during "traffic stops" or when issuing traffic citations was important.

Agency Perspective Findings (Q 3.3)

We found that responses to the idea of recording driver demographics were mixed, but generally negative ("disagree" and "strongly disagree"). For instance, we found that state troopers were equally split in their opinions, with 38.8% believing that recording driver demographics was a positive idea, while 38.8% believed it was a bad idea. On the other hand, municipal police officers (44.6%) and sheriff's deputies (45.9%) held similar negative opinions about this idea. Finally, a significant number of officers did not offer an opinion. Specifically, sheriff's deputies were the most ambivalent (37.7%), followed by municipal police officers (31.2%), while state troopers were the least uncertain (22.3%). (See Table 3.3 and Figure 3.3)

Table 3.3 Agency Perspective	Recording driver demographics (i.e. race and gender) during "traffic stops" or when issuing traffic citations are important.					
Total Respondents: 872	State Police		Municipal Police		Sheriff's Office	
	%	#	%	#	%	#
Strongly Agree	6.8%	14	3.4%	16	0.0%	0
Agree	32.0%	66	20.8%	99	16.4%	24
Total Agree	38.8%	80	24.2%	115	16.4%	24
Disagree	25.7%	53	31.2%	149	31.5%	46
Strongly Disagree	13.1%	27	13.4%	64	14.4%	21
Total Disagree	**38.8%**	80	**44.6%**	213	**45.9%**	67
No Opinion	22.3%	46	31.2%	149	37.7%	55
Catogory Totals		206		517		149

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Agency Perspective **Figure 3.3**

"Recording driver demographics (i.e. race and gender) during traffic stops or when issuing traffic citations are important."
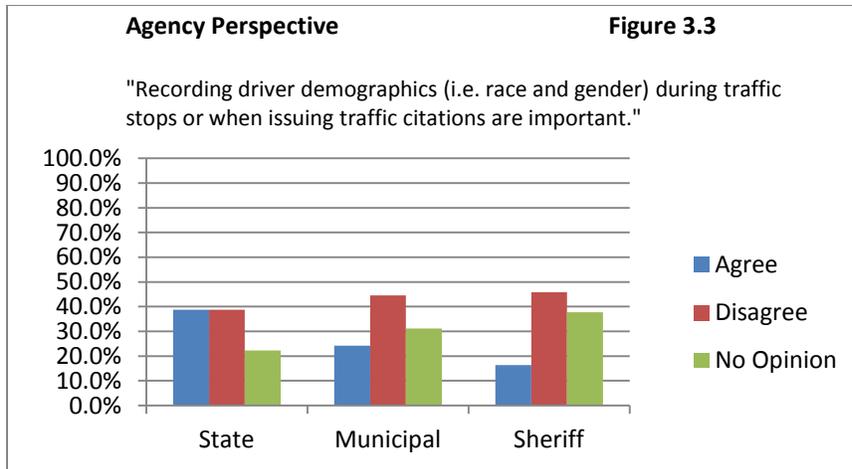
Agency Perspective Commentary (Q3.3)

Our assumption was that personnel, regardless of employer, would hold similar opinions concerning this practice, and they do. In fact, most officers do not think it is an "important" component of the ticketing process. We suspect their responses are rooted in the recent controversies surrounding driver demographics and racial profiling or, more to the point, they see it as an issue of "mistrust" and an unwarranted attempt to monitor their discretionary behavior. Certainly, recording driver demographic information has nothing to do with adjudicating the violation. Consequently, we suspect, officers in all agencies believe it is an unwarranted attempt to monitor their discretionary authority for political reasons. We also suspect that if this type of information was collected, officers would have nothing to be ashamed of based on the overwhelming level of professionalism apparent in the findings presented in Section Eight.

Rank Perspective Findings (3.3)

When responses to this question were analyzed from a rank perspective, we found a very mixed pattern of opinion. For example, line officers (47.0%) and chiefs/sheriffs (47.0%) hold the most negative opinions about this proposition, followed by sergeants (40.0%). However, lieutenants were almost equally split across the scale (39.6% offered no opinion, 32.1% agreed or strongly agreed, while 30.3% disagree or strongly disagree). Captains hold similar split opinions (37.8% offered no opinion, 35.1% agreed or strongly agreed, while 27.0% disagree or strongly disagree) (See Table 3.3a and Figure 3.3a).

Rank Perspective Commentary (Q3.3)

Our assumption was that all ranks would hold similar opinions regarding this practice; however, we found a clustering of responses. Line officers (47.0%) and chiefs/sheriffs (47.0%) stand shoulder-to-shoulder in disagreement with this proposition. Captains, lieutenants, and sergeants appear torn between "agreeing" and "disagreeing." Consequently we are unsure of where they stand. Moreover, there are a high percentage of ambivalent responses (no opinion) from all ranks. When viewed across all ranks, it is obvious that the practice of recording driver demographics has won little support and its value is in question.

Table 3.3(a) Rank Perspective	Recording driver demographics (i.e. race and gender) during "traffic stops" or when issuing traffic citations are important.									
Total Respondents:	Line Officer		Sergeant		Lieutenant		Captain & Up		Chief/Sheriff	
840	%	#	%	#	%	#	%	#	%	#
Strongly Agree	3.1%	17	3.9%	6	5.7%	3	10.8%	4	3.9%	2
Agree	20.6%	112	29.2%	45	26.4%	14	24.3%	9	15.7%	8
Total Agree	23.7%	129	33.1%	51	32.1%	17	35.1%	13	19.6%	10
Disagree	32.3%	176	27.3%	42	17.0%	9	16.2%	6	**39.2%**	20
Strong Disagree	14.7%	80	12.3%	19	13.3%	6	10.8%	4	7.8%	4
Total Disagree	**47.0%**	256	**39.6%**	61	30.3%	15	27.0%	10	47.0%	24
No Opinion	29.4%	160	27.3%	42	**39.6%**	21	**37.8%**	14	33.3%	17
Category Totals		545		154		53		37		51

Rank Perspective   Figure 3.3(a)

"Recording driver demographics (i.e. race and gender) during traffic stops or when issuing traffic citations are important."
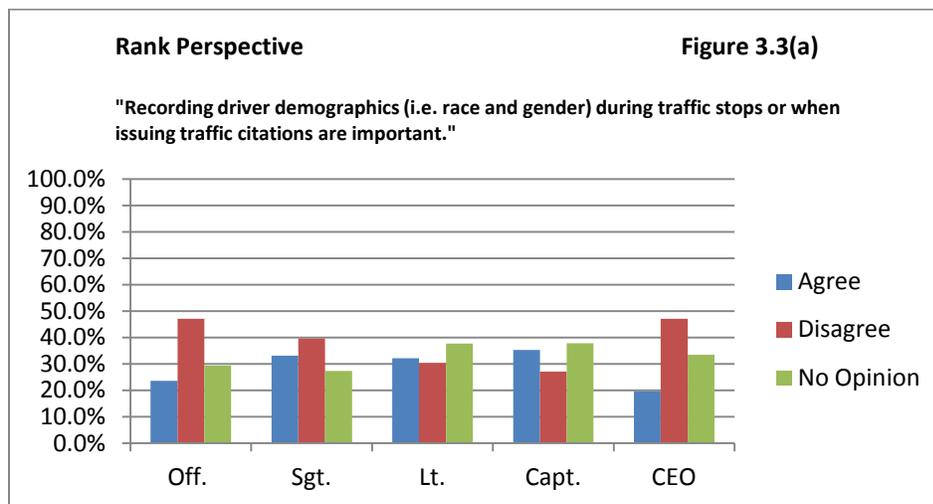
Question 3.4

This question (presented in the form of a statement) asked respondents if they believe personnel in their agency receive timely updates on policy changes.

Agency Perspective Findings (Q3.4)

Limiting our analysis to positive responses ("agree" and "strongly agree"), we found that while personnel from all agencies report they receive timely updates on policy changes, we found a higher degree of agreement with this question from sheriff's deputies (90.4%) when compared to municipal police (72.4%) and a substantially higher degree of agreement when compared to state troopers (63.2%). (See Table 3.4 and Figure 3.4)

Agency Perspective Commentary (Q3.4)

We assumed that because communicating change in a timely manner is such a basic principle of sound management, it would be universally practiced across the Oregon law enforcement community. However, while there is general agreement that "updates" are a common practice, there is also wide disparity of opinion of the timeliness of communicating these updates. For

example, 90.4 percent of sheriff's deputies report that they receive timely updates regarding policy chances while only 63.2 percent of state troopers report this to be the case. Whether it is simply a case of interpreting "timeliness," or there are structural differences within the communication processes of agencies that produce these findings, is unclear.

Table 3.4 Agency Perspective	Personnel in my agency receive timely updates on policy changes.					
Total Respondents: 872	State Police		Municipal Police		Sheriff's Office	
	%	#	%	#	%	#
Strongly Agree	9.6%	20	22.9%	116	34.6%	54
Agree	53.6%	112	49.5%	251	55.8%	87
Total Agree	**63.2%**	132	**72.4%**	367	**90.4%**	141
Disagree	12.9%	27	11.6%	59	3.8%	6
Strongly Disagree	2.9%	6	3.4%	17	0.6%	1
Total Disagree	15.8%	33	15.0%	76	4.4%	7
No Opinion	21.1%	44	12.6%	64	5.1%	8
Catogory Totals		209		507		156

Agency Perspective   **Figure 3.4**
"Personnel in my agency receive timely update on policy changes ."
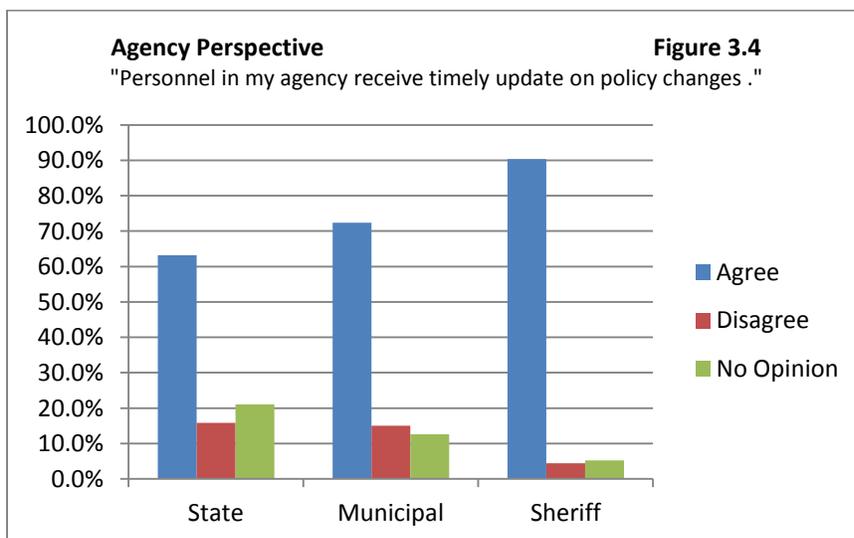
Rank Perspective Findings (Q3.4)
When responses to this question were analyzed from a rank perspective, we found a positive and ascending level of support for the idea that personnel receive timely information about policy changes. With the exception of sergeants, who held the lowest opinions (65.7%), we found that opinions grow stronger depending on one's rank. For instance, 70.9% of line officers report that this is a common practice in their agencies, followed by lieutenants (78.2%), and captains (89.5%), while chiefs and sheriffs held the most positive opinions (98.2%). (See Table 3.1a and Figure 3.1a)

Rank Perspective Commentary (Q3.4)
Our assumption was that personnel of all ranks would hold similar opinions regarding this concept and, from a positive perspective, they generally do. Yet, beginning with the CEO, there is a descending level of support for this proposition suggesting the need for better communication. The disparity of opinion is most apparent at the officer and sergeant levels. This is not a new observation; we noted a similar disparity with responses to question 3.1, which probed opinions about formal lines of communication (See Figure 3.1a).

Table 3.4(a) Rank Perspective	Personnel in my agency receive timely updates on policy changes.								
Total Respondents: 883	Line Officer		Sergeant		Lieutenant		Captain & Up		Chief/Sheriff
	%	#	%	#	%	#	%	#	%	#
Strongly Agree	15.9%	91	23.8%	38	30.9%	17	34.2%	13	57.1%	32
Agree	55.0%	315	41.9%	67	47.3%	26	55.3%	21	41.1%	23
Total Agree	**70.9%**	406	**65.7%**	105	**78.2%**	43	**89.5%**	34	**98.2%**	55
Disagree	11.3%	65	15.6%	25	3.6%	2	2.6%	1	1.8%	1
Strong Disagree	3.0%	17	3.1%	5	3.6%	2	0.0%	0	0.0%	0
Total Disagree	**14.3%**	82	**18.7%**	30	**7.2%**	4	**2.6%**	1	**1.8%**	1
No Opinion	14.8%	85	16.3%	26	14.5%	8	7.9%	3	0.0%	0
Category Totals		573		161		55		38		56

Rank Perspective **Figure 3.4(a)**

"Personnel in my agency receive timely updates on policy changes."
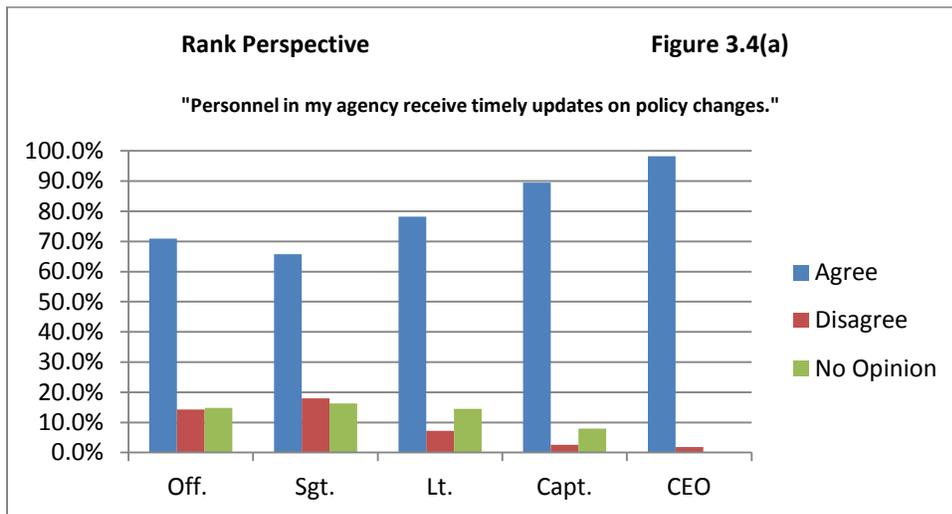
Summary
From an "agency perspective," we found significant variation of opinion. For example, when responses to three of the questions are collapsed into an index and averaged (question 3.3 was not included because it did not show direction), and when we view the "agree" and "strongly agree" responses, we discovered that 57.0% of state troopers held positive opinions related to

operational practices followed by 65.1% of municipal police. Yet, 80.0% of sheriff's deputies held positive opinions. (See Figure 3.1, 3.2, 3.3)

From a "rank perspective," we also found significant differences of opinion. While the collective opinions range on the positive side of the spectrum, there appears to be a "rank bias." For example, when viewing "agree" and "strongly agree" responses, we found that 59.8 % of line officers held positive opinions about selected aspects of their agency's operational practices, while 65.3% of sergeants, 72.1% of lieutenants, 84.2% of captains, and 95.4% of chiefs/sheriffs held positive opinions. It appears that there is an ascending stairway and with each promotional step-up, one's opinion of an agency's operational practices grows stronger, while one's negative opinions grow weaker, as does one's ambivalence (See Figure 3.1a, 3.2a, 3.3a).

SECTION 4

PERCEPTIONS of DISCRETIONARY FREEDOM

This section examines officer perceptions of the degree of discretion and authority bestowed on sergeants and line officers.

_____

Questions
4.1   Supervisors in my agency are given a great deal of individual freedom and authority to make rank-appropriate management decisions.

4.2   Line officers in my agency are given a great deal of individual freedom and authority to make law enforcement and public service decisions.

_____

Question 4.1
This question (presented as a statement) asked respondents if they believe supervisors in their "agencies are given a great deal of individual freedom and authority to make rank-appropriate management decisions." In essence, it is a question about aspects of an agency's management philosophy and the degree of autonomy that employees believe supervisors enjoy.

Agency Perspective Findings (Q4.1)
Limiting our discussion to positive responses ("agree" and "strongly agree"), we found that answers to this question fell on the positive side of the spectrum, but were quite skewed. For example, 83.0% of state troopers believe that supervisors in their agency are given a great deal of individual freedom and authority to make rank-appropriate management decisions, compared to 78.3% of deputies, while only 55.9% of officers in municipal agencies held this opinion (See Table 4.1 and Figure 4.1).

Agency Perspective Commentary (Q4.1)
Our assumption was that personnel in the three agency categories would hold similar opinions about this condition. However, while the overall responses were positive, we found a

substantially higher degree of agreement with this question in responses from state troopers (83.0%) and sheriff's deputies (78.3%) when compared to municipal police (55.9%). One explanation for the disparity may be found in the organizational structure of the State Police, which is dispersed across the state in small units often commanded by a lieutenant or sergeant. Troopers assigned to these units are expected to make on-the-spot decisions with minimal oversight. To a lesser degree, sheriff's personnel are also dispersed over wide areas and are often expected to make on-the-spot decisions with minimal oversight. On the other hand, while municipal police are also expected to make on-the-spot decisions, their whole chain-of-command is physically on-site, which may tend to color officer perceptions of their discretionary freedom and authority. Certainly, this may not be the only explanation, but we offer it as a starting point for further discussion.

Table 4.1 Agency Perspective	Supervisors in my agency are given a great deal of individual freedom and authority to make rank-appropriate management decisions.					
Total Respondents: 873	State Police		Municipal Police		Sheriff's Office	
	%	#	%	#	%	#
Strongly Agree	26.1%	55	13.9%	70	26.1%	41
Agree	56.9%	120	42.0%	212	52.2%	82
Total Agree	**83.0%**	175	**55.9%**	282	**78.3%**	123
Disagree	10.0%	21	20.0%	101	8.3%	13
Strongly Disagree	0.9%	2	5.7%	29	1.9%	3
Total Disagree	10.9%	23	25.7%	130	10.2%	16
No Opinion	6.2%	13	18.4%	93	11.5%	18
Catogory Totals		211		505		157

Agency Perspective   **Figure 4.1**
"Supervisors in my agency are given a great deal of individual freedom and authority to make rank-appropriate management decisions."
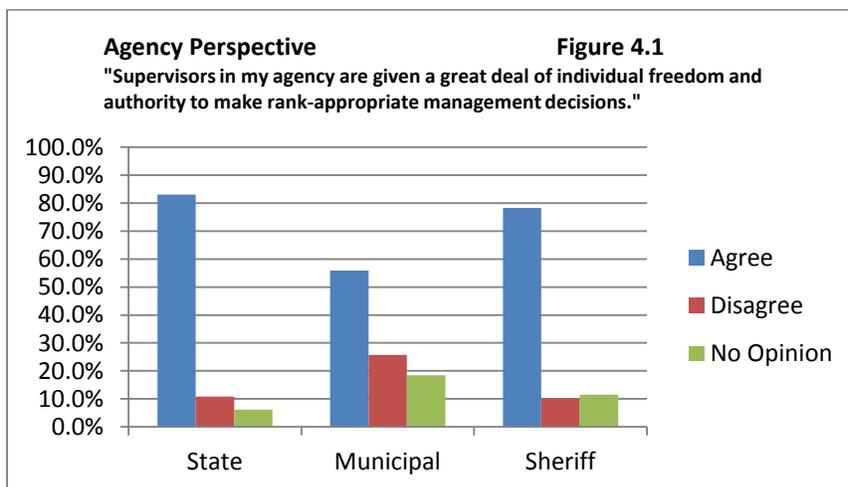
Rank Perspective Findings (Q4.1)
When responses to this question were analyzed from a rank perspective, we found an ascending pattern of support that grew stronger depending on one's rank. For example, 47.8% of line officers, 66.9% of sergeants, 79.6% of lieutenants, 86.9% of captains, and 96.5% of

chiefs/sheriffs believe that supervisors in their agency are given a great deal of discretionary freedom to make rank-appropriate decisions. (See Table 4.1a and Figure 4.1a)

Rank Perspective Commentary (4.1)
Our assumption was that personnel of all ranks would hold similar opinions regarding this concept. This was not the case. There is a descending level of support for this proposition beginning with the CEO. In other words, the various ranks view the same work environment (discretionary authority) differently. It appears that while upper management has delegated broad authority as it filters down through the ranks perceptions of its magnitude gradually change. While we can only guess, this finding may simply be a bi-product of the top-down command-and-control managerial review process that dominates modern policing.

Table 4.1(a) Rank Perspective	Supervisors in my agency are given a great deal of individual freedom and authority to make rank-appropriate management decisions.								
Total Respondents:	Line Officer		Sergeant		Lieutenant		Captain & Up		Chief/Sheriff	
886	%	#	%	#	%	#	%	#	%	#
Strongly Agree	7.5%	43	20.0%	32	22.2%	12	31.6%	12	49.1%	28
Agree	40.3%	232	46.9%	75	57.4%	31	55.3%	21	47.4%	27
Total Agree	**47.8%**	275	**66.9%**	107	**79.6%**	43	**86.9%**	33	**96.5%**	55
Disagree	22.7%	131	18.8%	30	9.3%	5	5.3%	2	0.0%	0
Strong Disagree	7.1%	41	0.6%	1	5.6%	3	0.0%	0	0.0%	0
Total Disagree	29.8%	172	19.4%	31	14.9%	8	5.3%	2	0.0%	0
No Opinion	22.4%	129	14.4%	23	5.6%	3	7.9%	3	3.5%	2
Category Totals		576		161		54		38		57

Rank Perspective　　　　　　　　　　　**Figure 4.1(a)**

"Supervisors in my agency are given a great deal of individual freedom and authority to make rank-appropriate management decisions."
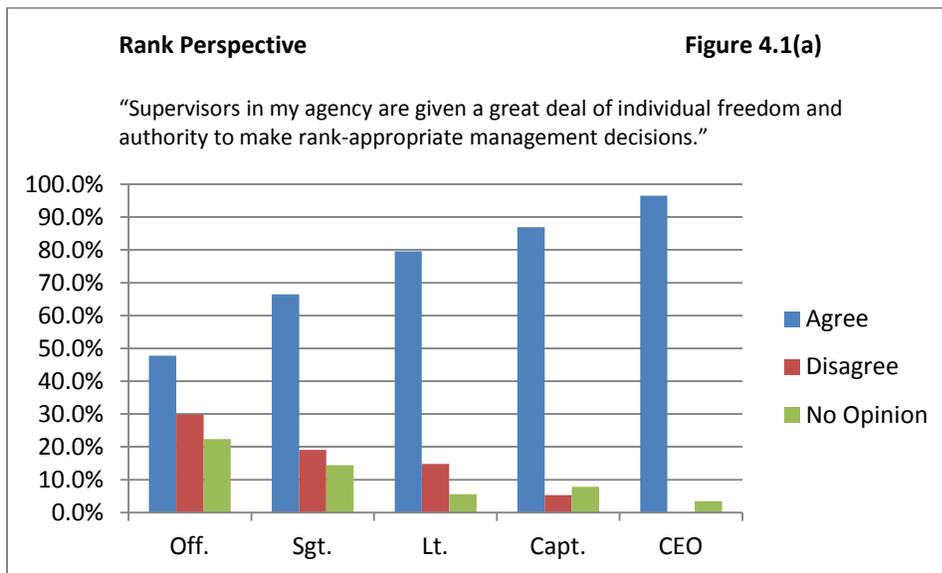
Question 4.2
This question (presented as a statement) asked respondents if they believe line officers in their "agencies are given a great deal of individual freedom and authority to make law enforcement

and public service decisions." It probes aspects of an agency's management philosophy and the degree of autonomy that employees believe line officers enjoy.

*Agency Perspective Findings (Q4.2)*
Limiting our analysis to positive responses ("agree" and "strongly agree"), we found that 83.0% of state troopers and 80.9% of deputy sheriffs believe that line officers in their agency are given a great deal of individual freedom and authority to make law enforcement and public service decisions, while 71.9% of municipal police hold this opinion (See Table 4.2 and Figure 4.2).

Agency Perspective Commentary (4.2)
Our assumption was that personnel in the three agency categories would hold similar opinions about this condition, and with slight variation, this is what we found. We believe it speaks to the maturity and sense of professionalism that has grown to identify law enforcement in Oregon.

Table 4.2 Agency Perspective	Line officers in my agency are given a great deal of individual freedom and authority to make law enforcement and public service decisions.					
Total Respondents: 876	State Police		Municipal Police		Sheriff's Office	
	%	#	%	#	%	#
Strongly Agree	26.1%	55	15.2%	77	21.7%	34
Agree	56.9%	120	56.7%	288	59.2%	93
Total Agree	**83.0%**	175	**71.9%**	365	**80.9%**	127
Disagree	10.0%	21	10.6%	54	6.4%	10
Strongly Disagree	**0.9%**	**2**	**3.1%**	**16**	**0.6%**	**1**
Total Disagree	10.9%	23	13.7%	70	7.0%	11
No Opinion	6.2%	13	14.4%	73	12.1%	19
Catogory Totals		211		508		157

Agency Perspective   **(Figure 4.2)**

"Line officers in my agency are given a great deal of individual freedom and authority to make law enforcement and public service decisions."
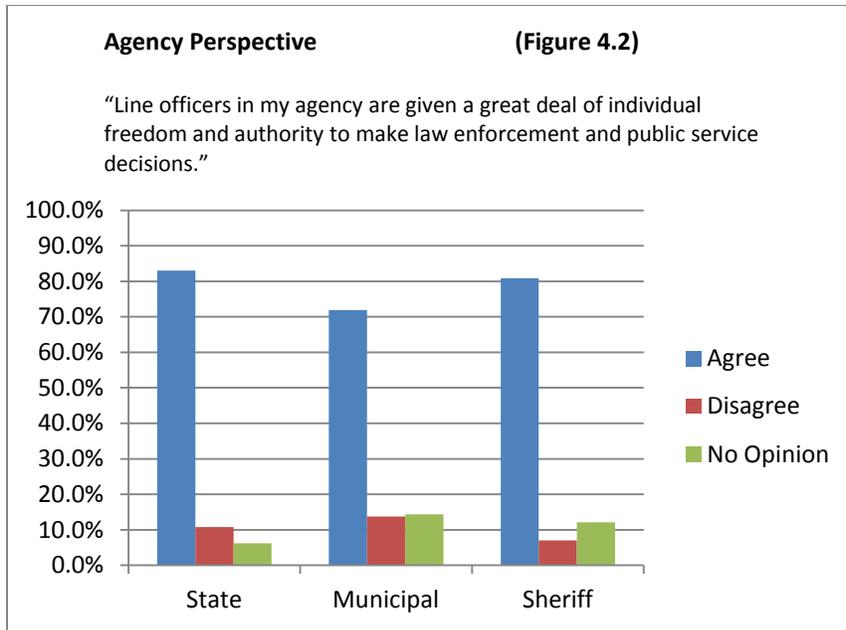
Rank Perspective Findings (4.2)

When responses to this question were analyzed from a rank perspective, we found a positive pattern of support across rank groups. For example, 69.5% of line officers held positive opinions, followed in numerical order by captains (81.6%), lieutenants (83.3%), and sergeants (87.5%), and culminated with chiefs and sheriffs (100.0%) (See Table 4.2a and Figure 4.2a).

Table 4.2(a) Rank Perspective	Line officers in my agency are given a great deal of individual freedom and authority to make law enforcement and public service decisions.									
Total Respondents:	Line Officer		Sergeant		Lieutenant		Captain & Up		Chief/Sheriff	
888	%	#	%	#	%	#	%	#	%	#
Strongly Agree	15.4%	89	24.4%	39	22.2%	12	21.1%	8	36.8%	21
Agree	54.1%	313	63.1%	101	61.1%	33	60.5%	23	63.2%	36
Total Agree	**69.5%**	402	**87.5%**	140	**83.3%**	45	**81.6%**	31	**100.0%**	57
Disagree	13.0%	75	4.4%	7	7.4%	4	0.0%	0	0.0%	0
Strong Disagree	2.9%	17	1.9%	1	1.9%	1	0.0%	0	0.0%	0
Total Disagree	15.9%	92	6.3%	8	9.3%	5	0.0%	0	0.0%	0
No Opinion	14.7%	85	8.1%	13	7.4%	4	18.4%	7	0.0%	0
Category Totals		579		160		54		38		57
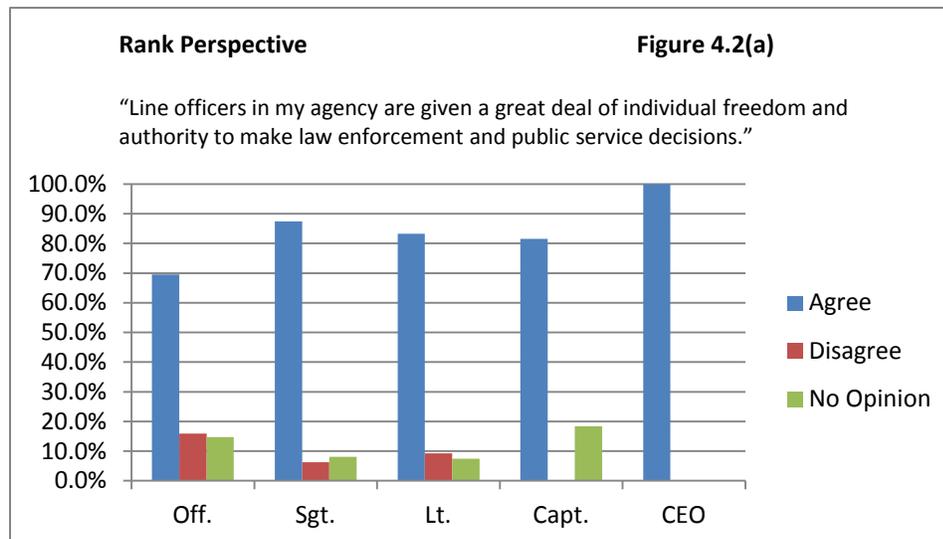
Rank Perspective   **Figure 4.2(a)**

"Line officers in my agency are given a great deal of individual freedom and authority to make law enforcement and public service decisions."

Rank Perspective Commentary (4.2)

Our assumption was that personnel of all ranks would hold similar opinions regarding this concept, and from a broad perspective, with modest variations, they do. Based on these responses, it seems that a great deal of individual authority is granted to line officers, a concept supported across the ranks, especially at the supervising and management levels. The fact that line officers perceive their authority in somewhat measured tones (when compared to the other ranks) may rest in the fact that their decisions are the most reviewed, a process that might moderate their concept of "freedom" in discretionary authority.

To give the two questions a collective perspective; we have collapsed them into an "Agency Perspective Index" (See Figure 4.1, 4.2) and a "Rank Perspective Index" (See Figure 4.1a, 4.2a).

Summary

From an "agency perspective," while opinions were positive, we found significant deviation of opinion across agencies. For example, when reviewing "agree" and "strongly agree" responses, we discovered that only 63.9% of municipal police held positive opinions concerning the amount

of discretion and authority bestowed on sergeants and line officers, while 79.6 % of sheriff's deputies and 83.0% of state troopers held positive opinions (See Figure 4.1, 4.2).

From a "rank perspective," we also found significant differences of opinion. While the collective opinions range on the positive side of the spectrum, there appears to be a "rank bias." For example, when reviewing "agree" and "strongly agree" responses, we discovered that 58.6% of line officers held positive opinions about the degree of discretion and authority bestowed on sergeants and line officers, while 77.0% of sergeants, 81.5% of lieutenants, 84.3% of captains, and 98.3% of chiefs/sheriffs held positive opinions. It appears that officers view the same work environment quite differently, an outlook colored by rank (See Figure 4.1a, 4.2a).

Agency Perspective Index   **Figure 4.1, 4.2**
(Perceptions of discretionary freedom and authority granted to line officers and sergeants)

Rank Perspective Index   **Figure 4.1a, 4.2a**
(Perceptions of discretionary freedom and authority granted to line officers and sergeants)
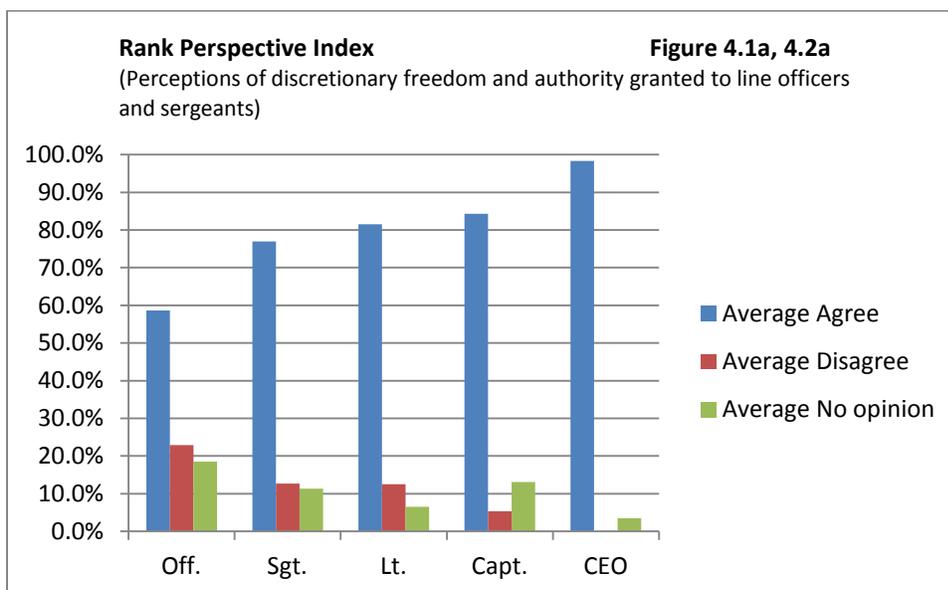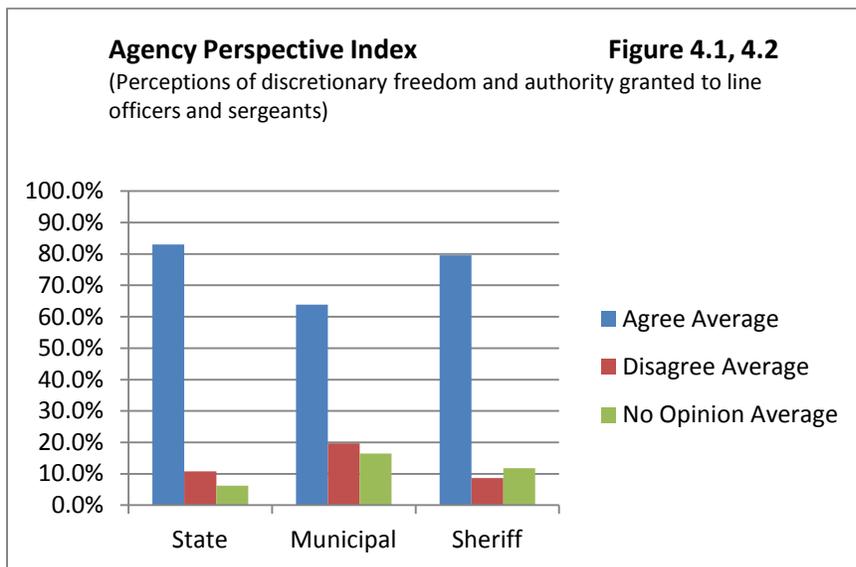
PERCEPTIONS of AGENCY COHESIVENESS

This section examines officer perceptions of agency cohesiveness (i.e. a general sense of unity and team membership). It also examines the proposition that there is a philosophical difference of opinion between the goals of management and the attitudes of line officers.

Questions

5.1   The working relationships between personnel in my agency generally support constructive critiques of both successes and failures, which facilitates constructive learning.

5.2   There is a philosophical split between the goals of management and the attitudes of line officers within my agency.

Question 5.1
This question (presented as a statement) asked respondents if they believe the "working relationships between personnel in their agency generally support constructive critiques of both successes and failures, which facilitates constructive learning." In essence, it is a question about an important aspect of an agency's culture.

Agency Perspective Findings (Q5.1)
Limiting our discussion to positive responses ("agree" and "strongly agree"), we found that responses to this question were skewed. For example, only 53.9% of municipal police and 56.7% of state troopers believe that working relationships between personnel in their agency generally support constructive critiques of successes and failures. However, 71.9% of sheriff's deputies believed this to be the case in their agency (See Table 5.1 and Figure 5.1).

Agency Perspective Commentary (Q5.1)
Our assumption was that personnel in the three agency categories would hold similar opinions about this condition. This was not the case; we found a substantially higher degree of agreement with this statement from sheriff's deputies (71.9%) when compared to municipal police (53.9%) or state troopers (56.7%). The tepid agreement with this statement by municipal police and state troopers might be an indication of other problems within these agencies. This suspicion is further illustrated in the "total disagree" figures, which reveal that 23.4% of state troopers and 21.2% of municipal police believe that working relationships within their agencies do not facilitate constructive learning, while only 10.2% of sheriff's deputies hold this opinion. We should also point out the relative high percentage of "no opinion" responses to this question from all agencies (State Police 20.0%, municipal police 24.8%, and sheriff's deputies 17.8%). We don't know if this is an indication of not understanding the question or simply that respondents held no opinion.

Table 5.1 Agency Perspective	The working relationships between personnel in my agency generally support constructive critiques of both successes and failures, which facilitates constructive learning.					
Total Respondents: 875	State Police		Municipal Police		Sheriff's Office	
	%	#	%	#	%	#
Strongly Agree	5.7%	12	6.5%	33	12.7%	20
Agree	51.0%	107	47.4%	241	59.2%	93
Total Agree	**56.7%**	119	**53.9%**	274	**71.9%**	113
Disagree	20.5%	43	16.9%	86	9.6%	15
Strongly Disagree	2.9%	6	4.3%	22	0.6%	1
Total Disagree	23.4%	49	21.2%	108	10.2%	16
No Opinion	20.0%	42	24.8%	126	17.8%	28
Catogory Totals		210		508		157

Agency Perspective   **Figure 5.1**

"The working relationships between personnel in my agency generally support constructive critiques of both successes and failures, which facilitates constructive learning."
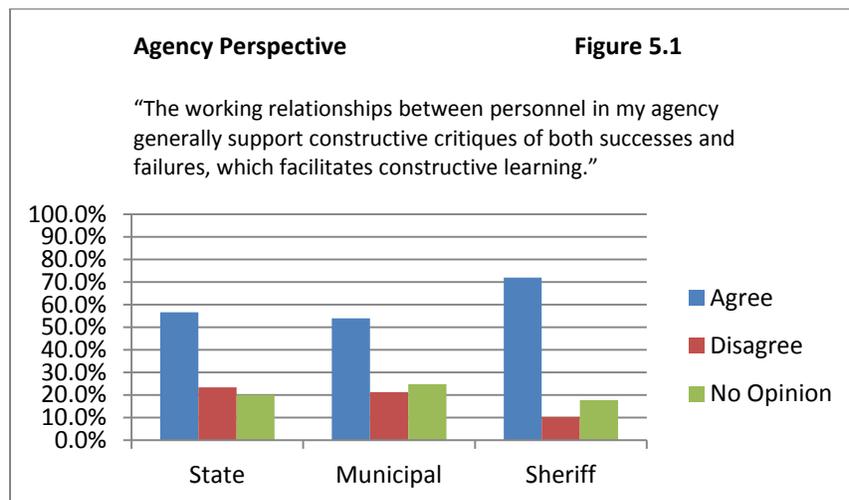
Rank Perspective Findings (Q5.1)

When responses to this question were analyzed from a rank perspective, we found an ascending level of support that grew stronger depending on one's rank. For example, only 45.3% of line officers agreed with this statement, followed by sergeants (55.0%), lieutenants (58.2%), and captains (78.4%), while agreement peeked with chiefs and sheriffs (87.5%). We also found that three rank groups expressed significant disagreement. For example, line officers (21.1%), sergeants (21.9%) and lieutenants (23.6%) all held substantially more negative opinions than did captains (5.4%) and chief/sheriffs (3.6%). This pattern was also apparent with the number of respondents who offered "no opinion" (See Table 5.1a and Figure 5.1a).

Rank Perspective Commentary (Q5.1)

We assumed that personnel of all ranks would hold similar opinions regarding this concept, yet while positive responses hovered between 54.0% and 58.0% for line officers, sergeants, and lieutenants, and much higher for captains and chiefs/sheriffs, there is certainly a wide range of

opinion. In other words, the various ranks view the same work environment (working-relationships that foster constructive learning) quite differently. We believe that constructive critiques (e.g., informal debriefings after arrests, warrant services, or multi-unit operations, etc.) are a necessary step in the road to organizational efficiency. Moreover, the apparent attitudinal divide between line officers, sergeants, and lieutenants at one end of the spectrum and captains and chiefs/sheriffs at the other is problematic. Finally, the fact that nearly a quarter of the line officers and sergeants offered "no opinion" regarding this question, suggests further investigation on this issue is necessary.

Table 5.1(a) Rank Perspective	The working relationships between personnel in my agency generally support constructive critiques of both successes and failures, which facilitates constructive learning.								
Total Respondents:	Line Officer		Sergeant		Lieutenant		Captain & Up		Chief/Sheriff	
887	%	#	%	#	%	#	%	#	%	#
Strongly Agree	6.2%	36	5.6%	9	9.1%	5	5.4%	2	23.2%	13
Agree	48.1%	278	49.4%	79	49.1%	27	73.0%	27	64.3%	36
Total Agree	**54.3%**	314	**55.0%**	88	**58.2%**	32	**78.4%**	29	**87.5%**	49
Disagree	17.1%	99	19.4%	31	20.0%	11	5.4%	2	3.6%	2
Strong Disagree	4.0%	23	2.5%	4	3.6%	2	0.0%	0	0.0%	0
Total Disagree	**21.1%**	122	**21.9%**	35	**23.6%**	13	**5.4%**	2	**3.6%**	2
No Opinion	24.6%	142	23.8%	38	18.2%	10	16.2%	6	8.9%	5
Category Totals		578		161		55		37		56

Rank Perspective   **Figure 5.1(a)**

"The working relationships between personnel in my agency generally support constructive critiques of both successes and failures, which facilitates constructive learning."
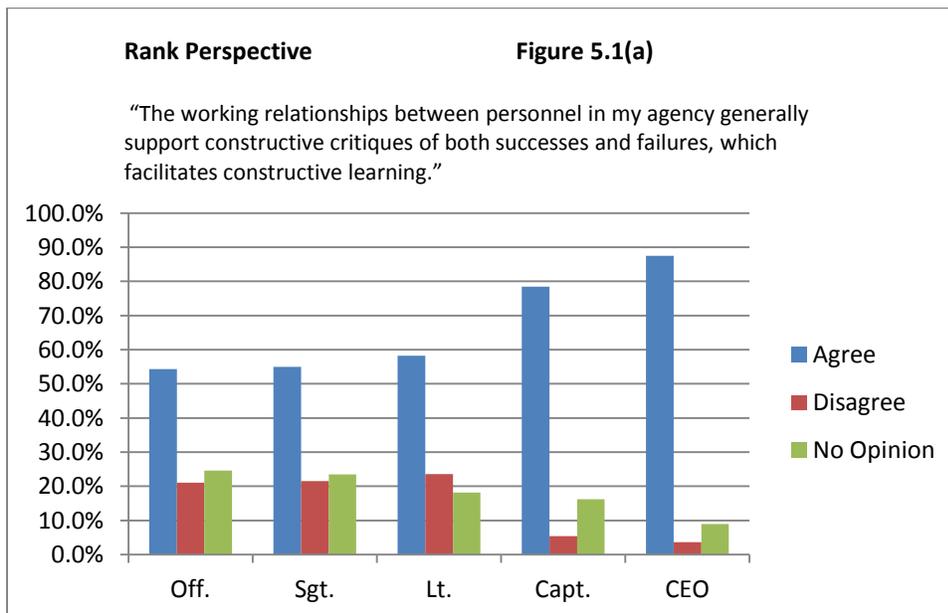
Question 5.2
This question (presented as a statement) asked respondents if they believed "there was a philosophical split between the goals of management and the attitudes of line officers within their agency." It was designed to measure core attitudinal differences within agencies.

Agency Perspective Findings (5.2)
We found responses to this statement quite skewed. For example, 47.4% of state troopers and 54.3% of municipal police either "agreed" or "strongly agreed" with the statement that "there is a philosophical split between the goals of management and the attitudes of line officers within my agency," while only 36.1% of sheriff's deputies agreed. In fact, 41.3% of deputies either "disagreed" or "strongly disagreed." We also note that a significant number of respondents, ranging from 22.6% to 32.2%, offered "no opinion" (See Table 5.2 and Figure 5.2).

Agency Perspective Commentary 5.2
Our assumption was that personnel in the three agency categories would hold similar opinions about this rather provocative statement. However, we found a significant difference of opinion between officers. State troopers (47.4%) and municipal police (54.3%) were quite pessimistic in their opinions when compared to sheriff's deputies (36.1%). The reason(s) for this disparity are unclear, but we suspect it relates to aspects of an organization's culture and management philosophy.

Table 5.2 Agency Perspective	There is a philosophical split between the goals of management and the attitudes of line officers within my agency.					
Total Respondents: 873	State Police		Municipal Police		Sheriff's Office	
	%	#	%	#	%	#
Strongly Agree	10.4%	22	17.8%	90	7.7%	12
Agree	37.0%	78	36.5%	185	28.4%	44
Total Agree	**47.4%**	100	**54.3%**	275	36.1%	56
Disagree	19.0%	40	20.1%	102	34.2%	53
Strongly Disagree	1.4%	3	2.2%	11	7.1%	11
Total Disagree	20.4%	43	22.3%	113	**41.3%**	64
No Opinion	32.2%	68	23.5%	119	22.6%	35
Catogory Totals		211		507		155

Agency Perspective   **Figure 5.2**

"There is a philosophical split between the goals of management and the attitudes of line officers within my agency."
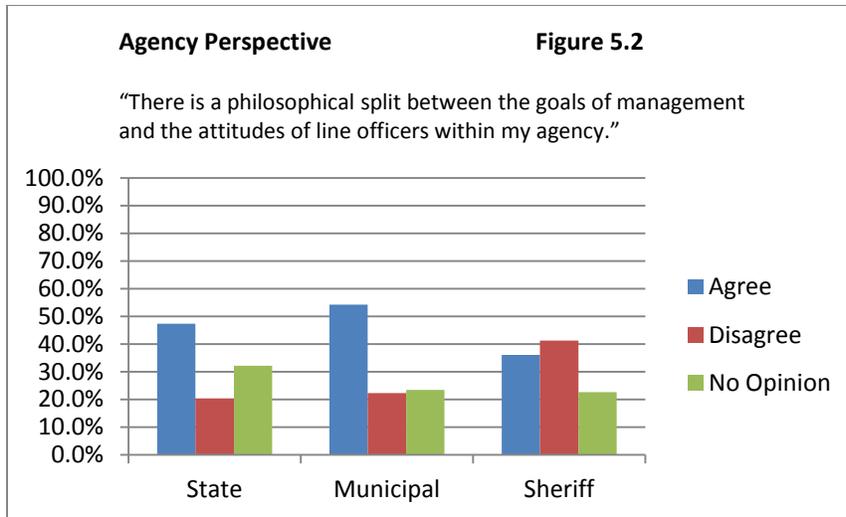
Rank Perspective Findings (Q5.2)

When responses to this question were analyzed from a rank perspective, we found that 50.0% of captains and 69.6% of chiefs/sheriffs disagree with the idea that "there is a philosophical split between the goals of management and the attitudes of line officers within their agency." Yet, we found that 56.1% of line officers and 42.6% of sergeants agreed. However, lieutenants were almost equally split in their opinions: 38.2% agreed while 36.4% disagreed. We also found that 27.4% of line officers, 26.9% of sergeants, 25.5% of lieutenant, 23.7% of captains, and 14.3% of chiefs/sheriffs offered no opinion (See Table 5.2a and Figure 5.2a).

Rank Perspective Commentary (Q5.2)

Responses to this statement were quite divided and bipolar with line officers and sergeants nested at the "agree" end of the scale (there is a philosophical split) while captains and chiefs/sheriffs balanced opinion at the "disagree" end of the scale (there is not a philosophical split). Lieutenants rounded out the picture by straddling the middle of the scale, with one foot firmly planted on "agree" and the other on "disagree." Consequently, the idea that "there is a philosophical split between the goals of management and the attitudes of line officers" is very much a question that finds its answer influenced by rank. To complicate matters, the fact that nearly a quarter of all respondents (with the exception of chiefs/sheriffs) offered "no opinion" regarding this statement, again suggests that further research on this question may be necessary.

Table 5.2(a) Rank Perspective	There is a philosophical split between the goals of management and the attitudes of line officers within my agency.								
Total Respondents:	Line Officer		Sergeant		Lieutenant		Captain & Up		Chief/Sheriff
885	%	#	%	#	%	#	%	#	%	#
Strongly Agree	18.6%	107	8.8%	14	1.8%	1	2.6%	1	1.8%	1
Agree	37.5%	216	33.8%	54	36.4%	20	23.7%	9	14.3%	8
Total Agree	**56.1%**	323	**42.6%**	68	**38.2%**	21	26.3%	10	16.1%	9
Disagree	14.8%	85	28.8%	46	30.9%	17	44.7%	17	57.1%	32
Strong Disagree	1.7%	10	1.9%	3	5.5%	3	5.3%	2	12.5%	7
Total Disagree	16.5%	95	30.7%	49	36.4%	20	**50.0%**	19	**69.6%**	39
No Opinion	27.4%	158	26.9%	43	25.5%	14	23.7%	9	14.3%	8
Category Totals		576		160		55		38		56

Rank Perspective   **Figure 5.2(a)**

"There is a philosophical split between the goals of management and the attitudes of line officers within my agency."
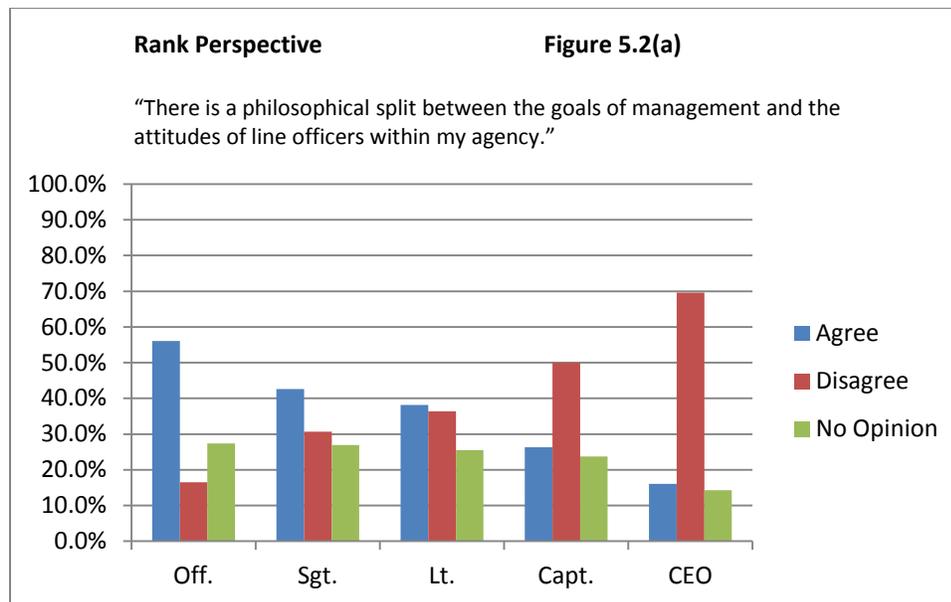
Summary

From an agency perspective, we found that sheriff's deputies are substantially more attached to the idea that working relationships in their agencies generally support constructive critiques of both successes and failures, when compared to municipal police or state troopers. We also found that sheriff's deputies disagree in substantially greater numbers with the concept that there is a philosophical split between the goals of management and the attitudes of line officers within their agencies when compared to municipal police or state troopers. We believe this indicates that deputy sheriffs are somewhat more "attached" to the organizational culture of their agencies when compared to municipal police and state troopers.

We also discovered that the various ranks view the same work environment somewhat differently. For example, line officers, sergeants, and lieutenants held almost equally positive opinions (slightly above the 50-precentile) that working relationships are good and lead to constructive learning in their agencies, while captains and chiefs/sheriffs hold substantially more

positive opinions. Additionally, with regard to the statement that, "There is a philosophical split between the goals of management and the attitudes of line officers within my agency," we found substantial variations of opinion. For example, 50.0% of captains and 69.6% of chiefs/sheriffs disagreed with the statement. Yet, 56.1% of line officers and 42.6% of sergeants agreed. However, lieutenants were almost equally split in their opinions: 38.2% agreed while 36.4% disagreed.

(Because of structural issues with the wording of the questions an "agency perspective index" and "rank perspective index" were not constructed.)

SECTION 6

PERCEPTIONS of PERSONNEL PRACTICES

This section examines officer perceptions of selected personnel practices related to transfers, promotions, and gender. They are similar to the questions found under Section 2, Management Practices, but explore the topic from a personnel practices perspective.

Questions

6.1   Transfers and promotions, in my agency are based on merit, the specific qualifications of the individual, and on the recommendations of superiors.

6.2   A person's gender is not considered (i.e. used as a variable to favor an individual or discrimination against an individual) in personnel decisions in my agency.

Question 6.1

This question (presented as a statement) explores perceptions of "fairness" regarding an agency's transfer and promotion policies.

Agency Perspective Findings (Q6.1)

We found that answers to this question were quite skewed. For example, only 48.9% of municipal police and 51.2% of state police agreed that transfers and promotions are based on merit, while 68.0% of sheriff's deputies agree. We also note that substantial numbers of officers disagreed (from 11.5-24.4%) or offered no opinion (from 14.1-20%). (See Table 6.1 and Figure 6.1)

Agency Perspective Commentary (Q6.1)

Our assumption was that respondents from the three agency categories would hold similar opinions about these policies. This was not the case; we found a substantially higher degree of agreement with this question in responses from sheriff's deputies (68.0%) when compared to municipal police (48.9%) or state troopers (51.2%). The fact that only about half the officers in municipal police agencies and state troopers believe that transfers and promotions in their agencies are based on merit, the specific qualifications of the individual, and on the recommendations of superiors, seems problematic.

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Table 6.1 Agency Perspective	Transfers and promotions, in my agency are based on merit, the specific qualifications of the individual, and on the recommendations of superiors.					
Total Respondents: 870	State Police		Municipal Police		Sheriff's Office	
	%	Count	%	Count	%	Count
Strongly Agree	6.2%	13	9.9%	50	15.4%	24
Agree	45.0%	94	39.0%	197	52.6%	82
Total Agree	**51.2%**	107	**48.9%**	247	**68.0%**	106
Disagree	24.4%	51	19.4%	98	11.5%	18
Strongly Disagree	8.6%	18	11.7%	59	6.4%	10
Total Disagree	33.0%	69	31.1%	157	17.9%	28
No Opinion	15.8%	33	20.0%	101	14.1%	22
Catogory Totals		209		505		156

Agency Perspective   **Figure 6.1**

"Transfers and promotions, in my agency are based on merit, the specific qualifications of the individual, and on the recommendations of superiors."
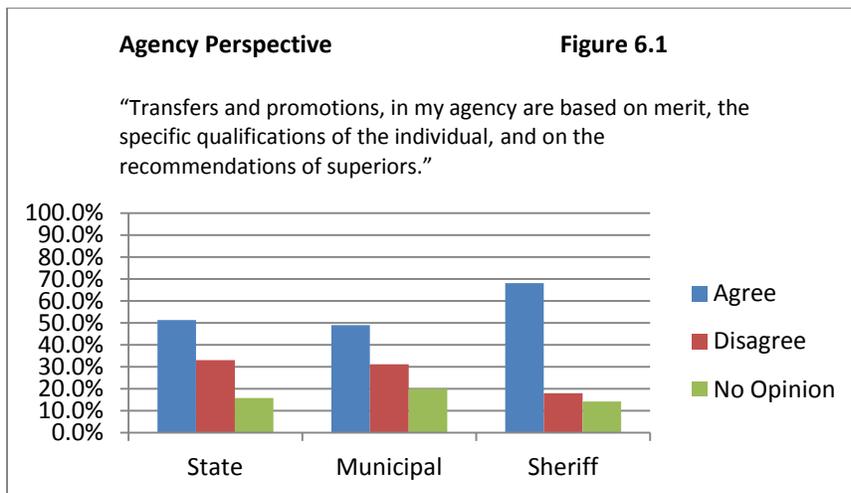
Rank Perspective Findings (Q6.1)

When responses to this question were analyzed from a rank perspective, we found an ascending level of support that grew considerably stronger depending on one's rank. For example, 42.7% of line officers either "agree" or "strongly agree" about the fairness of transfers and promotions, while 59.5% of sergeants, 72.7% of lieutenants, 94.8% of captains, and 87.7% of chiefs/sheriffs agree (See Table 6.1a and Figure 6.1a).

Rank Perspective Commentary (Q6.1)

Our assumption was that personnel of all ranks would hold generally similar opinions regarding these policies. However, we found a descending level of support for this proposition, differentiated by rank. In other words, the various ranks view these policies (the criteria for transfers and promotions) quite differently. An explanation for the wide difference of opinion may be simple; matters of this nature are decided by management (who see their decisions as impartial and objective or in the best interest of the organization), while those most often affected (line officers and sergeants) see matters from a more personal perspective.

Table 6.1(a) Rank Perspective	Transfers and promotions, in my agency are based on merit, the specific qualifications of the individual, and on the recommendations of superiors.									
Total Respondents:	Line Officer		Sergeant		Lieutenant		Captain & Up		Chief/Sheriff	
883	%	#	%	#	%	#	%	#	%	#
Strongly Agree	5.4%	31	6.3%	10	23.6%	13	23.7%	9	42.1%	24
Agree	37.3%	214	53.2%	84	49.1%	27	71.1%	27	45.6%	26
Total Agree	**42.7%**	245	**59.5%**	94	**72.7%**	40	**94.8%**	36	**87.7%**	50
Disagree	22.3%	128	21.5%	34	12.7%	7	2.6%	1	0.0%	0
Strong Disagree	13.9%	80	3.8%	6	3.6%	2	0.0%	0	0.0%	0
Total Disagree	**36.2%**	208	**25.3%**	40	**16.3%**	9	**2.6%**	1	**0.0%**	0
No Opinion	21.1%	121	15.8%	25	10.9%	6	2.6%	1	12.3%	7
Category Totals		574		159		55		38		57

Figure 6.1(a)
Rank Perspective
"Transfers and promotions, in my agency are based on merit, the specific qualifications of the individual, and on the recommendations of superiors."
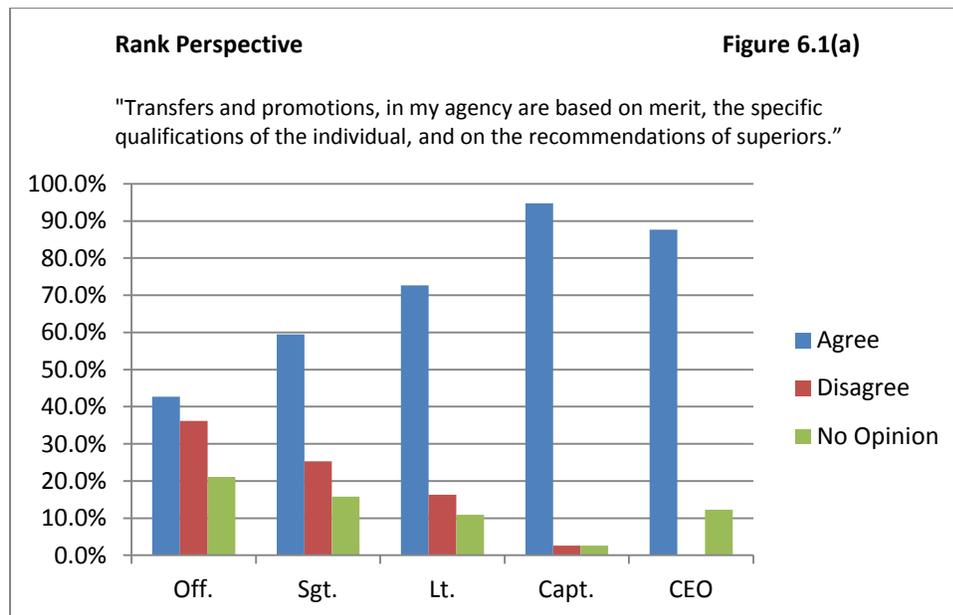
Question 6.2
This question (presented as a statement) was designed to measure perceptions of "fairness" regarding a person's gender; specifically whether gender is a variable used to favor or discriminate against an individual in personnel decisions.

Agency Perspective Findings (Q6.2)
Limiting our discussion to positive responses ("agree" and "strongly agree"), we found that answers to this question were quite skewed. For example, only 58.3% of state troopers believed that a person's gender is not a factor in personnel decisions, while 73.6% of municipal police and 77.7% of sheriff's deputies believed it is not a factor (See Table 6.1 and Figure 6.1).

Agency Perspective Commentary (Q6.2)

Believing that agencies use similar management practices, our assumption was that personnel in the three agency categories would hold similar opinions about their agency's consideration, or lack of consideration, regarding gender. This was not the case; we found a notably higher degree of agreement with this statement in responses from sheriff's deputies (77.7%) and municipal police (73.6%), when compared to responses from state troopers (58.3%). Based on this, we must assume that "gender" has played some role (whether real or imagined) in the history of personnel decision within the State Police. This is not to imply that gender has never been a factor in other agencies nor should it be overemphasized, particularly when one considers responses to this question at the rank level.

Table 6.2 Agency Perspective	A person's gender is not considered (i.e. used as a variable to favor an individual or discrimination against an individual) in personnel decisions in my agency.					
Total Respondents: 877	State Police		Municipal Police		Sheriff's Office	
	%	#	%	#	%	#
Strongly Agree	18.5%	39	31.6%	161	31.2%	49
Agree	39.8%	84	42.0%	214	46.5%	73
Total Agree	**58.3%**	123	**73.6%**	375	**77.7%**	122
Disagree	16.1%	34	8.8%	45	4.5%	7
Strongly Disagree	4.7%	10	2.9%	15	2.5%	4
Total Disagree	20.8%	44	11.7%	60	7.0%	11
No Opinion	20.9%	44	14.5%	74	15.3%	24
Catogory Totals		211		509		157

Agency Perspective   **Figure 6.2**

"A person's gender is not considered (i.e. used as a variable to favor an individual or discrimination against an individual) in personnel decisions in my agency."
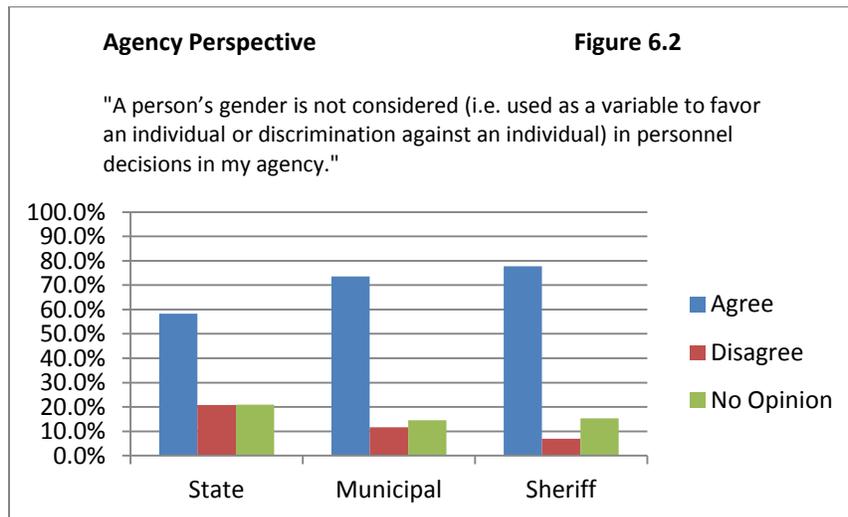
Rank Perspective Findings

When responses to this question were analyzed from a rank perspective, we found that opinions while quite positive and grew stronger depending on one's rank. For example, 72.1% of line officers, 75.7% of sergeants, 89.1% of lieutenants, 92.1% of captains, and 100% of

chiefs/sheriffs believe that gender is not a variable used to favor or discriminate against an individual in personnel decisions (See Table 6.2a and Figure 6.2a).

Rank Perspective Commentary
With the exception of line officers, who are marginally supportive, there appears to be strong support across the study population regarding this statement. While support grows stronger with rank, the overwhelming positive opinions regarding the neutrality of gender, as it relates to personnel decisions, offers a revealing insight into perceptions of fairness in Oregon law enforcement.

Table 6.2(a) Rank Perspective	A person's gender is not considered (i.e. used as a variable to favor an individual or discrimination against an individual) in personnel decisions in my agency.								
Total Respondents:	Line Officer		Sergeant		Lieutenant		Captain & Up		Chief/Sheriff	
885	%	#	%	#	%	#	%	#	%	#
Strongly Agree	13.3%	100	33.8%	54	60.0%	33	73.7%	28	66.7%	38
Agree	49.8%	265	41.9%	67	29.1%	16	18.4%	7	33.3%	19
Total Agree	**63.1%**	365	**75.7%**	121	**89.1%**	49	**92.1%**	35	**100%**	57
Disagree	12.4%	72	7.5%	12	3.6%	2	2.6%	1	0.0%	0
Strong Disagree	4.3%	25	2.5%	4	0.0%	0	0.0%	0	0.0%	0
Total Disagree	**16.7%**	97	**10.0%**	16	**3.6%**	2	**2.6%**	1	**0.0%**	0
No Opinion	20.2%	117	15.0%	24	7.3%	4	5.3%	2	0.0%	0
Category Totals		579		161		55		38		57
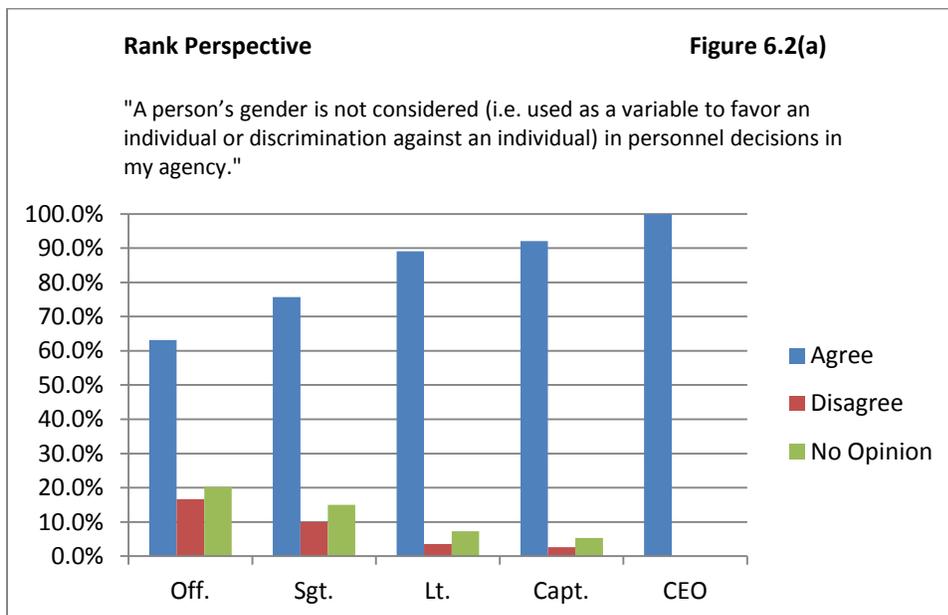
Rank Perspective   **Figure 6.2(a)**

"A person's gender is not considered (i.e. used as a variable to favor an individual or discrimination against an individual) in personnel decisions in my agency."

Summary

From an "agency perspective," while opinions were positive, we found significant differences of opinion between agencies regarding personnel practices. For example, when the two questions are collapsed into an index and averaged, we discovered that when reviewing "agree" and "strongly agree" responses, 54.8% of state troopers held positive opinions concerning transfers, promotions, and the neutrality of gender in personnel decisions, while 61.3 % of municipal police and 72.9% of sheriff's deputies held positive opinions. We also found that large numbers of officers disagreed and/or offered no opinion (See Figure 6.1, 6.2).

From a "rank perspective," we also found significant differences of opinion. While the collective opinions range on the positive side of the spectrum, there appears to be a "rank bias." For example, when reviewing "agree" and "strongly agree" responses, we discovered that 52.9% of line officers held positive opinions about the fairness of transfers and promotions and the neutrality of gender in personnel decisions, while 67.6% of sergeants, 80.9% of lieutenants, 93.5% of captains, and 93.9% of chiefs/sheriffs held positive opinions. It appears that officers view aspects of personnel policy quite differently, depending on their rank (See Figure 6.1a, 6.2a).

Agency Perspective Index — Figure 6.1, 6.2
(Perceptions that transfers & promotions are merit based, and gender is not a factor in personnel decisions)

Rank Perspective Index   **Figure 6.1a, 6.2a**
(Perceptions that transfers & promotions are merit based, and gender is not a factor in personnel decisions)
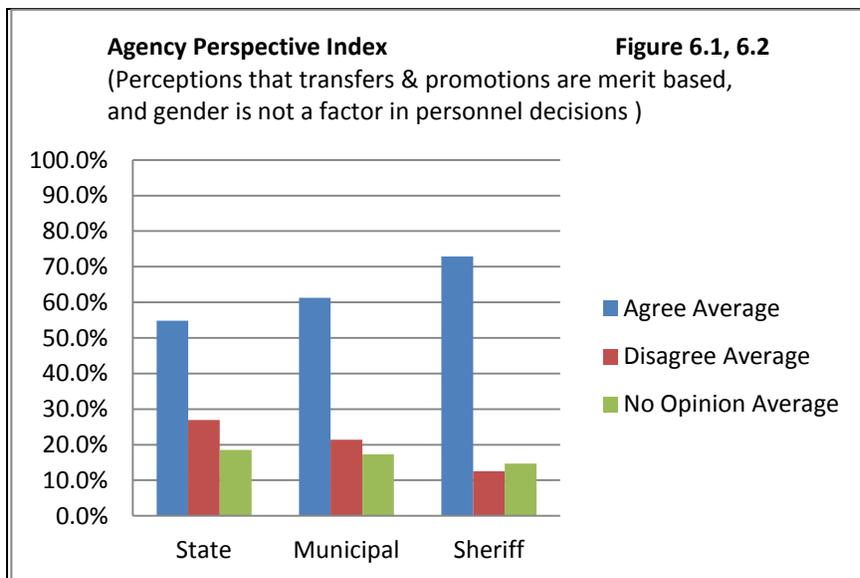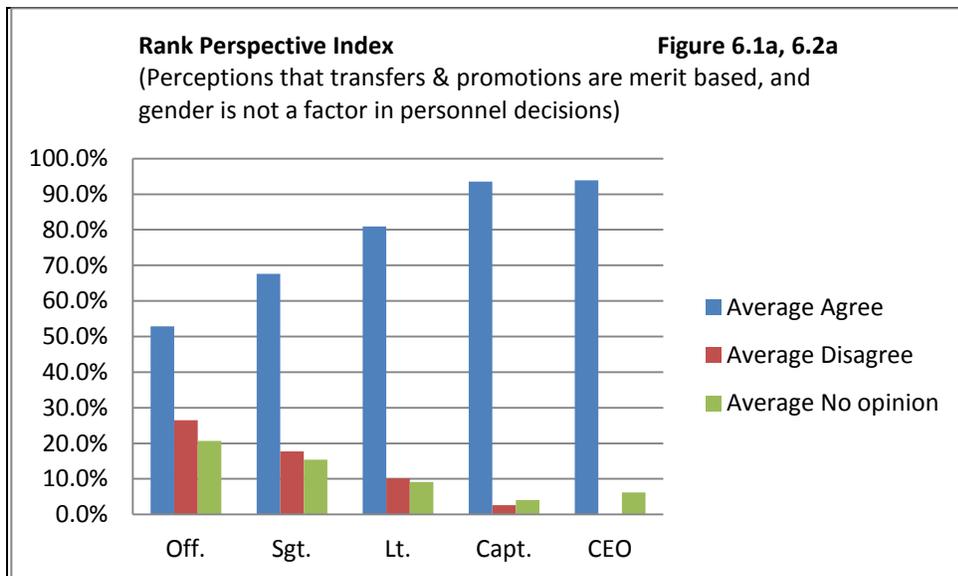
SECTION 7

PERCEPTION of TRAINING

This section examines officer perceptions of training.

Question
7.1   I receive the level of training necessary for me to perform the essential functions of my job well.

Question 7.1
This question (presented as a statement) was designed to measure perceptions of an agency's commitment to essential training.

Agency Perception Findings (Q7.1)
Limiting our discussion to positive responses ("agree" and "strongly agree"), we found that answers to this question were uniform across agencies. For example, 79.8% of municipal police, 82.5% of state police, and 84.4% of sheriff's deputies agreed with the statement that they receive adequate training (See Table 7.1 and Figure 7.1).

Agency Perspective Commentary (Q7.1)
Our assumption was that personnel in the three agency categories would hold similar opinions about this aspect of their organization's commitment to professional development, and they do.

Table 7.1 Agency Perspective	I receive the level of training necessary for me to perform the essential functions of my job well.					
Total Respondents: 872	State Police		Municipal Police		Sheriff's Office	
	%	#	%	#	%	#
Strongly Agree	25.6%	54	20.8%	106	31.8%	49
Agree	56.9%	120	59.0%	299	52.6%	81
Total Agree	**82.5%**	174	**79.8%**	405	**84.4%**	130
Disagree	8.5%	18	9.3%	47	7.8%	12
Strongly Disagree	3.3%	7	2.2%	11	1.3%	2
Total Disagree	11.8%	25	11.5%	58	9.1%	14
No Opinion	5.7%	12	8.7%	44	6.5%	10
Catogory Totals		211		507		154

Agency Perspective — Figure 7.1

"I receive the level of training necessary for me to perform the essential functions of my job well."
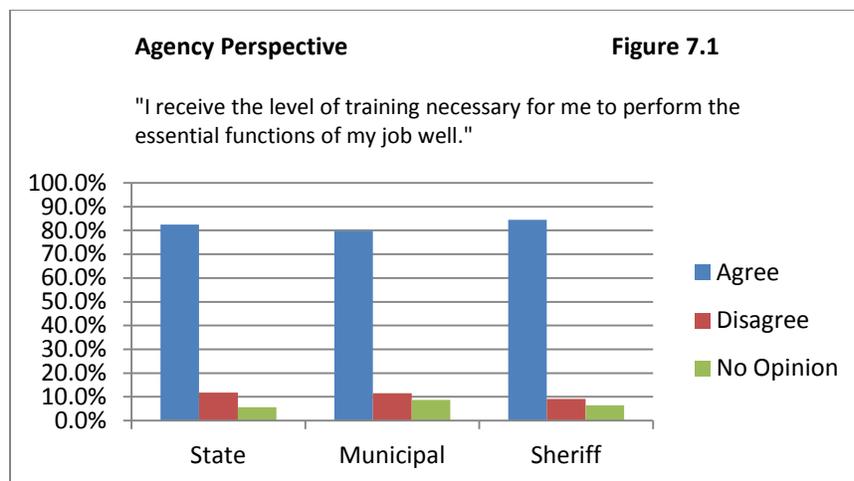
Rank Perspective Findings (Q7.1)
When responses to this question were analyzed from a rank perspective, we found wide, but rank-differentiated, support for the idea that officers receive adequate training. For example, 80.1% of line officers agree with this statement, as do 76.9% of sergeants, 85.2% of lieutenants, 92.1% of captains, and 92.8% of chiefs/sheriffs (See Table 7.1a and Figure 7.1a).

Rank Perspective Commentary (Q7.1)
Based on our understanding of the professional development of law enforcement in Oregon, which to a great degree is the product of training, we assumed that officers of all ranks would hold similar opinions and these opinions would tend to be positive; not surprisingly, that was our finding.

Table 7.1(a) Rank Perspective	I receive the level of training necessary for me to perform the essential functions of my job well.									
Total Respondents:	Line Officer		Sergeant		Lieutenant		Captain & Up		Chief/Sheriff	
885	%	#	%	#	%	#	%	#	%	#
Strongly Agree	22.0%	127	20.0%	32	22.2%	12	39.5%	15	45.5%	25
Agree	58.1%	335	56.9%	91	63.0%	34	52.6%	20	47.3%	26
Total Agree	**80.1%**	462	**76.9%**	123	**85.2%**	46	**92.1%**	35	**92.8%**	51
Disagree	8.3%	48	13.8%	22	7.4%	4	2.6%	1	5.5%	3
Strong Disagree	3.1%	18	1.3%	2	1.9%	1	0.0%	0	0.0%	0
Total Disagree	**11.4%**	66	**15.1%**	24	**9.3%**	5	**2.6%**	1	**5.5%**	3
No Opinion	8.5%	49	8.8%	14	5.6%	3	5.3%	2	1.8%	1
Category Totals		577		161		54		38		55

Rank Perspective   Figure 7.1(a)
"I receive the level of training for me to perform the essential functions of my job well."
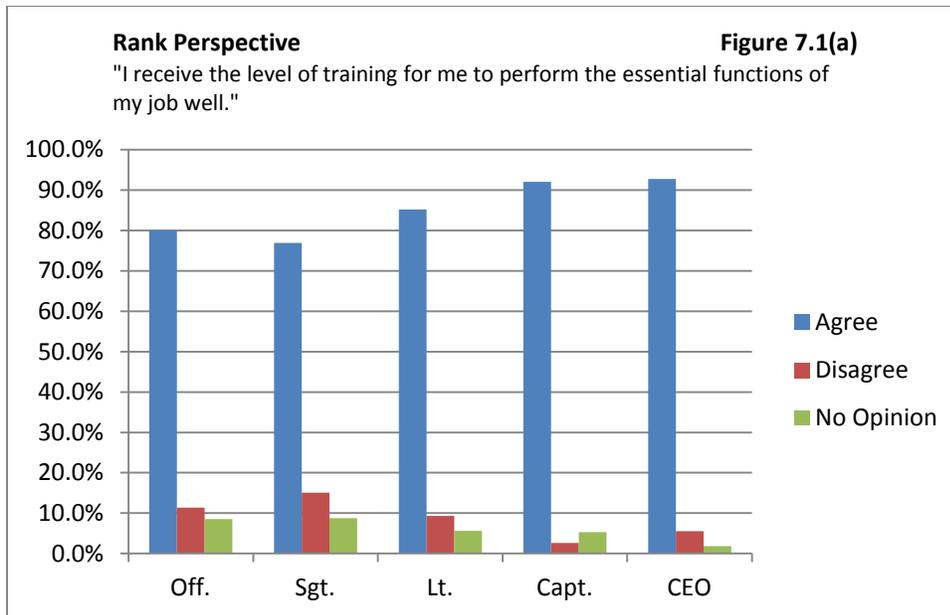
Summary

From an "agency perspective," we found substantial agreement about the issue of training across the agencies. For example, when reviewing "agree" and "strongly agree" responses, we discovered that 79.8% of municipal police, 82.5% of state troopers, and 84.4% of sheriff's deputies held positive opinions about receiving adequate training.

From a "rank perspective," we also found general agreement. For example, when reviewing "agree" and "strongly agree" responses, we found that 80.1% of line officers expressed positive opinions about receiving adequate training, as did 76.9% of sergeants, 85.2% of lieutenants, 92.1% of captains, and 92.8% of chiefs/sheriffs.

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SECTION 8

PERCEPTIONS of the ETHICAL ETHOS WITHIN AGENCIES

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This section examines officer perceptions of the ethical culture of their agency. It also examines how they would react to different ethical predicaments.

_____

Questions

8.1   The culture of my organization stresses the importance of ethical behavior and adherence to a code of ethical conduct.

8.2   If you suspected a fellow officer was having an affair with the wife/husband of another employee, how certain are you that you would discuss it with the individual or appropriate authorities?

8.3   If you knew a fellow officer was having an affair with the wife/husband of another employee, how certain are you that you would report it to appropriate authorities?

8.4   If you suspected that a fellow officer was being untruthful regarding an official matter, how certain are you that you would discuss it with the individual or appropriate authorities?

8.5   If you knew that a fellow officer was being untruthful regarding an official matter, how certain are you that you would report it to appropriate authorities?

_____

Question 8.1
This question asked respondents if they believed the culture of their organization stressed the importance of ethical behavior and adherence to a code of ethical conduct. It was designed to measure an individual's general perceptions of an agency's ethical mores, traditions, and customs.

Agency Perspective Findings (Q8.1)
Limiting our analysis to positive responses ("agree" and "strongly agree"), we found that 86.9% of municipal police believed their agency stresses the importance of ethical behavior and adherence to a code of ethical conduct. This number increases to 93.5% with sheriff's deputies and to 95.7% for state troopers (See Table 8.1 and Figure 8.1).

Agency Perspective Commentary (Q8.1)
Our assumption was that officers would hold similar positive opinions regarding the ethical ethos of their agency, and with slight variation, and this is the case. More importantly, responses to this question reveal an overwhelming strong ethical ethos within Oregon's law enforcement community.

Table 8.1 Agency Perspective	The culture of my organization stresses the importance of ethical behavior and adherence to a code of ethical conduct.					
Total Respondents: 875	State Police		Municipal Police		Sheriff's Office	
	%	#	%	#	%	#
Strongly Agree	60.2%	127	39.7%	202	63.2%	98
Agree	35.5%	75	47.2%	240	30.3%	47
Total Agree	**95.7%**	202	**86.9%**	442	**93.5%**	145
Disagree	1.9%	4	4.1%	21	1.3%	2
Strongly Disagree	0.0%	0	0.8%	4	1.9%	3
Total Disagree	**1.9%**	4	**4.9%**	25	**3.2%**	5
No Opinion	2.4%	5	8.3%	42	3.2%	5
Category Totals		211		509		155

Agency Perspective　　　　　　　**Figure 8.1**

"The culture of my organization stresses the importance of ethical behavior and adherence to a code of ethical conduct."
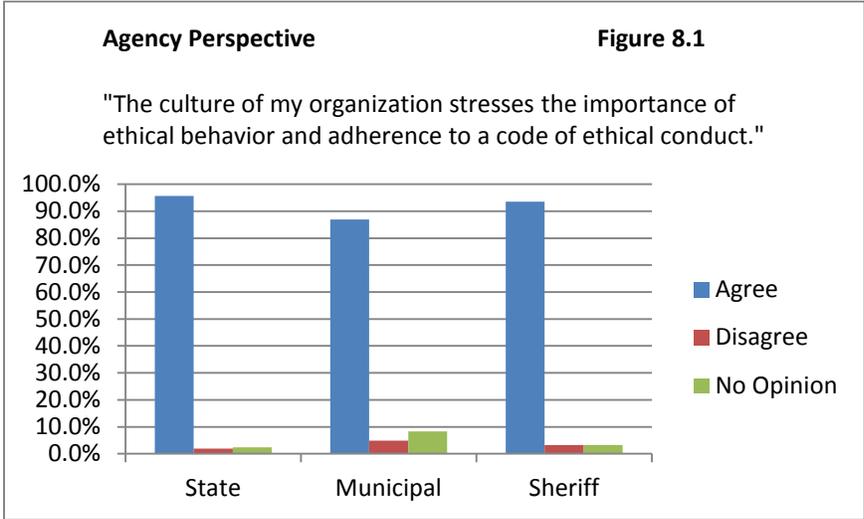
Rank Perspective Findings (Q8.1)

When responses to this question were analyzed from a rank perspective, we found that opinions were very positive across the study population and grow stronger depending on one's rank. For example, 87.9% of line officers either agreed or strongly agreed with this statement, as do 92.6% of sergeants, 96.4% of lieutenants, 97.3% of captains, and 98.2% of chiefs and sheriffs (See Table 8.1a and Figure 8.1a).

Rank Perspective Commentary (Q8.1)

The overwhelmingly positive response to this question reveals the presence of a strong ethical ethos within Oregon's law enforcement community.

Table 8.1(a) Rank Perspective	The culture of my organization stresses the importance of ethical behavior and adherence to a code of ethical conduct.								
Total Respondents:	Line Officer		Sergeant		Lieutenant		Captain & Up		Chief/Sheriff	
888	%	#	%	#	%	#	%	#	%	#
Strongly Agree	41.9%	242	51.3%	82	76.4%	42	60.5%	23	76.8%	43
Agree	46.0%	266	41.3%	66	20.0%	11	36.8%	14	21.4%	12
Total Agree	**87.9%**	508	**92.6%**	148	**96.4%**	53	**97.3%**	37	**98.2%**	55
Disagree	3.6%	21	3.1%	5	1.8%	1	0.0%	0	0.0%	0
Strong Disagree	1.2%	7	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Total Disagree	**4.8%**	28	**3.1%**	5	**1.8%**	1	**0.0%**	0	**0.0%**	0
No Opinion	7.3%	42	5.0%	8	1.8%	1	2.6%	1	1.8%	1
Category Totals		578		161		55		38		56
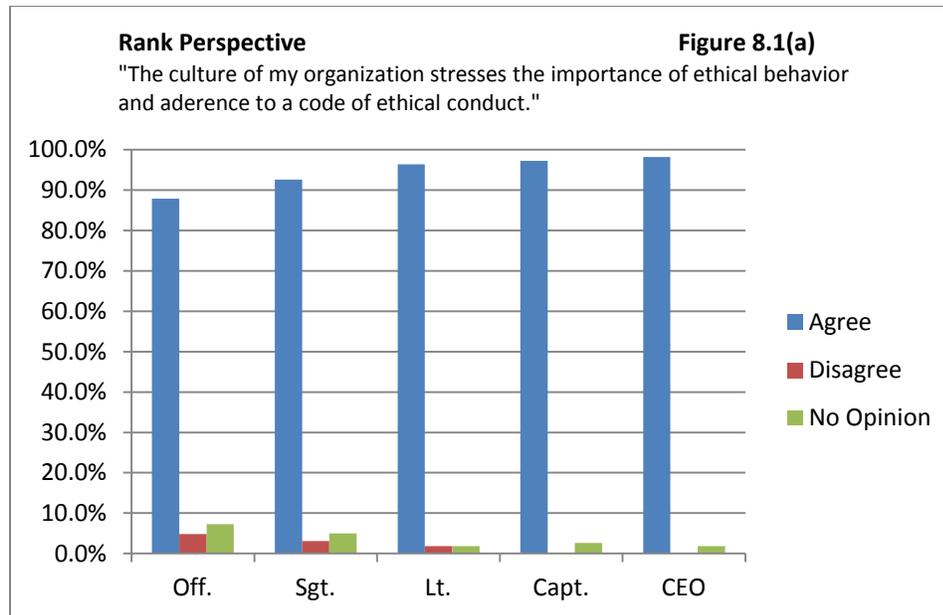
Rank Perspective   Figure 8.1(a)
"The culture of my organization stresses the importance of ethical behavior and aderence to a code of ethical conduct."

Question 8.2

This question placed respondents in a hypothetical situation by asking them if they suspected a fellow officer was having an affair with the wife/husband of another employee, would they discuss it with the individual or appropriate authorities. It was designed to measure an individual's moral compass and sense of duty to protect the good order of the organization.

Agency Perspective Findings (8.2)

When responses to this question were analyzed from an agency perspective, we found a layered pattern of cautious responses. Specifically, 36.8% of state police stated that they were "very certain" that they would discuss it with the individual, followed by 34.1% of municipal police and 31.8% of sheriff's deputies. A slightly smaller percentage of respondents stated they were "somewhat certain" they would discuss it with the individual (i.e. 28.2% of state police, 27.6% of municipal police, followed by 26.5% of sheriff's deputies). An even smaller number of respondents stated they were "uncertain" they would discuss it with the individual (i.e. 21.5% of

state police, 20.8% of municipal police, followed by 24.5% of sheriff's deputies). However, only 13.4% of state police, 17.5% of municipal police, and 17.2% of sheriff's deputies reported that they would not discuss or report their suspicions (See Table 8.2 and Figure 8.2).

Agency Perspective Commentary 8.2
There seems to be a mixed and cautious pattern of opinion regarding this question that pulls officers back-and-forth between certainty and uncertainty –should I get involved, is it any of my business, what if my suspicions are wrong?

Table 8.2 Agency Perspective	If you suspected a fellow officer was having an affair with the wife/husband of another employee, how certain are you that you would discuss it with the individual or appropriate authorities?					
Total Respondents: 856	State Police		Municipal Police		Sheriff's Office	
	%	#	%	#	%	#
Very certain	**36.8%**	77	**34.1%**	169	**31.8%**	48
Somewhat certain	28.2%	59	27.6%	137	26.5%	40
Uncertain	21.5%	45	20.8%	103	24.5%	37
Would not discuss/report	13.4%	28	17.5%	87	17.2%	26
Category Totals		209		496		151

Agency Perspective   **Figure 8.2**
"If you suspected a fellow officer was having an affair with the wife/husband of another employee, how certain are you that you would discuss it with the indi
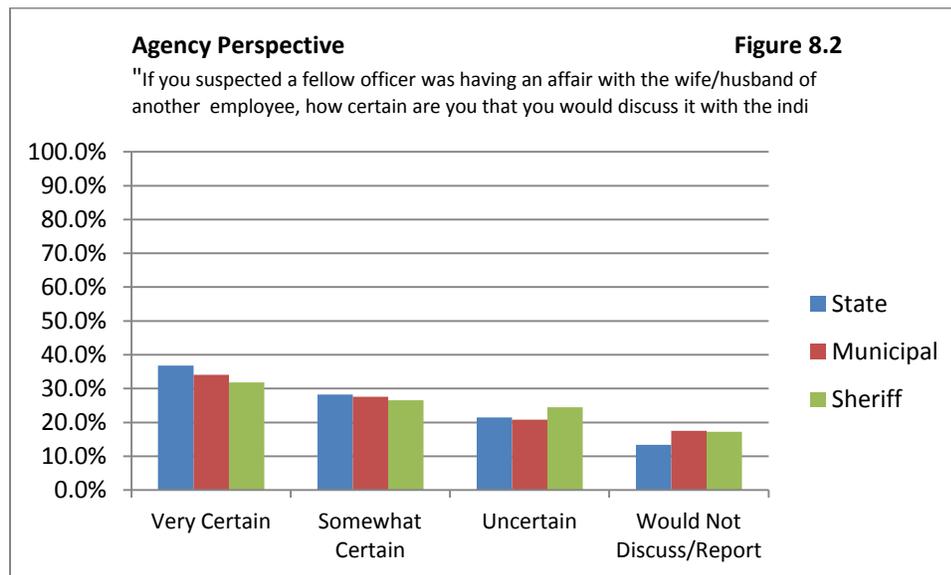
Rank Perspective Findings (Q8.2)
When responses to this question were analyzed from a rank perspective, we found that the degree of certainty grew stronger depending on one's rank. For example, line officers appear torn between action and inaction; approximately 50 percent are certain (either very certain 25.8% or somewhat certain 27.6%) and 50 percent are uncertain (either uncertain 25.8% or would take no action 20.8%). However, sergeants are more certain (either very certain 40.5% or somewhat certain 31.5%), while lieutenants are substantially more certain (either very certain 63.6% or somewhat certain 16.4%), as are captains (either very certain 44.7% or somewhat certain 47.4%),

while chiefs and sheriffs were the most certain of their actions (either very certain 69.1% or somewhat certain 16.4%). (See Table 8.2a and Figure 8.2a)

Rank Perspective Commentary (8.2)
While the scenario may be uncomfortable, these findings offer a window on an important aspect of organizational culture. We believe it demonstrates that line officers (generally the newest members of the organization) are least certain of their moral responsibilities, while promotion in rank attaches an increasing sense of moral commitment to good order. The old saying, "Do something, even if it's wrong" seems to apply in this case. It would be better to apologize, if one were wrong, than to witness a greater misfortune. We believe the oath of office (no matter what your rank) demands responsible action.

Table 8.2(a) Rank Perspective	If you suspected a fellow officer was having an affair with the wife/husband of another employee, how certain are you that you would discuss it with the individual or appropriate authorities?								
Total Respondents:	Line Officer		Sergeant		Lieutenant		Captain & Up		Chief/Sheriff
868	%	#	%	#	%	#	%	#	%	#
Very Certain	**25.8%**	145	**40.5%**	64	**63.6%**	35	44.7%	17	**69.1%**	38
Somewhat Certain	27.6%	155	31.6%	50	16.4%	9	**47.4%**	18	16.4%	9
Uncertain	**25.8%**	145	18.4%	29	10.9%	6	5.3%	2	7.3%	4
Woud Not	20.8%	117	9.5%	15	9.1%	5	2.6%	1	7.4%	4
Category Totals		562		158		55		38		55

Rank Perspective   Figure 8.2a
"If you suspected a fellow officer was having an affair with the wife/husband of another employee, how certain are you that you would discuss it with the indi
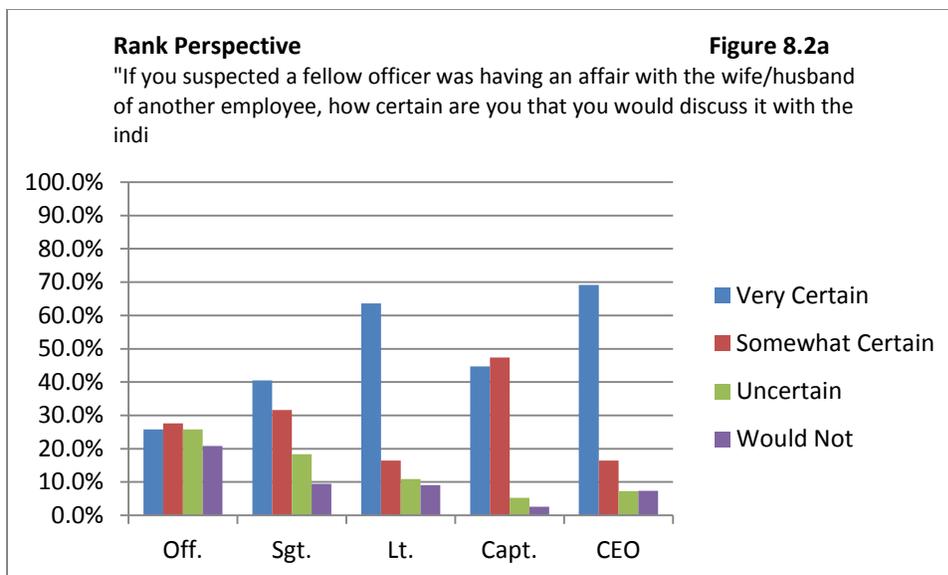
Question 8.3
Taking the uncertainty out of Question 8.2, this question placed respondents in a hypothetical situation by asking them if they <u>knew</u> a fellow officer was having an affair with the wife/husband of another employee, would they discuss it with the individual or appropriate authorities. Again, it was designed to measure an individual's moral compass and sense duty to protect the good order of the organization.

Agency Perspective Findings (8.3)
We found a mixed pattern of responses to this question. Specifically, 47.4% of municipal police stated that they were "very certain" that they would discuss it with the individual, followed by 43.0% of sheriff's deputies and 42.8% of state police. A slightly smaller percentage of respondents stated they were "somewhat certain" they would discuss it with the individual (i.e. 29.1% of sheriff's deputies, 22.1% of state police, followed by 19.4% of municipal police). An even smaller number of respondents stated they were "uncertain" they would discuss it with the individual (i.e. 22.1% of state police, 17.9% of municipal police, followed by 19.4% of sheriff's deputies). However, only 15.3% of municipal police, 13.0% of state police and 11.9% of sheriff's deputies reported that they would not discuss or report their suspicions (See Table 8.3 and Figure 8.3).

Agency Perspective Commentary (8.3)
There seems to be far less ambiguity and greater certainly about whether to report the matter when respondents were placed in a position of knowing that a fellow officer was having an affair with the wife/husband of another employee.

Table 8.3 Agency Perspective	If you knew a fellow officer was having an affair with the wife/husband of another employee, how certain are you that you would report it to appropriate authorities?					
Total Respondents: 855	State Police		Municipal Police		Sheriff's Office	
	%	#	%	#	%	#
Very certain	**42.8%**	89	**47.4%**	235	**43.0%**	65
Somewhat certain	22.1%	46	19.4%	96	29.1%	44
Uncertain	22.1%	46	17.9%	89	15.9%	24
Would not discuss/report	13.0%	27	15.3%	76	11.9%	18
Category Totals		208		496		151

Agency Perspective   **Figure 8.3**
"If you knew a fellow officer was having an affair with the wife/husband of another employee, how certain are you that you would report it to appropriate autho
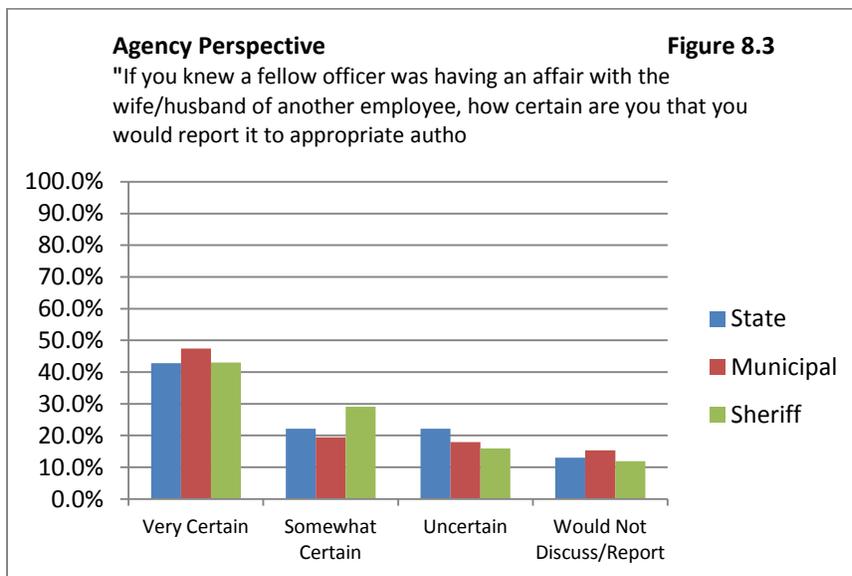
Rank Perspective Findings (Q8.3)
When responses to this question were analyzed from a rank perspective, we found a less cautious pattern of responses when compared to responses to Question 8.2. However, line officers are still the most conflicted group. Only 34.6% are very certain they would report the matter, while 23.5% are somewhat certain. Yet, the overall degree of certainty (about whether to report) grew stronger depending on one's rank. For example, 53.8% of sergeants were very certain they would report the matter, as were 72.7% of lieutenants, 76.3% of captains, and 81.8% of chiefs and sheriffs (See Table 8.3a and Figure 8.3a).

Rank Perspective Commentary (8.3)
As with Question 8.2, while the scenario may be uncomfortable, these findings offer a window on an important aspect of organizational culture. We hope it sparks a conversation within agencies about moral responsibilities and potential threats to organizational stability.

Table 8.3(a) Rank Perspective	If you knew a fellow officer was having an affair with the wife/husband of another employee, how certain are you that you would report it to appropriate authorities?								
Total Respondents:	Line Officer		Sergeant		Lieutenant		Captain & Up		Chief/Sheriff
867	%	#	%	#	%	#	%	#	%	#
Very Certain	**34.6%**	194	**53.8%**	85	**72.7%**	40	**76.3%**	29	**81.8%**	45
Somewhat Certain	23.5%	132	26.6%	42	10.9%	6	18.4%	7	7.3%	4
Uncertain	23.4%	131	13.3%	21	9.1%	5	5.3%	2	3.6%	2
Woud Not	18.5%	104	6.3%	10	7.3%	4	0.0%	0	7.3%	4
Category Totals		561		158		55		38		55

Rank Perspective   Figure 8.3(a) "If you knew a fellow officer was having an affair with the wife/husband of another employee, how certain are you that you would report it to appropriate authorities?"
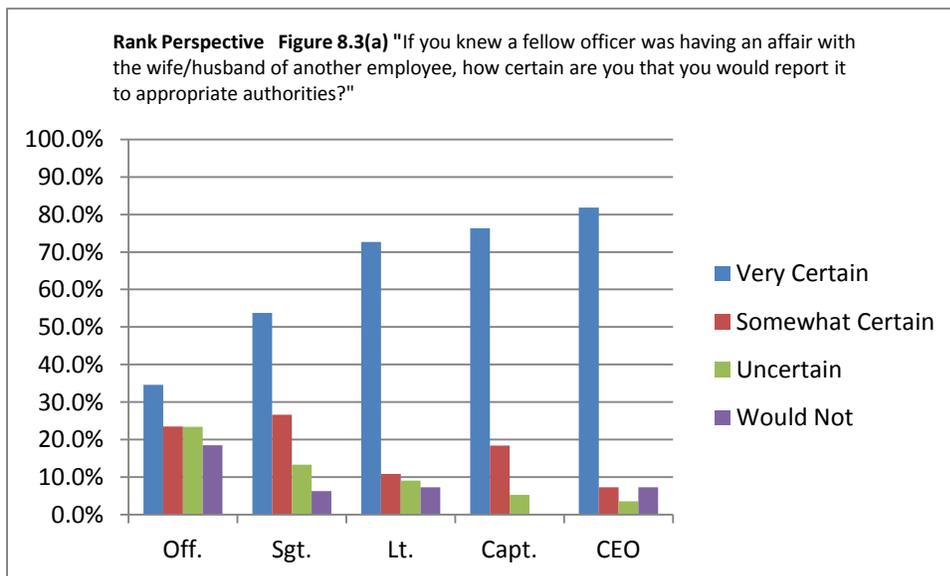
Question 8.4
This question placed respondents in a hypothetical situation by asking them if they suspected that a fellow officer was being untruthful regarding an official matter, would they discuss it with the individual or appropriate authorities. It was designed to gauge an individual's moral compass and sense of duty.

Agency Perspective Findings (8.4)
Limiting our analysis to positive responses, we found a fair degree of conviction across the study population that officers would discuss the matter (suspicions that the employee was being untruthful) with the individual or appropriate authorities. Specifically, 75.9% of municipal police stated that they were "very certain" that they would discuss it with the individual, followed by 73.4% of sheriff's deputies, and 70.8% of state troopers (See Table 8.4 and Figure 8.4).

Agency Perspective Commentary 8.4
Differing from the theme underlying questions 8.2 and 8.3, which placed respondents in hypothetical situations regarding the personal conduct of a colleague "outside the work place," this scenario placed respondents in a work-related scenario. This, we suspect, made it significantly easier for respondents to be more certain of their actions.

Table 8.4 Agency Perspective	If you suspected that a fellow officer was being untruthful regarding an official matter, how certain are you that you would discuss it with the individual or appropriate authorities?					
Total Respondents: 860	State Police		Municipal Police		Sheriff's Office	
	%	#	%	#	%	#
Very certain	**70.8%**	148	**75.9%**	377	**73.4%**	113
Somewhat certain	21.5%	45	19.1%	95	22.7%	35
Uncertain	6.2%	13	4.2%	21	1.9%	3
Would not discuss/report	1.4%	3	0.8%	4	1.9%	3
Category Totals		209		497		154

Agency Perspective — Figure 8.4
"If you suspected that a fellow officer was being untruthful regarding an official matter, how certain are you that you would discuss it with the individual or app
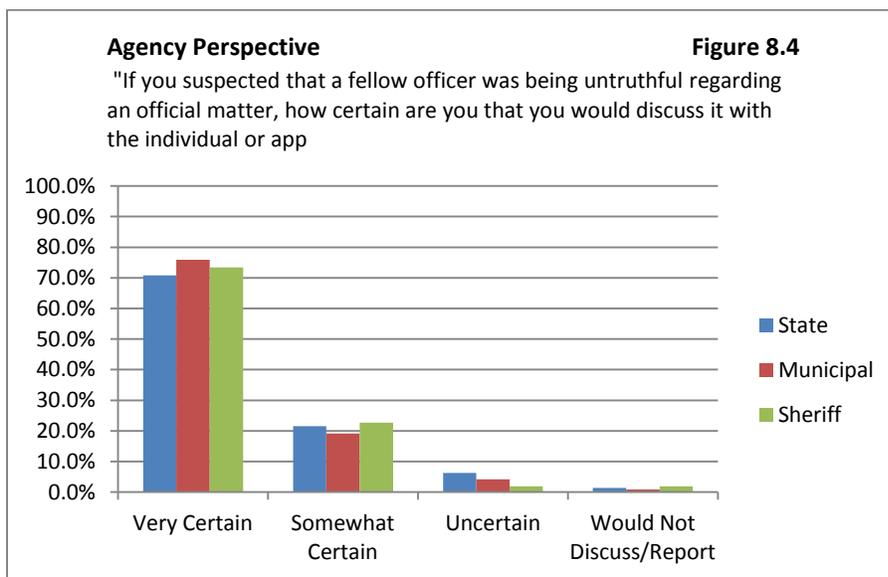
Rank Perspective Findings (Q8.4)
When responses to this question were analyzed from a rank perspective, we found a rank-differentiated pattern of responses that was pro-active and quite decisive. Yet, as with other

questions, line officers were the least certain of their actions; with only 67.1% reporting they were "very certain" they would take some action. However, the degree of certainty grew stronger depending on one's rank: 81.8% of sergeants were very certain they would take action, as were 89.1% of lieutenants, 100% of captains, and 96.4% of chiefs and sheriffs (See Table 8.4a and Figure 8.4a).

Rank Perspective Commentary (Q8.4)
We believe these findings reveal a strong, but not exceptional level of commitment to "doing the right think," when one considers that approximately 20.0% of the study population were only "somewhat certain" they would discuss the matter with the individual or appropriate authorities.

Table 8.4(a) Rank Perspective	If you suspected that a fellow officer was being untruthful regarding an official matter, how certain are you that you would discuss it with the individual or appropriate authorities?								
Total Respondents:	Line Officer		Sergeant		Lieutenant		Captain & Up		Chief/Sheriff	
872	%	#	%	#	%	#	%	#	%	#
Very Certain	**67.1%**	379	**81.8%**	130	**89.1%**	49	**100.0%**	38	**96.4%**	53
Somewhat Certain	25.5%	144	15.1%	24	10.9%	6	0.0%	0	3.6%	2
Uncertain	5.8%	33	2.5%	4	0.0%	0	0.0%	0	0.0%	0
Woud Not	1.6%	9	0.6%	1	0.0%	0	0.0%	0	0.0%	0
Category Totals		565		159		55		38		55

Rank Perspective   **Figure 8.4(a)**
"If you suspected that a fellow officer was being untruthful regarding an official matter, how certain are you that you would discuss it with the individua
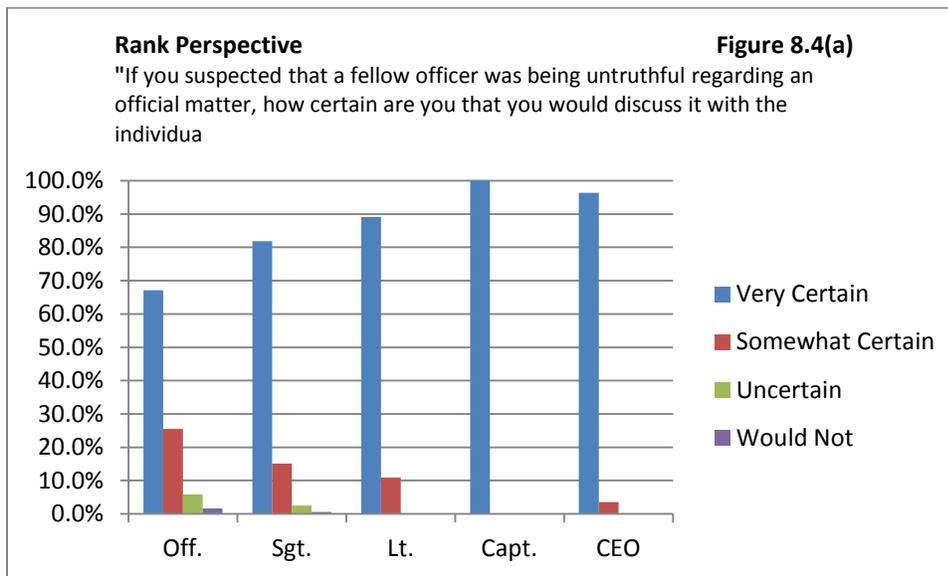
Question 8.5
This question placed respondents in a hypothetical situation by asking them if they knew that a fellow officer was being untruthful regarding an official matter, are they certain they would report it to appropriate authorities. Again, it was designed to gauge an individual's moral compass and sense of duty.

Agency Perspective Findings (Q8.5)
Limiting our analysis to positive responses, we found a very high degree of certainty across the study population in responses to this question. Specifically, 91.3% of state troopers stated they were "very certain" they would report it to appropriate authorities, followed by 91.8% of municipal police, and 93.5% of sheriff's deputies (See Table 8.5 and Figure 8.5).

Agency Perspective Commentary (Q8.5)
While these findings are very positive, one would hope there would be absolute certainty in matters of this nature. The fact that 8.7% of state troopers, 8.0% of municipal police, and 6.5% of sheriff's deputies were either "somewhat uncertain" or "uncertain" of what action to take when confronted with a clear violation of law seems problematic.

Table 8.5 Agency Perspective	If you knew that a fellow officer was being untruthful regarding an official matter, how certain are you that you would report it to appropriate authorities?					
Total Respondents: 858	State Police		Municipal Police		Sheriff's Office	
	%	#	%	#	%	#
Very certain	**91.3%**	190	**91.8%**	456	**93.5%**	143
Somewhat certain	6.3%	13	7.0%	35	5.2%	8
Uncertain	2.4%	5	1.0%	5	1.3%	2
Would not discuss/report	0.0%	0	0.2%	1	0.0%	0
Category Totals		208		497		153

Agency Perspective   **Figure 8.5**
"If you knew that a fellow officer was being untruthful regarding an official matter, how certain are you that you would report it to appropriate authorities?"
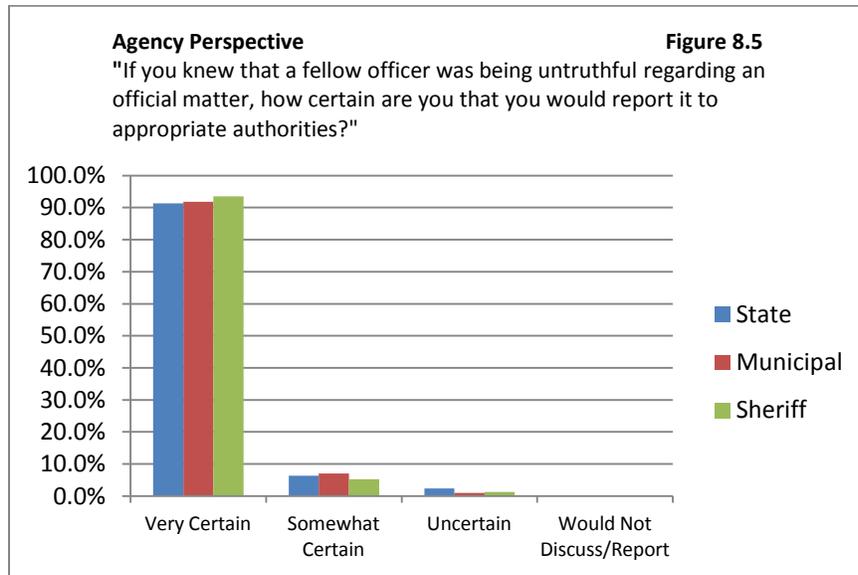
Rank Perspective Findings (Q8.5)
When responses to this question were analyzed from a rank perspective, we found a rank-differentiated pattern of responses that is very pro-active and decisive. Yet, as with other questions, line officers were the least certain of their actions; with only 88.5% reporting they were "very certain" they would take some action. However, the degree of certainty grew stronger depending on one's rank. For example, 96.2% of sergeants were very certain they

would take action, as were 100% of lieutenants, captains, and chiefs and sheriffs (See Table 8.5a and Figure 8.5a).

Rank Perspective Commentary (Q8.5)
Certainly, these are very positive findings and attest to the overall ethical culture of Oregon law enforcement. However, again, we note a troubling cumulative uncertainly ("somewhat certain 9.2% and uncertain 2.1%) on the part of line officers with regard to taking affirmative action in the face of an obvious violation of law.

Table 8.5(a) Rank Perspective	If you knew that a fellow officer was being untruthful regarding an official matter, how certain are you that you would report it to appropriate authorities?								
Total Respondents:	Line Officer		Sergeant		Lieutenant		Captain & Up		Chief/Sheriff
869	%	#	%	#	%	#	%	#	%	#
Very Certain	**88.5%**	498	**96.2%**	153	**100.0%**	55	**100.0%**	38	**100.0%**	54
Somewhat Certain	9.2%	52	3.8%	6	0.0%	0	0.0%	0	0.0%	0
Uncertain	2.1%	12	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Woud Not	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Category Totals		563		159		55		38		54

Rank Perspective **Figure 8.5(a)**
"If you knew that a fellow officer was being untruthful regarding an official matter, how certain are you that you would report it to appropriate authoriti
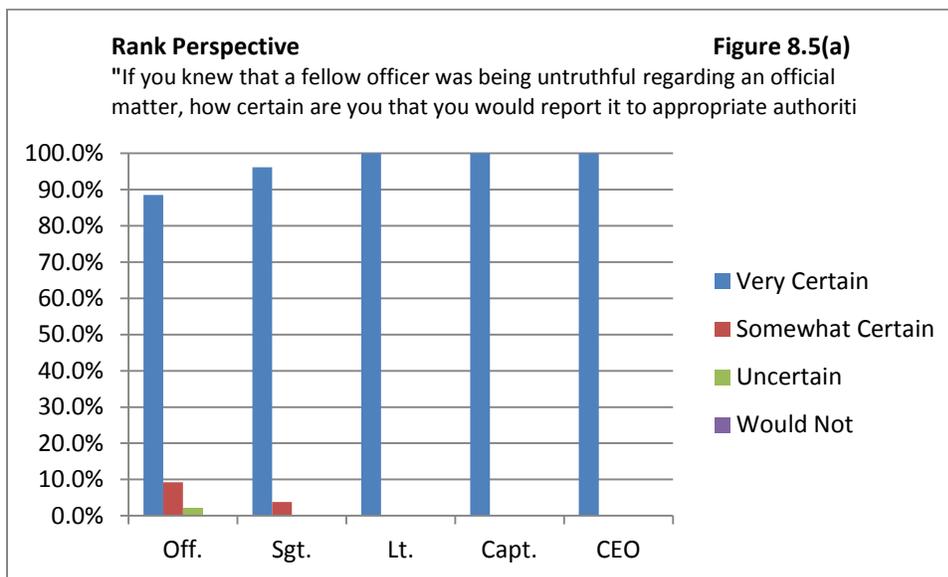
Summary
The findings of this section are quite positive and informative. They reveal that a deep and robust ethical culture underlies and guides the Oregon law enforcement community. They also reveal an ethical weakness –the ethical culture is less developed at the line level. However, this culture gains considerable strength with each step up in rank. Line officers are the least certain of their moral responsibilities, while promotion in rank attaches an increasing sense of moral duty.

Not surprisingly, we also discovered that ethical uncertainty is especially noticeable in "uncomfortable" situations where the ethical issue is murky and the employee can simply

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sidestep the matter by not getting involved. On the other hand, we do not want to overemphasis this observation. The vast majority of officers, across all ranks, took the high ground and offered principled and moral answers to each question.

When we view the findings from an agency perspective, we find them quite positive and consistent across agencies. For example, when officers were asked if they believed their agency stressed ethical behavior and adherence to a code of ethical conduct, 86.9% of state troopers, 93.5% of sheriff's deputies, and 95.7% of municipal police reported they believed their agency adhered to a strong ethical code (See Table 8.1 and Figure 8.1). Additionally, when the four situational questions were collapsed into an index and averaged, we found a remarkably consistent pattern of officers taking the "high ground" (See Figure 8.2, 8.3, 8.4, 8.5).

From a rank perspective, when officers were asked if they believed their agency stressed ethical behavior and adherence to an ethical code, we also found that responses were positive and quite consistent. For example, 87.9% of line officers, 92.6% of sergeants, 96.4% of lieutenants, 97.3% of captains, and 98.2% of chiefs/sheriffs believe their agency supports high moral standards (See Q8.1). Additionally, when the four situational questions were collapsed into an index and averaged, we again found a remarkably consistent pattern of officers taking the "high ground." While responses were differentiated by rank, line officers at the lower end of the spectrum and management at the high end, the majority of officers were "certain" they would take action when faced with an ethical situation that warranted their attention (See Figure 8.2a, 8.3a, 8.4a, 8.5a).

Figure 8.2, 8.3, 8.4, 8.5

Agency Perspections Index
(Certainty of action in ethical situations)

Rank Perception Index (Certainty of action in ethical situations)   Figure 8.2a, 8.3a, 8.4a, 8.5a
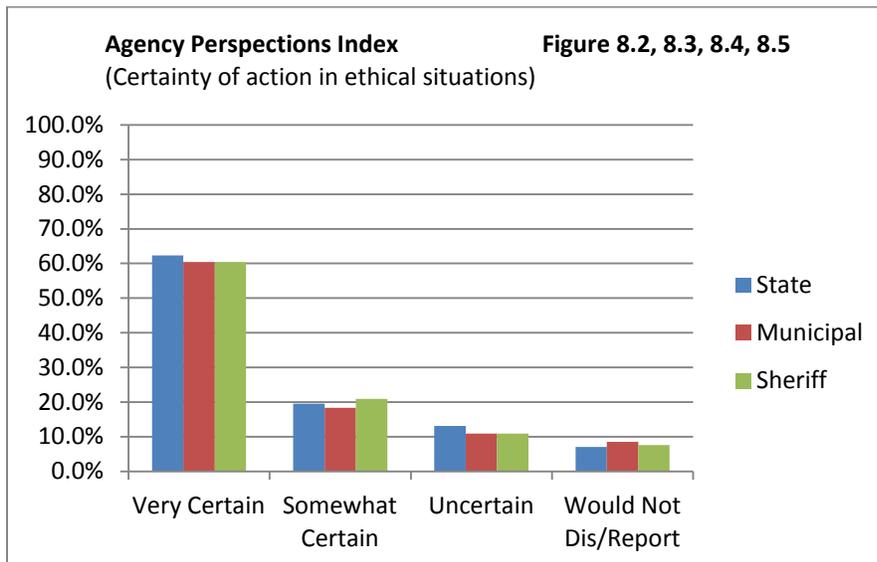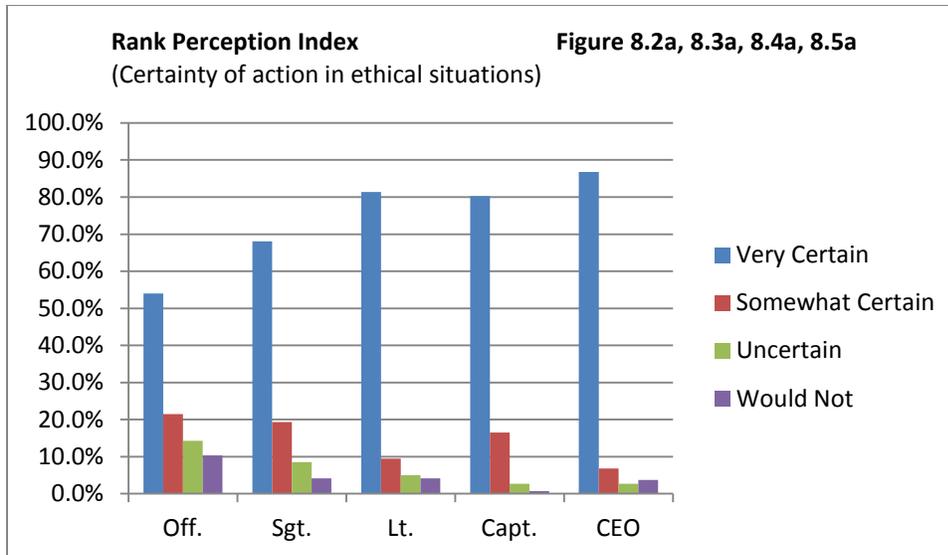
SECTION 9

INTERNAL COLLABORATION and PARTICIPATION

This section explores officer involvement in the design and evaluation of agency operations. The general theory underlying these questions suggests that greater involvement by individuals across the rank spectrum not only taps a pool of expertise, it produces enhanced ownership, productivity, motivation, and job satisfaction. In fact, research has shown that employees want to participate and that participation enhances employee motivation and productivity.[3]

Questions

9.1   How often have you served on a committee or workgroup that was charged with reviewing, updating, modifying, deleting, or establishing an operational procedure, administrative procedure, agency policy, or issue of training?

9.2   How often have you served on a committee or workgroup that was charged with evaluating new gear, equipment, or technologies?

Question 9.1
This question was designed to measure involvement in committees and/or workgroups charged with reviewing, updating, modifying, deleting, or establishing an operational procedure, administrative procedure, agency policy, or issue of training.

Agency Perspective Findings (Q9.1)

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[3] For an excellent discussion of employee participation and participative management, see Vasu, Michael L., Debra W. Stewart, and G. David Garson (1990), *Organizational Behavior and Public Management*, Marcel Dekker Publisher (pages 219-252).

We assumed that officers in each agency category would offer similar responses to this question. In fact, there were similarities highlighted by a noticeable degree of "non-involvement." We found that state troopers were the least involved. For example, 48.6% of state troopers report they have "never" been involved, while 34.6% report they are "rarely" involved in committees or workgroups. While participation is somewhat better in municipal police and sheriff's offices, it is still low. For example, 34.4% of sheriff's deputies report they have "never" been involved, while 29.2% report they are "rarely" involved. Finally, we note that 27.4% of municipal police report they have "never" been involved, while 33.5% report they are "rarely" involved (See Table 9.1 and Figure 9.1).

Agency Perspective Commentary (Q9.1)
Given the popularity of participative management in private industry, we were surprised to learn how little involvement there is in committees and/or workgroups across the Oregon law enforcement community.

Table 9.1 Agency Perspective	How often have you served on a committee or work group that was charged with reviewing, updating, modifying, deleting, or establishing an operational procedure, administrative procedure, agency policy, or issue of training?					
Total Respondents: 854	State Police		Municipal Police		Sheriff's Office	
	%	#	%	#	%	#
Very often	3.8%	8	15.4%	76	16.2%	25
Often	13.0%	27	23.6%	116	20.1%	31
Rarely	34.6%	72	**33.5%**	165	29.2%	45
Never	**48.6%**	101	27.4%	135	**34.4%**	53
Category Totals		208		492		154

Agency Perspective **Figure 9.1**
"How often have you served on a committee or work group concerning an operational procedure, administrative procedure, agency policy, or issue of training?"
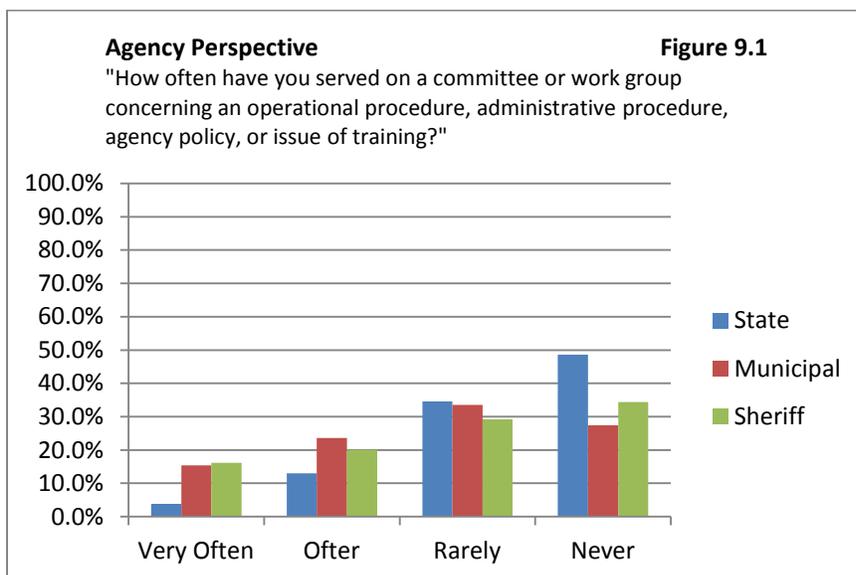
Rank Perspective Findings (Q9.1)
When this question is analyzed from a rank perspective, we found a substantial rank-differentiated pattern of involvement, which ascends up through the ranks. For example, 48.1% of line officers report they have never been involved, while 36.9% report they are "rarely" involved in committees or workgroups. Sergeants are somewhat more involved. For example, 32.7% report they are "often" involved, while 41.0% report they are "rarely" involved in these activities. Lieutenants are even more involved. For example, 45.5% report they are "often" involved, while 32.7% report they are "very often" involved in these activities. Captains appear to be the most involved. For example, 28.9% report they are "often" involved, while 68.4% report they are "very often" involved in these activities. Chiefs/sheriffs are also quite involved in these activities. For example, 35.2% report they are "often" involved, while 57.4% report they are "very often" involved in committee and workgroup activities (See Table 9.1a and Figure 9.1a).

Rank Perspective Commentary (Q9.1)
We were not surprised to learn how much committee and workgroup participation there is with regard to operational and administrative procedures at the upper levels of management. In many cases, this is the appropriate course of action. However, we were surprised to learn how little involvement there is at the line and sergeant levels. It seems that involving line officers and sergeants in these matters, to a much greater degree, would not only tap a pool of expertise, it would help transfer ownership to where the policies are ultimately implemented. We believe that greater involvement in decision-making by individuals across the rank spectrum helps to enhance ownership, productivity, motivation, and job satisfaction.

| **Table 9.1(a)** Rank Perspective	How often have you served on a committee or work group that was charged with reviewing, updating, modifying, deleting, or establishing an operational procedure, administrative procedure, agency policy, or issue of training?								
Total Respondents:	Line Officer		Sergeant		Lieutenant		Captain & Up		Chief/Sheriff
866	%	#	%	#	%	#	%	#	%	#
Very Often	2.3%	13	14.1%	22	32.7%	18	**68.4%**	26	**57.4%**	31
Often	12.6%	71	32.7%	51	**45.5%**	25	28.9%	11	35.2%	19
Rarely	36.9%	208	**41.0%**	64	18.2%	10	2.6%	1	7.4%	4
Never	**48.1%**	271	12.2%	19	3.6%	2	0.0%	0	0.0%	0
Category Totals		563		156		55		38		54

Rank Perspective   **Figure 9.1(a)**
"How often have you served on a committee concerning an operational procedure, administrative procedure, agency policy, or issue of training?"
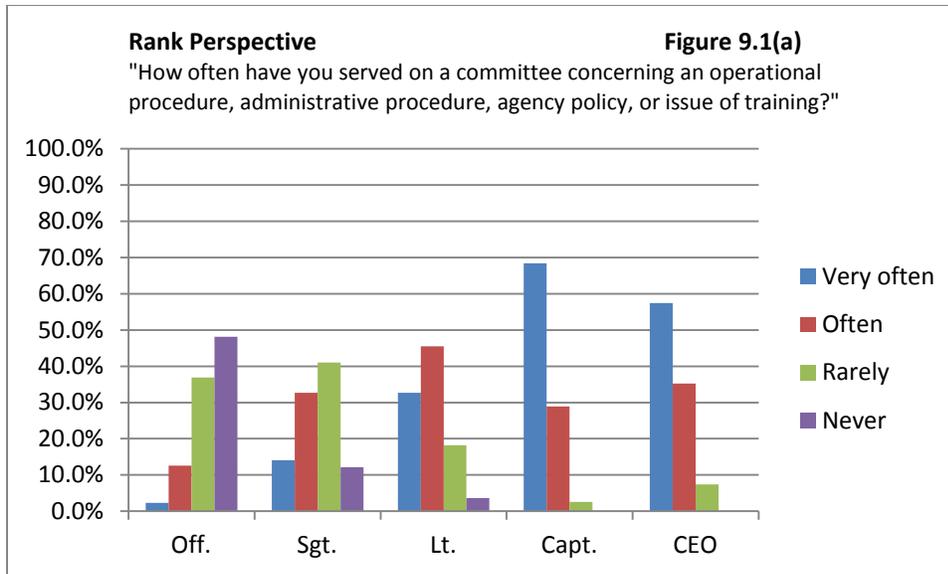
Question 9.2

This question is a companion to Q9.1 and was designed to measure involvement in committees and/or workgroups charged with evaluating new gear, equipment, or technologies.

Agency Perspective Findings (Q9.2)

We assumed that officers in each agency category would offer similar responses to this question. In fact, there were similarities highlighted by a noticeable degree of "non-involvement." State troopers were the least involved. For example, 50.5% report they have "never" been involved, while 37.0% report they are "rarely" members of committees or workgroups. While things are somewhat better in municipal police agencies and sheriff's offices, involvement is still low. For example, 38.6% of deputy sheriffs' report they have "never" sat on a committee or workgroup of this nature, while 37.3% report they are "rarely" involved. Finally, we found that 30.5% of municipal police report they have "never" been involved, while 37.5% report they are rarely members of these committees (See Table 9.2 and Figure 9.2).

Agency Perspective Commentary (Q9.2)

As we noted in Q9.1, given the popularity of participative management in private industry, we were surprised to learn how little employee involvement there is in committees and/or workgroups of this nature across the Oregon law enforcement community.

Table 9.2 Agency Perspective	How often have you served on a committee or work group that was charged with evaluating new gear, equipment, or technologies?					
Total Respondents: 852	State Police		Municipal Police		Sheriff's Office	
	%	#	%	#	%	#
Very often	2.9%	6	9.6%	47	7.2%	11
Often	9.6%	20	22.4%	110	17.0%	26
Rarely	37.0%	77	**37.5%**	184	37.3%	57
Never	**50.5%**	105	30.5%	150	**38.6%**	59
Category Totals		208		491		153

Agency Perspective   **Figure 9.2**
"How often have you served on a committee or work group that was charged with evaluating new gear, equipment, or technologies? "
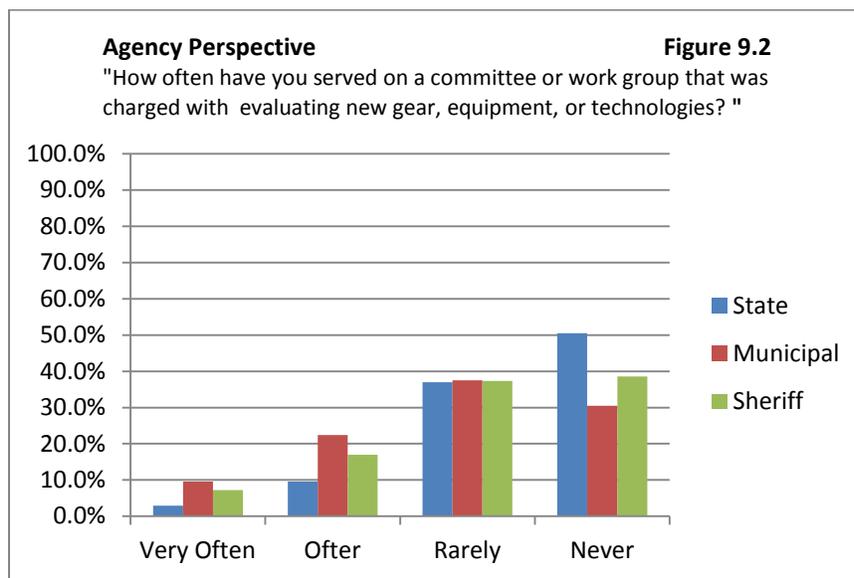
Rank Perspective Findings (Q9.2)

When this question is analyzed from a rank perspective, we find a substantial rank-differentiated pattern of involvement, which ascends up through the ranks. For example, 48.6% of line officers report they have "never" been involved, while 36.7% report they "rarely" sit on committees of this nature. Sergeants are somewhat more involved. For example, 21.8% report they are "often" involved, while 45.5% report they are "rarely" involved in these groups. Surprisingly, 26.3% report they have "never" been involved. Lieutenants are about evenly split between active membership and marginal membership. For example, 18.2% report they are "very often" involved, while 30.9% report they are "often" members of these groups, while 43.6% report that they are "rarely" involved in these groups. Captains and chiefs/sheriffs appear to be the most involved. For example, 31.6% of captains report they are "very often" involved, while 47.4% report they are "often" involved in these groups. Chiefs and sheriffs report similar involvement. For example, 30.2% report they are "very often" involved, while 45.3% report they are "often" members of these groups (See Table 9.2a and Figure 9.2a).

Rank Perspective Commentary (Q9.2)

We were not surprised to learn how involved upper management is in evaluating new gear, equipment, and/or a technology. In many cases, this is the appropriate course of action. However, we were surprised to learn how little involvement there is at the line and sergeant levels. It seems that greater involvement at these ranks would tap a pool of expertise and help to transfer a sense of "ownership" to where the equipment and technologies are used. As we have opined before, greater involvement in agency decision-making by individuals across the rank spectrum produces enhanced ownership, productivity, motivation, and job satisfaction.

Table 9.2(a) Rank Perspective		How often have you served on a committee or work group that was charged with evaluating new gear, equipment, or technologies?							
Total Respondents:	Line Officers		Sergeant		Lieutenant		Captain & Up		Chief/Sheriff
864	%	#	%	#	%	#	%	#	%	#
Very Often	2.8%	16	6.4%	10	18.2%	10	31.6%	12	30.2%	16
Often	11.9%	67	21.8%	34	30.9%	17	**47.4%**	18	**45.3%**	24
Rarely	36.7%	206	**45.5%**	71	**43.6%**	24	21.1%	8	22.6%	12
Never	**48.6%**	273	26.3%	41	7.3%	4	0.0%	0	1.9%	1
Category Totals		562		156		55		38		53

Rank Perspective   **Figure 9.1(a)**
"How often have you served on a committee concerning an operational procedure, administrative procedure, agency policy, or issue of training?"
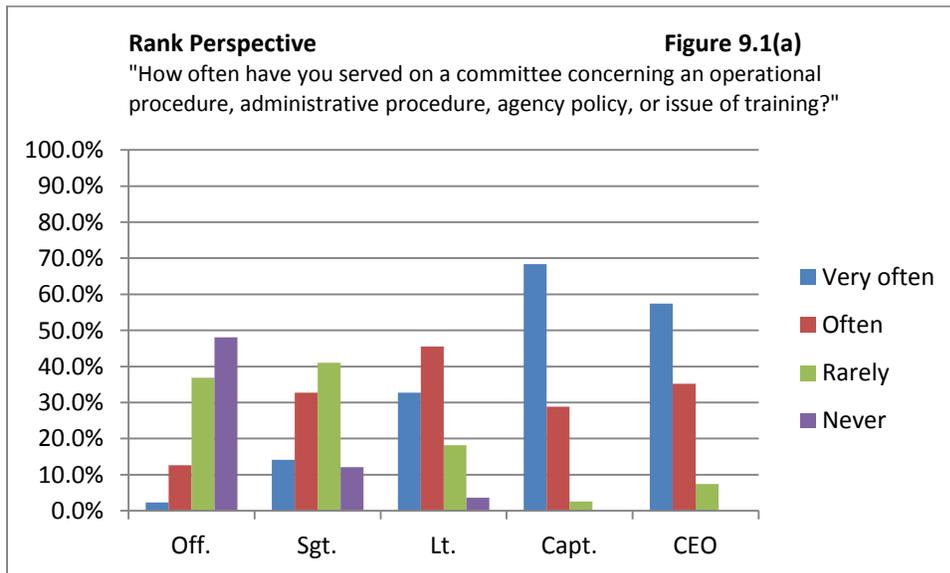
Summary

This section examined the level of officer participation in committees and/or workgroups charged with designing and evaluating selected operations and new equipment/technologies. We were not surprised to discover that most committees and workgroups are comprised of captains and chiefs/sheriffs, and to lesser degree lieutenants.   However, we were surprised to discover how little line officers and sergeants participate in these groups. Additionally, involvement, when it does occur, is not equal across agency categories. For example, municipal police and to a lesser degree sheriff's deputies are considerably more involved in committees and workgroups than are state troopers.

From an "agency perspective," we discovered that there is little participation in committees or work groups. For example, when the two questions are collapsed into an index and averaged, we discovered that only 14.7% of state troopers report they are "often" or "very often" members of committees. Sheriff's deputies and municipal police are somewhat more involved. For example, 30.2% of sheriff's deputies report they are "often" or "very often" members of committees. Municipal police report similar involvement, with 35.5% reporting they are "often" or "very often" members of committees. Consequently, the vast majority of officers are rarely or never members of committees (See Figure 9.1, 9.2).

A "rank perspective," gives us a much clearer picture of who sits on committees. For example, when the two questions are collapsed into an index and averaged, we discovered that 84.2% of line officers are "rarely" or "never" members of committees, 62.6% of sergeants are "rarely" or "never" members of committees, whereas 63.7% of lieutenants are "often" or "very often" members of committees. Moreover, participation increases sharply for captains: 88.2% report they are "often" or "very often" members of committees. This trend is slightly less so for chiefs/sheriffs: 84.1% report they are "often" or "very often" members of committees (See Figure 9.1a, 9.2a).

Given the popularity of participative management in private industry, we were surprised to learn how little employee involvement there is in committees and/or workgroups across the Oregon law enforcement community. It seems that greater involvement at the lower ranks would not only tap a pool of expertise, but would help to transfer a sense of "ownership" when new policies are implemented and equipment is used.

Agency Perspective Index (Serving on committees) — Figure 9.1, 9.2

Rank Perspective Index
(Serving on committees)

Figure 9.1a, 9.2a
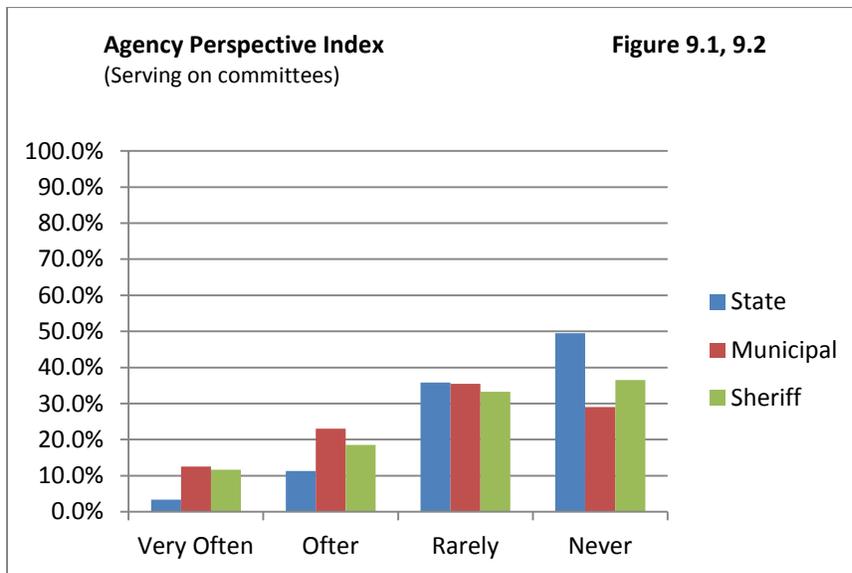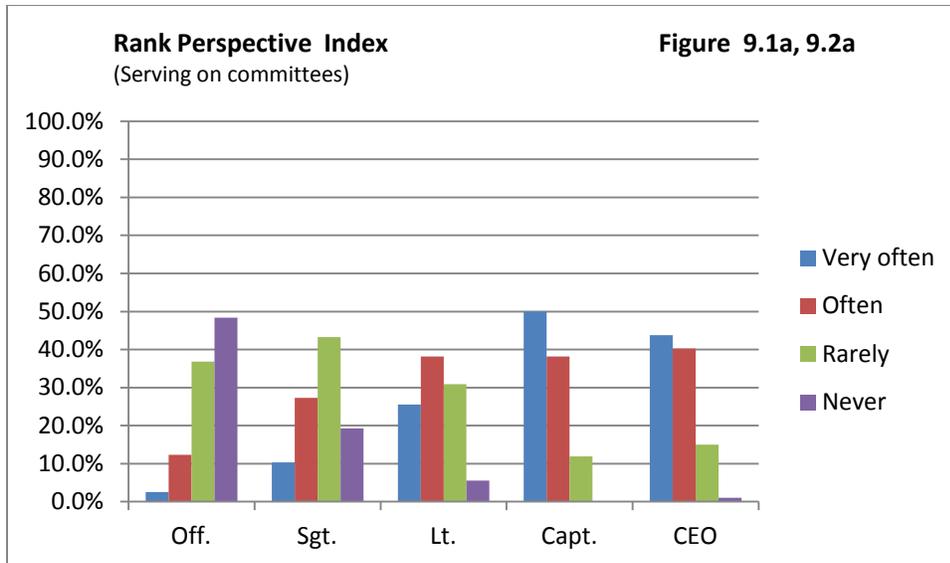
SECTION 10

INVOLVEMENT in COMMUNITY or PROBLEM-ORIENTED POLICING

This section examines officer involvement in activities related to community (COP) or problem oriented policing (POP). Our assumption was that because of the long history and popularity of these service models in Oregon there would be substantial involvement by agencies and officers of all ranks regarding the design, planning, and implementation of selected strategies.

Questions

10.1   How often have you served on a committee or workgroup that was charged with designing, planning, or revising your agency's policies and strategies related to community or problem-oriented policing?

10.2   How often have you been involved in implementing your agency's policies and strategies related to community or problem-oriented policing?

Question 10.1
This question was designed to measure the degree of participation in committees or workgroups that are charged with designing, planning, or revising an agency's policies and strategies related to community (COP) or problem-oriented policing (POP).

Agency Perspective Findings (Q10.1)
We assumed that officers in each agency category would offer similar responses to this question. However, this was not the case. State troopers were the least involved. For example, 72.1% of state troopers report they have "never" been a member of a COP or POP committee, while 22.1% report they are "rarely" involved in COP or POP committees. While still low, membership in these groups by municipal police and sheriff's deputies is somewhat better. For example, 40.5%

of municipal police report they have "never" been involved, while 33.0% report they are "rarely" involved, yet 17.3% report that they are "often" involved and 9.2% report that they are "very often" members of these groups. Finally, we found that 48.0% of sheriff's deputies report they have "never" been a member of one of these groups, while 29.6% report they are "rarely" involved, yet 13.8% report that they are "often" involved and 8.6% report that they are "very often" members of these groups. (See Table 10.1 and Figure 10.1)

Agency Perspective Commentary (Q10.1)
When analyzing responses to this question, we were surprised to find such a wide variation in COP and POP committees. The fact that 72.1% of state troopers report never being involved in committee activities when compared to sheriff's deputies (48.0%) and municipal police (40.5%) is interesting. We expected to find similar involvement across the study population. One explanation might be found in the geography and political boundaries of the organizations. For example, the organization of the state police is statewide and dispersed when compared to the "local" organization and political boundaries of sheriff's offices and municipal police. Consequently, it might be possible that sheriff's offices and municipal police are somewhat more responsive to community needs and problems because of their tighter political boundaries and relationships with constituents.

Table 10.1 Agency Perspective	How often have you served on a committee or work group that was charged with designing, planning, or revising your agency's policies and procedures related to community or problem-oriented policing?					
Total Respondents: 851	State Police		Municipal Police		Sheriff's Office	
	%	#	%	#	%	#
Very often	0.5%	1	9.2%	45	8.6%	13
Often	5.3%	11	17.3%	85	13.8%	21
Rarely	22.1%	46	33.0%	162	29.6%	45
Never	**72.1%**	150	**40.5%**	199	**48.0%**	73
Category Totals		208		491		152

Agency Perspective **Figure 10.1**
"How often have you served on a COP or POP committee or work group ?"
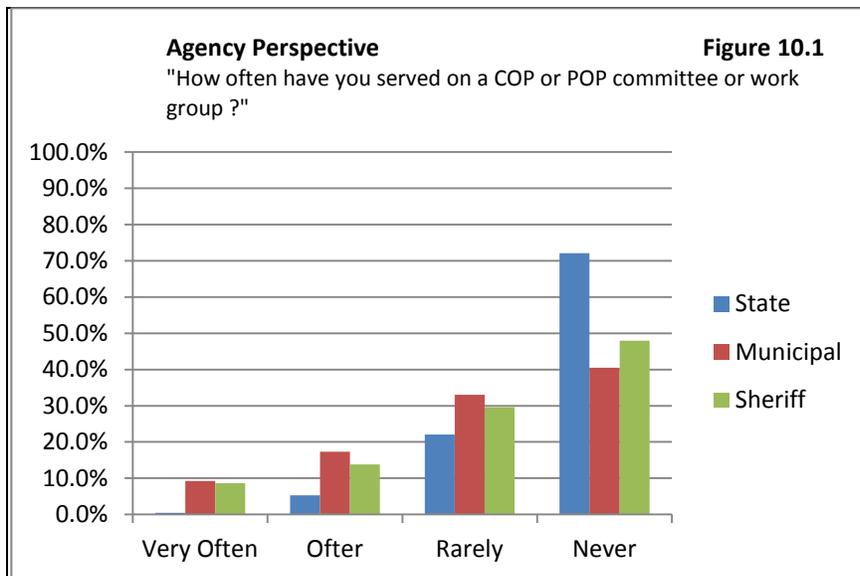
Rank Perspective Findings (Q10.1)

When this question is analyzed from a rank perspective, we find a rank-differentiated ascending pattern of participation in COP and POP committees that begins at the line level. For example, 62.2% of line officers report they have never been involved and 27.9% report they are "rarely" involved in these activities.   Sergeants are somewhat more involved: 30.1% report they have "never" been involved, while 46.2% report they are "rarely" involved in these activities. On the other hand, lieutenants are quite involved, with only 13.0% reporting they have "never" been involved, while 29.6% report they are "not very often" involved. However, 44.4% of lieutenants report they are "often" involved, and 13.0% report that they are "very often" involved. Upper management appears to be the most involved. To illustrate, 44.7% of captains report they are "very often" involved, while 31.6% report they are "often" involved in these activities, but only 32.7% report they are "not very often" involved. Chiefs and sheriffs report similar involvement: 47.2% report they are "very often" involved, while 45.3% report they are "often" involved in these activities (See Table 10.1a and Figure 10.1a).

Rank Perspective Commentary (Q10.1)

We were not surprised to learn how much committee and workgroup participation regarding COP and POP occurs at the upper levels of management. However, we were surprised to learn how little involvement there is at the line and sergeant levels. It seems that involving line officers and sergeants in these activities, to a much greater degree, would help transfer ownership to where the community and problem-oriented policies are implemented.   We believe that greater participation in the design and planning of COP and POP strategies, by individuals across the rank spectrum, produces enhanced ownership and job satisfaction.

Table 10.1(a) Rank Perspective	How often have you served on a committee or work group that was charged with designing, planning, or revising your agency's policies and strategies related to community or problem-oriented policing?									
Total Respondents:	Line Officer		Sergeant		Lieutenant		Captain & Up		Chief/Sheriff	
862	%	#	%	#	%	#	%	#	%	#
Very Often	0.9%	5	3.8%	6	13.0%	7	**44.7%**	17	**47.2%**	25
Often	5.0%	28	19.9%	31	**44.4%**	24	31.6%	12	45.3%	24
Rarely	27.9%	157	**46.2%**	72	29.6%	16	32.7%	9	7.5%	4
Never	**66.2%**	372	30.1%	47	13.0%	7	0.0%	0	0.0%	0
Category Totals		562		156		54		38		53

Rank Perspective   Figure 10.1(a)
"How often have you served on a COP or POP committee or work group?"
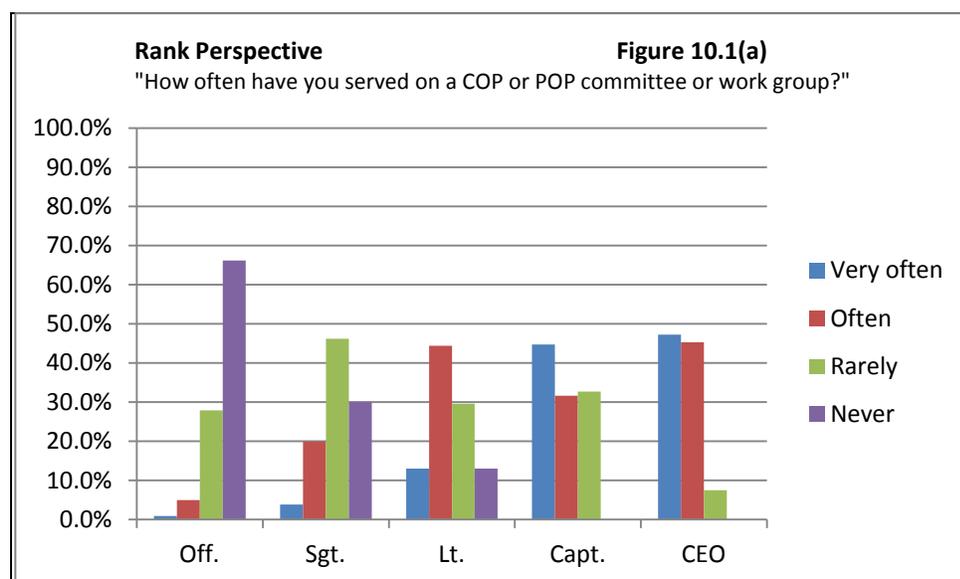
Question 10.2
This question was designed to measure officer-involvement in implementing an agency's policies and strategies related to community (COP) or problem-oriented policing (POP).

Agency Perspective Findings (Q10.2)
We assumed that officers in each agency category would offer similar responses to this question and in general, this was the case –agencies are not very involved. State troopers report they are the least involved, with 45.9% reporting they have "never" been involved, while 30.9% report they are "rarely" involved, and 23.2% reporting that they are "very often" or "often" involved in implementing strategies related to COP and POP. Participation in these activities by sheriff's deputies is only slightly better, with 39.5% reporting they have "never" been involved, while 33.6% report they are "rarely" involved, compared to 26.9% who report they are "very often" or "often" involved. Municipal police report greater involvement: 30.5% report they have "never" been involved, while 31.2% report they are "rarely" involved, yet 38.2% report they are "very often" or "often" involved (See Table 10.2 and Figure 10.2).

Agency Perspective Commentary (Q10.2)

When analyzing responses to this question, we were surprised to find how little involvement there is by our study population regarding the implementation of COP and POP strategies. Is this a sign that the once popular service models are losing steam?

Table 10.2 Agency Perspective	How often have you been involved in implementing your agency's policies and strategies related to community or problem-oriented policing?					
Total Respondents: 851	State Police		Municipal Police		Sheriff's Office	
	%	#	%	#	%	#
Very often	3.9%	8	13.8%	68	10.5%	16
Often	19.3%	40	24.4%	120	16.4%	25
Rarely	30.9%	64	**31.2%**	153	33.6%	51
Never	**45.9%**	95	30.5%	150	**39.5%**	60
Category Totals		207		491		152

Agency Perspective　　　　　　　　　　**Figure 10.2**
"How often have you been involved in implementing your agency's policies and strategies related to community or problem-oriented policing?"
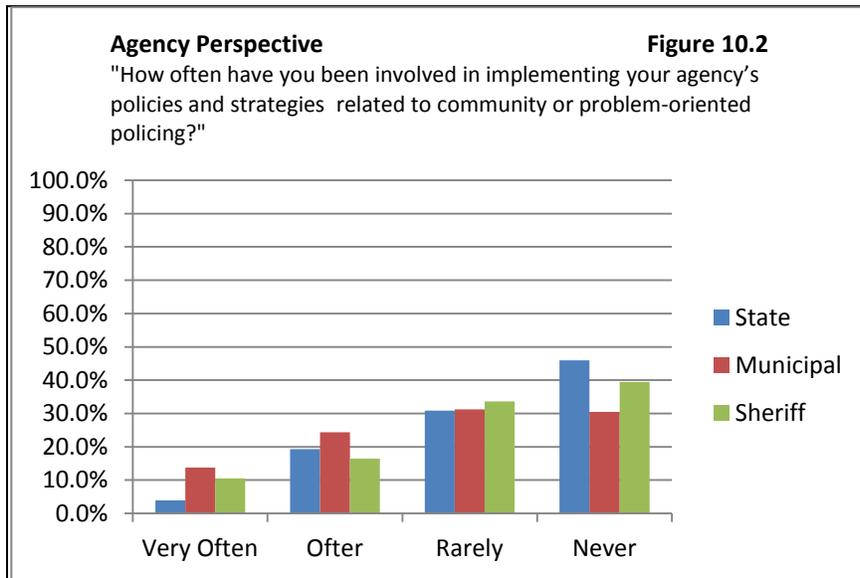
Rank Perspective Findings (Q10.2)

When this question is analyzed from a rank perspective, we find a rank-differentiated ascending pattern of participation in the implementation of COP and POP strategies. For example, 48.7% of line officers report they have never been involved, and 34.4% report they are "rarely" involved in these activities, compared to 15.9% who report they are "often" or "very often" involved. Sergeants are somewhat more involved: 21.2% report they have "never" been involved, while 37.8% report they are "rarely" involved in these activities, compared to 41.0% who report they are "often" or "very often" involved. On the other hand, lieutenants are quite involved: only 5.6% report they have "never" been involved, while 18.5% report they are "rarely" involved. However, 50.0% of lieutenants report that they are "often" involved, and 25.9% report that they are "very often" involved in these activities. Upper management appears to be the most involved: 39.5% of captains report they are "very often" involved, 36.8% report

they are "often" involved in these activities, while only 32.7% report that they are "rarely" involved. Chiefs and sheriffs report similar involvement: 67.9% report they are "very often" involved, while 28.3% report they are "often" involved in these activities (See Table 10.2a and Figure 10.2a).

Rank Perspective Commentary (Q10.2)
We were surprised to learn how much of the implementation of COP and POP strategies occurs at the management level (lieutenants and above) and how little occurs at the line level (officers and sergeants). Intuitively one would suspect that actual implementation must occur at the line level to be effective. We are puzzled as to why this is not the case.

Table 10.2(a) Rank Perspective	How often have you been involved in implementing your agency's policies and strategies related to community or problem-oriented policing?									
Total Respondents: 682	Line Officer		Sergeant		Lieutenant		Captain & Up		Chief/Sheriff	
	%	#	%	#	%	#	%	#	%	#
Very Often	3.2%	18	7.7%	12	25.9%	14	**39.5%**	15	**67.9%**	36
Often	13.7%	77	33.3%	52	**50.0%**	27	36.8%	13	28.3%	15
Rarely	34.4%	193	**37.8%**	59	18.5%	10	23.7%	9	3.8%	2
Never	**48.7%**	273	21.2%	33	5.6%	3	0.0%	0	0.0%	0
Category Totals		561		156		54		37		53

Rank Perspective   Figure 10.2(a)
"How often have you been involved in implementing your agency's policies and strategies related to community or problem-oriented policing?"
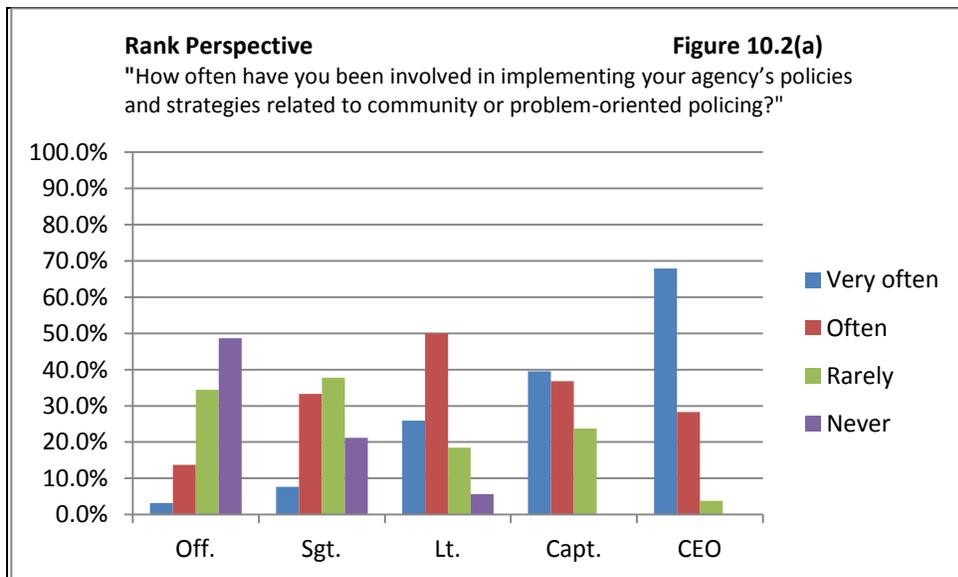
Summary
This section examined involvement in activities related to COP and POP. Our assumption was that because of the long history and popularity of these service models there would be substantial involvement by agencies and officers of all ranks regarding the design, planning, and implementation of these strategies. However, this was not the case. We discovered that general participation rates are quite low across the study population. State troopers report the lowest

participation rates when compared to sheriff's offices and municipal police. Interestingly, the pattern of participation is also rank-differentiated. Line officers and sergeants report significantly less involvement as members of committees and work groups, or in implementing COP and POP strategies, when compared to lieutenants and especially captains and chiefs/sheriffs. One would suspect that actual implementation must occur at the line level to be truly effective. As Trojanowicz and Bucqueroux[4] observed, community policing is not a top-down approach, it shifts substantial power, authority, and responsibility to the line level where successful ideas and solutions are more likely to develop and take root, when compared to being imposed from the top.

SECTION 11

PERCEPTIONS of INNOVATIONS in POLICING

This section examines officer perceptions of selected innovations in policing, including accreditation, public opinion surveys, citizen advisory committees, citizen review committees, annual informational reports, and problem-oriented policing and community policing.

Questions

11.1   Securing and maintaining accreditation status through the Oregon Accreditation Alliance Board or the Commission on Accreditation for Law Enforcement Agencies (CALEA) is an important step in the professionalization of policing.

11.2   Conducting annual (or periodic) public opinion surveys regarding police service is a useful way to measure important aspects of an agency's performance.

11.3   The idea of "Citizen's Advisory Committees" comprised of a wide cross-section of citizens from the community, is a positive development in contemporary policing and useful way to solicit public opinion and build public support.

11.4   The idea of "Citizen's Review Committees" that would monitor citizen complaints and hear appeals after complaints are decided at the executive level within an agency is a positive development in contemporary policing.

11.5   The publication of an annual report (on your agency's webpage) detailing agency expenditures, goals, accomplishments, and activities is a useful way to keep the public informed.

11.6   Problem-oriented policing is a positive development in contemporary policing.

11.7   Developing strategies wherein officers work directly with citizens in the community to resolve problems is a positive development in policing.

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[4] Trojanowicz, Robert and Bonnie Bucqueroux (1998:8-11), *Community Policing: How to Get Started*, Anderson Publishing Co. Cincinnati, OH

Question 11.1
This question (presented as a statement) was designed to measure officer perceptions of the value of securing and maintaining accreditation status through the Oregon Accreditation Alliance Board or the Commission on Accreditation for Law Enforcement Agencies (CALEA).

Agency Perspective Findings (Q11.1)
We assumed that officers in each agency category would offer similar responses to this question. However, this was not the case. An overwhelming number of state troopers (53.7%) offered "no opinion," and only 30.3% "agreed" with the proposition. On the other hand, 43.6% of municipal police "agreed" with the proposition, while 34.5% offered "no opinion." Sheriff's deputies were the most receptive, 50.0% "agreed" with the proposition, while 32.9% offered "no opinion." We might add that disagreement with the proposition was consistent. For example, 16.1% of state troopers, 17.1% of sheriff's deputies, and 21.9% of municipal police "disagreed" with this proposition (See Table 11.1 and Figure 11.1).

Agency Perspective Commentary (Q11.1)
We were surprised to discover how many respondents offered "no opinion" regarding this proposition. We were also surprised to discover how few respondents "agreed" with what seems to be an important step toward professionalization and state or national recognition of the accomplishments of an agency.

Table 11.1 Agency Perspective	Securing and maintaining accreditation status through the Oregon Accreditation Alliance Board or the Commission on Accreditation for Law Enforcement Agencies (CALEA) is an important step in the professionalization of policing.					
Total Respondents: 826	State Police		Municipal Police		Sheriff's Office	
	%	#	%	#	%	#
Strongly Agree	4.4%	9	15.6%	74	21.2%	31
Agree	25.9%	53	28.0%	133	28.8%	42
Total Agree	30.3%	62	**43.6%**	207	**50.0%**	73
Disagree	8.8%	18	14.3%	68	13.0%	19
Strongly Disagree	7.3%	15	7.6%	36	4.1%	6
Total Disagree	16.1%	33	21.9%	104	17.1%	25
No Opinion	**53.7%**	110	34.5%	164	32.9%	48

Agency Perspective   **Figure 11.1**

"Securing and maintaining accreditation is an important step in the professionalization of policing."
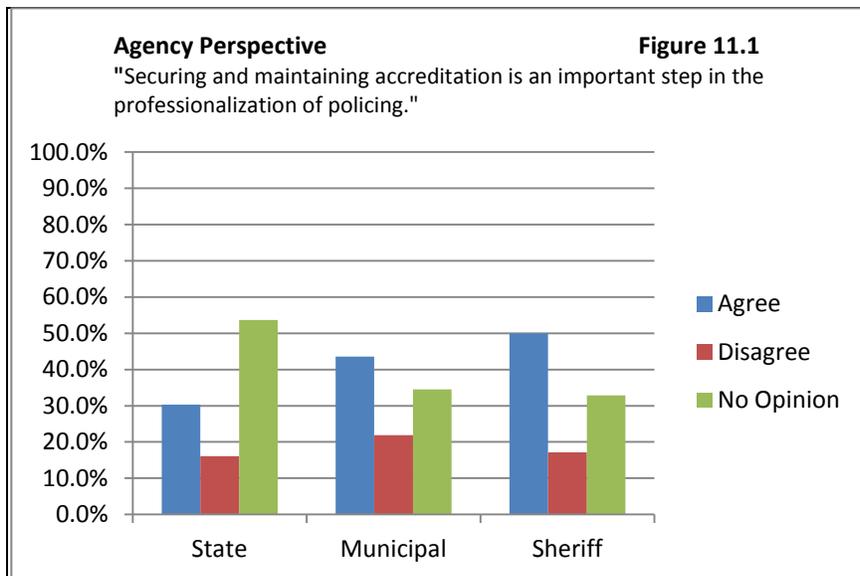
Rank Perspective Findings (Q11.1)

When this question was analyzed from a rank perspective, we found a restrained pattern of "agreement" that ascended with rank. For example, only 36.6% of line officers agree that accreditation is important, while 46.1% of sergeants, 53.7% of lieutenants, 51.3% of captains, and 58.9% of chiefs/sheriffs agree. While fewer respondents "disagreed" with the proposition, their numbers are consistent. For example, 21.6% of line officers disagree, followed by sergeants (18.2%), lieutenants (13.0%), captains (13.5%), and chiefs/sheriffs (15.7%). There were also substantial numbers of respondents who offered "no opinion." This included 41.8% of line officers, followed by sergeants (35.7%), lieutenants (33.3%), captains (35.1%), and chiefs/sheriffs (25.5%) (See Table 11.1a and Figure 11.1a).

Rank Perspective Commentary (Q11.1)

We were surprised to find so little support for accreditation. While support grows with rank, it does not reach the level of a ringing endorsement. This finding is made more interesting by the surprisingly high number of respondents who offered "no opinion." We are puzzled. Does this indicate a lack of opinion or simply that officers' across the rank-spectrum really do not know if agency accreditation is a worthy measure of professional growth?

| Table 11.1(a) Rank Perspective	Securing and maintaining accreditation status through the Oregon Accreditation Alliance Board or the Commission on Accreditation for Law Enforcement Agencies (CALEA) is an important step in the professionalization of policing.									
Total Respondents:	Line Officer		Sergeant		Lieutenant		Captain & Up		Chief/Sheriff	
837	%	#	%	#	%	#	%	#	%	#
Strongly Agree	9.2%	50	15.6%	24	22.2%	12	29.7%	11	37.3%	19
Agree	27.4%	148	30.5%	47	31.5%	17	21.6%	8	21.6%	11
Total Agree	36.6%	198	**46.1%**	71	**53.7%**	29	**51.3%**	19	**58.9%**	30
Disagree	13.7%	74	13.0%	20	7.4%	4	10.8%	4	11.8%	6
Strong Disagree	7.9%	43	5.2%	8	5.6%	3	2.7%	1	3.9%	2
Total Disagree	21.6%	117	18.2%	28	13.0%	7	13.5%	5	15.7%	8
No Opinion	**41.8%**	226	35.7%	55	33.3%	18	35.1%	13	25.5%	13
Category Totals		541		154		54		37		51

Rank Perspective   **Figure 11.1(a)**
"Securing and maintaining accreditation is an important step in the professionalization of policing."
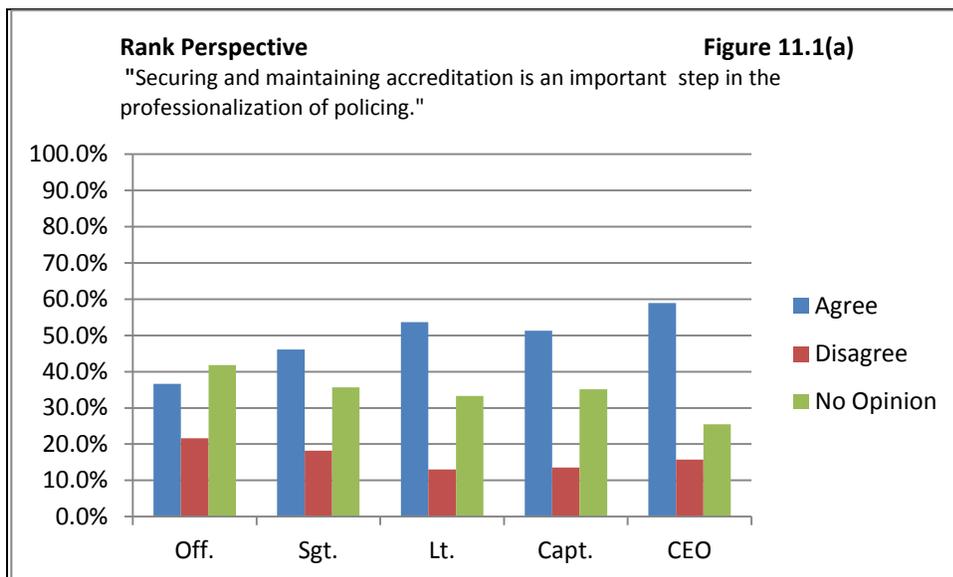
Question 11.2

This question (presented as a statement) was designed to measure officer perceptions of the value of conducting annual (or periodic) public opinion surveys regarding police service as a useful way to measure aspects of an agency's performance.

Agency Perspective Findings (Q11.2)

We assumed that officers in each agency category would offer similar responses to this question. However, this was not the case. Responses were quite dissimilar, with only 50.2% of state troopers agreeing that conducting public opinion surveys are useful, while 63.6% of municipal police and 75.9% of sheriff's deputies agreed with this statement. Surprisingly, there were large numbers of officers who offered "no opinion," including 32.7% of state troopers, followed by 24.8% of municipal police and 18.6% of sheriff's deputies (See Table 11.2 and Figure 11.2).

Agency Perspective Commentary (Q11.2)

We were surprised to discover the wide variation in responses to this proposition, especially when one considers the value of this widely employed market-research strategy. For example, there is a 25-percentage point difference between positive responses from state troopers (50.2%) and sheriff's deputies (75.9%). We were also surprised by the number of respondents who offered "no opinion" regarding this rather straightforward proposition.

Table 11.2 Agency Perspective	Conducting annual (or periodic) public opinion surveys regarding police service is a useful way to measure important aspects of an agency's performance.					
Total Respondents: 828	State Police		Municipal Police		Sheriff's Office	
	%	#	%	#	%	#
Strongly Agree	3.4%	7	12.8%	61	20.7%	30
Agree	46.8%	96	50.8%	242	55.2%	80
Total Agree	**50.2%**	103	**63.6%**	303	**75.9%**	110
Disagree	15.1%	31	8.4%	40	4.8%	7
Strongly Agree	2.0%	4	3.2%	15	0.7%	1
Total Disagree	**17.1%**	35	**11.6%**	55	**5.5%**	8
No Opinion	32.7%	67	24.8%	118	18.6%	27
Category Totals		205		476		145

Agency Perspective   Figure 11.2
"Conducting annual (or periodic) public opinion surveys regarding police service is a useful way to measure important aspects of an agency's performance."
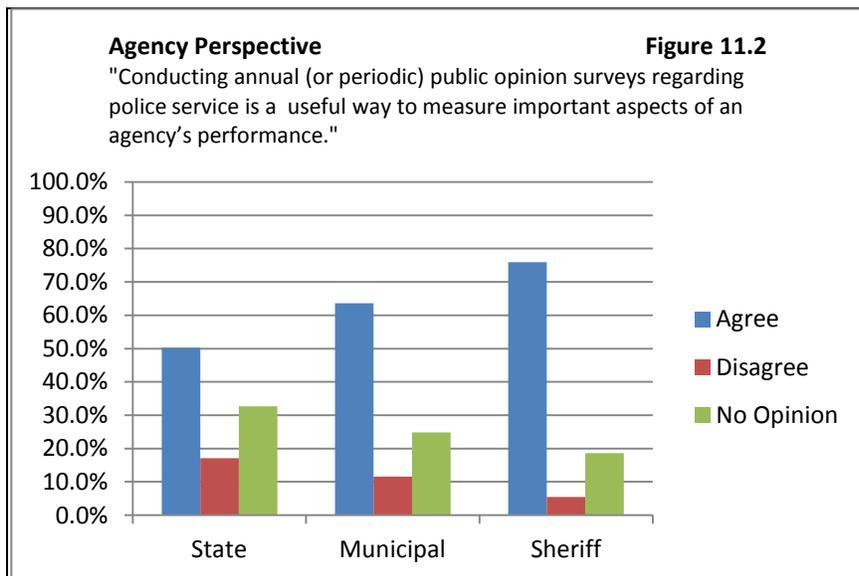
Rank Perspective Findings (Q11.2)
When this question is analyzed from a rank perspective, we found a rank-differentiated and generally ascending, but uneven pattern, of positive "agreement." For example, only 57.9% of line officers and 62.9% of lieutenants agree that conducting public opinion surveys is useful, yet 69.3% of sergeants, 78.4% of captains, and 76.5% of chiefs/sheriffs believe they are useful. We also note the large number of respondents who simply offered "no opinion." This included 27.7% of line officers, followed in numerical order by lieutenants (29.6%), chiefs/sheriffs (23.5%), sergeants (19.6%), and captains (16.2%) (See Table 11.2a and Figure 11.2a).

Rank Perspective Commentary (Q11.1)
While support for this strategy tends to fall on the positive side of the spectrum across rank groups, we were surprised by the large number of respondents who offered "no opinion," especially at the lieutenant (29.6%) and chief/sheriff level (23.5%). It seems to us that surveys are a cost effective and efficient way to measure public opinion, both positive and negative, about aspects of an agencies performance. Moreover, the question is so straightforward, it seems one would either agree or disagree. This leaves us puzzled.

Table 11.2(a) Rank Perspective	Conducting annual (or periodic) public opinion surveys regarding police service is a useful way to measure important aspects of an agency's performance.								
Total Respondents:	Line Officers		Sergeant		Lieutenant		Captain & Up		Chief/Sheriff	
837	%	#	%	#	%	#	%	#	%	#
Strongly Agree	9.4%	51	9.8%	15	18.5%	10	24.3%	9	27.5%	14
Agree	48.5%	263	59.5%	91	44.4%	24	54.1%	20	49.0%	25
Total Agree	**57.9%**	314	**69.3%**	106	**62.9%**	34	**78.4%**	29	**76.5%**	39
Disagree	11.3%	61	9.2%	14	7.4%	4	5.4%	2	0.0%	0
Strong Disagree	3.1%	17	2.0%	3	0.0%	0	0.0%	0	0.0%	0
Total Disagree	14.4%	78	11.2%	17	7.4%	4	5.4%	2	0.0%	0
No Opinion	27.7%	150	19.6%	30	29.6%	16	16.2%	6	23.5%	12
Category Totals		542		153		54		37		51

Rank Perspective   **Figure 11.2(a)**
"Conducting annual (or periodic) public opinion surveys regarding police service is a useful way to measure important aspects of an agency's performance."
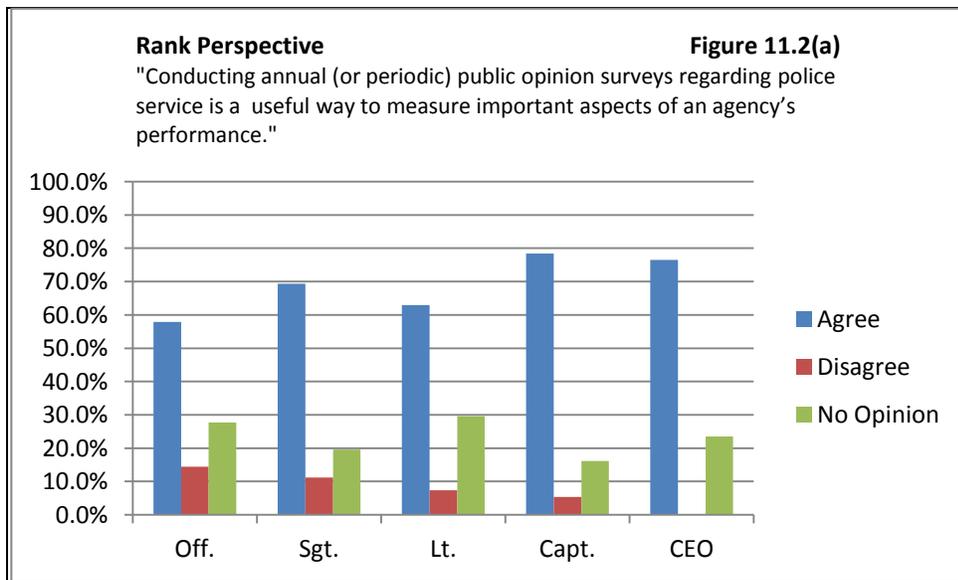
Question 11.3
This question (presented as a statement) was designed to measure officer perceptions of the value of "Citizen's Advisory Committees" comprised of a wide cross-section of citizens from the community. In theory, the committees would be employed to solicit public opinion and build public support.

85

Agency Perspective Findings (Q11.3)
We assumed that officers in each agency category would offer similar responses to this question. However, this was not the case. Responses were quite dissimilar. For example, only 25.0% of state troopers "agreed" that Citizen Advisory Committees are useful, while 41.3% of municipal police and 41.1% of sheriff's deputies agreed. There was also a significant amount of "disagreement" with the concept, especially by state troopers (41.2%), and to a lesser degree by municipal police (29.7%) and sheriff's deputies (22.6%). Additionally, large numbers of officers offered "no opinion," including 36.3 % of sheriff's deputies, followed by 33.8% of state troopers and 29.1% of municipal police (See Table 11.3 and Figure 11.3).

Agency Perspective Commentary (Q11.3)
We were surprised to discover the wide variation in responses from our study population. In fact, two opposing mind-sets emerge. Specifically, while 41.2% of state troopers disagree with the concept, 41.3% of municipal police and 41.1% of sheriff's deputies agree. This is a significant disparity. We were also surprised to discover how many respondents offered "no opinion" regarding this rather straightforward proposition.

Table 11.3 Agency Perspective	The idea of "Citizen's Advisory Committees" comprised of a wide cross-section of citizens from the community, is a positive development in contemporary policing and useful way to solicit public opinion and build public support.					
Total Respondents: 825	State Police		Municipal Police		Sheriff's Office	
	%	#	%	#	%	#
Strongly Agree	1.5%	3	4.0%	19	5.5%	8
Agree	23.5%	48	37.3%	177	35.6%	52
Total Agree	25.0%	51	**41.3%**	196	**41.1%**	60
Disagree	22.1%	45	19.4%	92	13.0%	19
Strongly Disagree	19.1%	39	10.3%	49	9.6%	14
Total Disagree	**41.2%**	84	29.7%	141	22.6%	33
No Opinion	33.8%	69	29.1%	138	36.3%	53
Catogory Totals		204		475		146

Agency Perspective   **Figure 11.3**

"The idea of "Citizen's Advisory Committees" comprised of a wide cross-section of citizens is a positive development in contemporary policing."
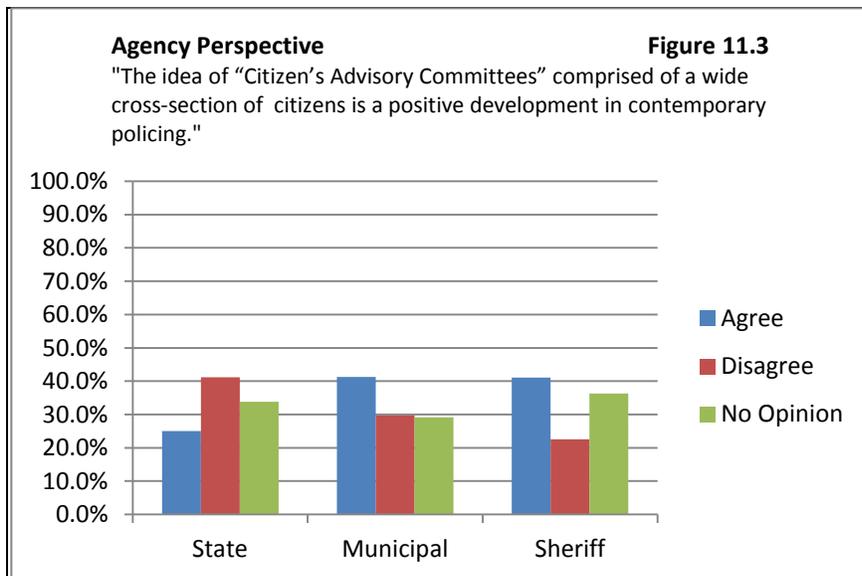
Rank Perspective Findings (Q11.3)

When this question is analyzed from a rank perspective, we find a rank-differentiated and very diverse pattern of responses. With the exception of line officers, respondents marginally supported the concept. For example, at the low end of the support-spectrum, 32.2% of line officers "agree" with the concept that Citizen Advisory Committees are useful followed by 42.5% of sergeants, then, grouped closely together come lieutenants (51.9%), captains (47.2%), and chiefs/sheriffs (50.0%). There was also strong "disagreement" with the concept beginning with line offers (35.6%) followed in descending order by sergeants (24.8%), lieutenants (24.1%), captains (22.2%), and chiefs/sheriffs (18.0%). Additionally, a large number of respondents offered "no opinion," including 32.2% of line officers, 32.7% of sergeants, 24.1% of lieutenants, 30.6% of captains, and 32.0% chiefs/sheriffs (32.0%) (See Table 11.3a and Figure 11.3a).

Rank Perspective Commentary (Q11.3)

Based on these findings, the concept of utilizing Citizen Advisory Committees has not gained robust support. However, it does appear the idea has gained a foothold, but will still have to win over a substantial number of officers, at all ranks, before it is fully accepted as a method to solicit public opinion and guidance as well as help build greater public support. From an explanatory perspective, we suspect there may be an underlying fear that "committees" will meddle, become obstacles, or simply slow the decision process without adding substantial value.

Table 11.3(a) Rank Perspective	The idea of "Citizen's Advisory Committees" comprised of a wide cross-section of citizens from the community, is a positive development in contemporary policing and useful way to solicit public opinion and build public support.								
Total Respondents:	Line Officers		Sergeant		Lieutenant		Captain & Up		Chief/Sheriff	
836	%	#	%	#	%	#	%	#	%	#
Strongly Agree	2.4%	13	2.0%	3	9.3%	5	8.3%	3	14.0%	7
Agree	29.8%	162	40.5%	62	42.6%	23	38.9%	14	36.0%	18
Total Agree	32.2%	175	**42.5%**	65	**51.9%**	28	**47.2%**	17	**50.0%**	25
Disagree	21.4%	116	13.7%	21	14.8%	8	13.9%	5	16.0%	8
Strong Disagree	14.2%	77	11.1%	17	9.3%	5	8.3%	3	2.0%	1
Total Disagree	**35.6%**	193	24.8%	38	24.1%	13	22.2%	8	18.0%	9
No Opinion	32.2%	175	32.7%	50	24.1%	13	30.6%	11	32.0%	16
Category Totals		543		153		54		36		50

Rank Perspective   Figure 11.3(a)
"The idea of Citizen's Advisory Committees comprised of a wide cross-section of citizens is a positive development in contemporary policing."
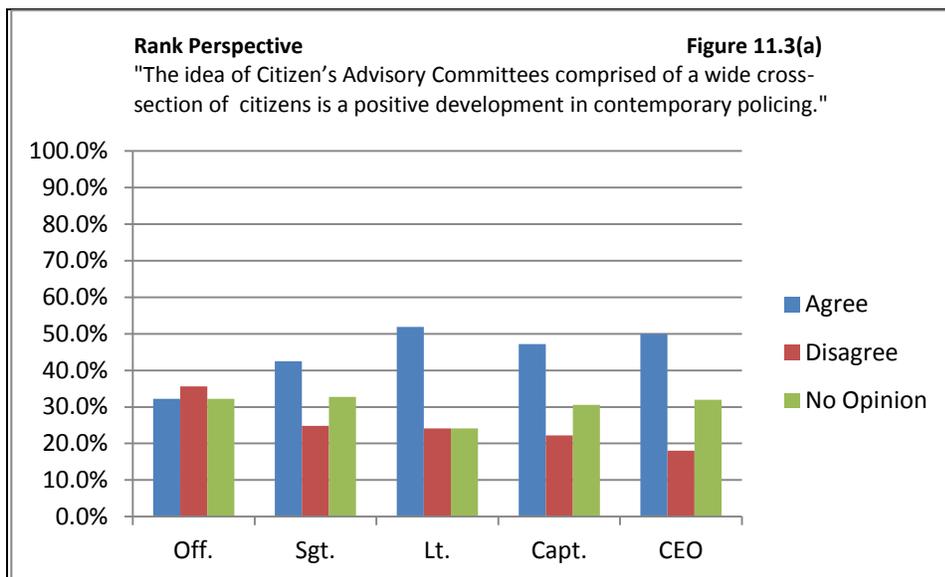
Question 11.4

This question (presented as a statement) was designed to measure officer perceptions of the value of "Citizen's Review Committees" established to monitor citizen complaints and hear appeals after complaints are decided at the executive level within an agency.

Agency Perspective Findings (Q11.4)

We assumed that officers in each agency category would offer similar responses to this question, and they did. For example, 15.2% of municipal police "agreed" with this concept followed closely by 23.8% of sheriff's deputies and 25.0% of state troopers. There was also substantial and fairly consistent "disagreement" with the concept: 54.8% of municipal police disagreed, followed by 41.5% of sheriff's deputies, and 41.2% of state troopers. Additionally, large numbers of officers offered "no opinion," including 34.7 % of sheriff's deputies, followed by 33.8% of state police troopers, and 30.0% of municipal police (See Table 11.4 and Figure 11.4).

Agency Perspective Commentary (Q11.4)

The concept of a "Citizen Review Committee" that would monitor citizen complaints and hear appeals after complaints are decided at the executive level is quite revolutionary. Consequently, we were not surprised at the lack of support for this rather intrusive concept.

Table 11.4 Agency Perspective	The idea of "Citizen's Review Committees" that would monitor citizen complaints and hear appeals after complaints are decided at the executive level within an agency is a positive development in contemporary policing.					
Total Respondents: 825	State Police		Municipal Police		Sheriff's Office	
	%	#	%	#	%	#
Strongly Agree	1.5%	3	1.3%	6	2.0%	3
Agree	23.5%	48	13.9%	66	21.8%	32
Total Agree	25.0%	51	15.2%	72	23.8%	35
Disagree	22.1%	45	31.4%	149	26.5%	39
Strongly Disagree	19.1%	39	23.4%	111	15.0%	22
Total Disagree	**41.2%**	84	**54.8%**	260	**41.5%**	61
No Opinion	33.8%	69	30.0%	142	34.7%	51

Agency Perspective   **Figure 11.4**
"The idea of "Citizen's Review Committees" that would monitor citizen complaints and hear appeals, etc. is a positive development in policing."
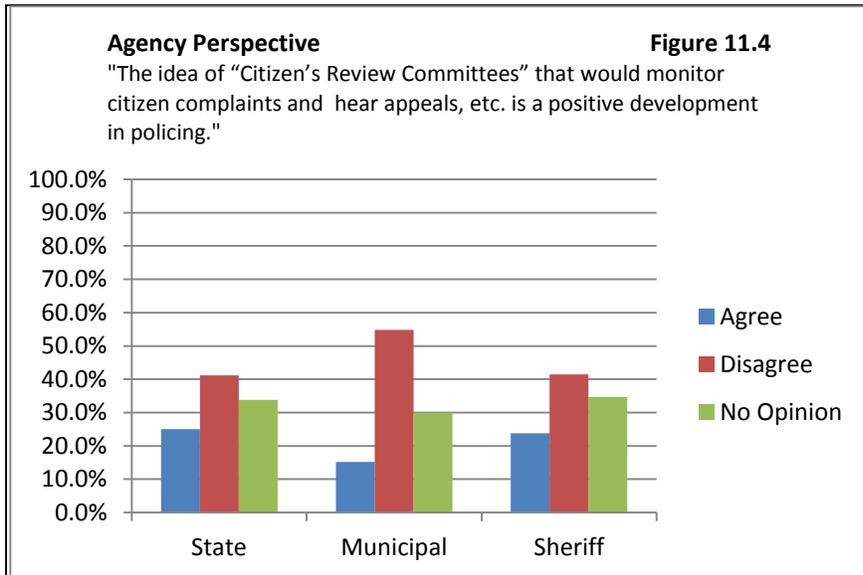
Rank Perspective Findings (Q11.4)

When this question is analyzed from a rank perspective, we find a very consistent pattern of responses. Most officers, regardless of rank, "disagreed" with the proposition that Citizen Review Committees are a positive development in policing. For example, 52.8% of line officers disagree, followed by 59.2% of sergeants, 55.6% of lieutenants, 46.7% of captains, and 49.0% of chiefs/sheriffs. Additionally, a large number of respondents offered "no opinion," including 32.4% of line officers, 25.7% of sergeants, 25.9% of lieutenants, 35.1% of captains, and 29.4% of chiefs/sheriffs (See Table 11.4a and Figure 11.4a).

Rank Perspective Commentary (11.3)

Based on these findings, we can safely say the concept of utilizing Citizen Review Committees has little support in the Oregon law enforcement community. The reasons behind this may be quite practical –the concept presents a number of challenges to the current system of resolving citizen complaints (e.g., infringing on the authority and duty of command personnel, the possibility of violating employee rights, raising issues of due process, etc.) and in the end, may not really help to mediate disputes.

Table 11.4(a) Rank Perspective	The idea of "Citizen's Review Committees" that would monitor citizen complaints and hear appeals after complaints are decided at the executive level within an agency is a positive development in contemporary policing.								
Total Respondents:	Line Officer		Sergeant		Lieutenant		Captain & Up		Chief/Sheriff
838	%	#	%	#	%	#	%	#	%	#
Strongly Agree	1.1%	6	0.7%	1	3.7%	2	0.0%	0	3.9%	2
Agree	13.8%	75	14.5%	22	14.8%	8	8.1%	3	17.6%	9
Total Agree	14.9%	81	15.2%	23	18.5%	10	8.1%	3	21.5%	11
Disagree	29.8%	162	34.9%	53	35.2%	19	37.8%	14	25.5%	13
Strong Disagree	23.0%	125	24.3%	37	20.4%	11	18.9%	7	23.5%	12
Total Disagree	**52.8%**	287	**59.2%**	90	**55.6%**	30	**56.7%**	21	**49.0%**	25
No Opinion	32.4%	176	25.7%	39	25.9%	14	35.1%	13	29.4%	15
Category Totals		544		152		54		37		51

Rank Perspective   **Figure 11.4(a)**
"The idea of 'Citizen's Review Committees' that would monitor citizen complaints and hear appeals etc., is a positive development in policing."
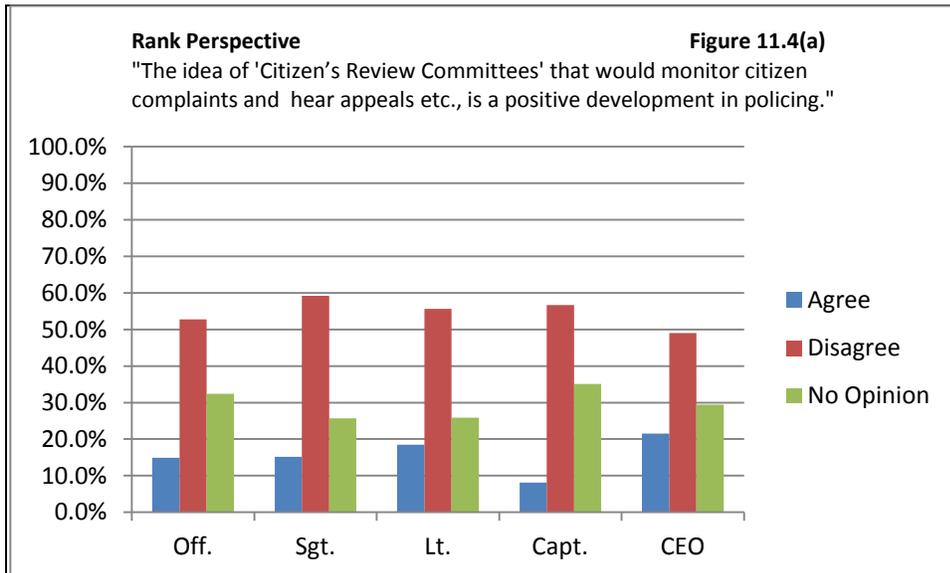
Question 11.5

This question was designed to measure support for the idea that publishing an annual report on an agency's webpage detailing agency expenditures, goals, accomplishments, and activities would be a useful way to keep the public informed.

Agency Perspective Findings (Q11.5)

We assumed that officers in each agency category would offer similar responses to this question, and they did. For example, 72.6% of state troopers agreed that a department webpage was a practical idea, as did 77.6% municipal police and 82.3% of sheriff's deputies (See Table 11.5 and Figure 11.5).

Agency Perspective Commentary (Q11.5)

The publication of an annual report is certainly a concept that has wide support and little opposition.

Table 11.5 Agency Perspective	The publication of an annual report (on your agency's webpage) detailing agency expenditures, goals, accomplishments, and activities is a useful way to keep the public informed.					
Total Respondents: 832	State Police		Municipal Police		Sheriff's Office	
	%	#	%	#	%	#
Strongly Agree	11.3%	23	15.3%	72	23.1%	34
Agree	61.3%	125	62.3%	294	59.2%	87
Total Agree	**72.6%**	148	**77.6%**	366	**82.3%**	121
Disagree	9.8%	20	3.4%	16	2.0%	3
Strongly Disagree	1.0%	2	0.8%	4	0.7%	1
Total Disagree	10.8%	22	4.2%	20	2.7%	4
No Opinion	16.7%	34	18.2%	86	15.0%	22
Catogory Totals		204		472		147

Agency Perspective   **Figure 11.5**
"The publication of an annual report (on your agency's webpage) detailing agency expenditures, activities, etc. is a useful way to keep the public informed."
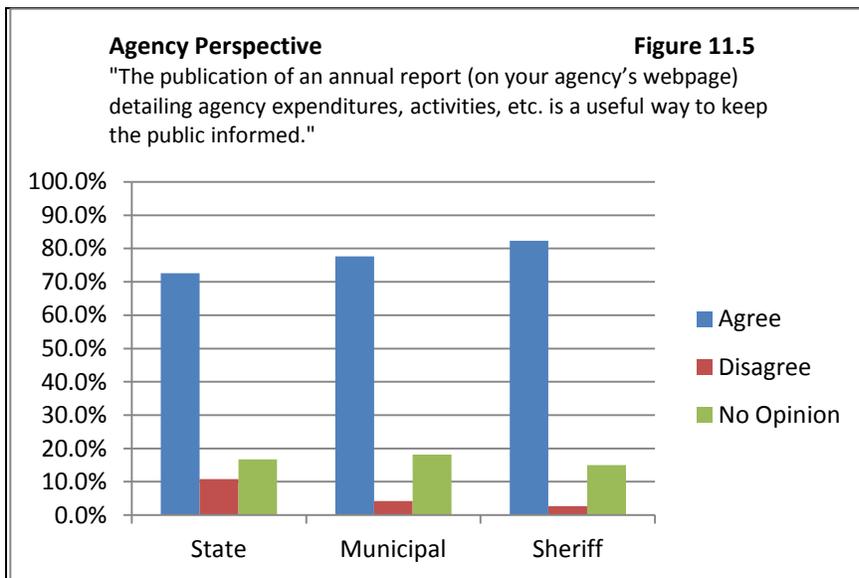
Rank Perspective Findings (Q11.5)
When this question is analyzed from a rank perspective, we again find wide support for the idea of publishing an annual report. For example, 75.3% of line officers, 77.6% of sergeants, 83.3% of lieutenants, 80.6% of captains, and 84.3% of chiefs/sheriffs (84.3%) agree with the concept (See Table 11.5a and Figure 11.5a).

Rank Perspective Commentary (Q11.5)
As stated above, the publication of an annual report is certainly a concept that has wide support and little opposition.

| **Table 11.5(a)** Rank Perspective	The publication of an annual report (on your agency's webpage) detailing agency expenditures, goals, accomplishments, and activities is a useful way to keep the public informed.								
Total Respondents:	Line Officer		Sergeant		Lieutenant		Captain & Up		Chief/Sheriff	
834	%	#	%	#	%	#	%	#	%	#
Strongly Agree	12.8%	69	15.1%	23	25.9%	14	38.9%	14	17.6%	9
Agree	62.5%	338	62.5%	95	57.4%	31	41.7%	15	66.7%	34
Total Agree	**75.3%**	407	**77.6%**	118	**83.3%**	45	**80.6%**	29	**84.3%**	43
Disagree	5.2%	28	7.9%	12	0.0%	0	2.8%	1	0.0%	0
Strong Disagree	0.9%	5	1.3%	2	0.0%	0	0.0%	0	0.0%	0
Total Disagree	**6.1%**	33	**9.2%**	14	**0.0%**	0	**2.8%**	1	**0.0%**	0
No Opinion	18.7%	101	13.2%	20	16.7%	9	16.7%	6	15.7%	8
Category Totals		541		152		54		36		51

Rank Perspective   **Figure 11.5(a)**
"The publication of an annual report (on your agency's webpage) detailing agency expenditures, goals, accomplishments, and activities is a useful way to keep the pu
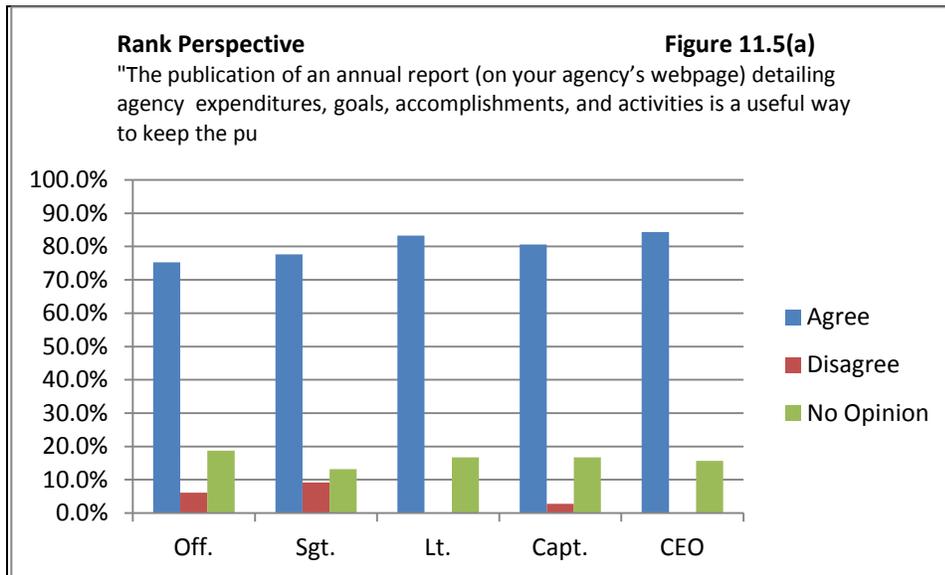
Question 11.6
This question (presented as a statement) was designed to measure agreement with the proposition that problem-oriented policing (POP) is a positive development in contemporary policing.

Agency Perspective Findings (Q11.6)
We expected to find similar responses from each agency category. However, there were some interesting variations. While municipal police (69.8%) and to a lesser degree, state troopers (58.5%) and sheriff's deputies (57.3%), were in general agreement with the proposition, there was also a lopsided pattern of ambiguity. Specifically, 41.4% of sheriff's deputies offered "no opinion," yet only 27.0% of municipal police and 27.8% of state troopers withheld an opinion (See Table 11.6 and Figure 11.6).

Agency Perspective Commentary (Q11.6)
Given the long exposure and popular applications of the POP model, we expected to find great support for this strategy among our study population. Additionally, the seemingly high number of officers, especially sheriff's deputies (41.4%), who offered "no opinion" with regard to this rather straightforward proposition, leaves us puzzled.

Table 11.6 Agency Perspective	Problem-oriented policing is a positive development in contemporary policing.					
Total Respondents: 824	State Police		Municipal Police		Sheriff's Office	
	%	#	%	#	%	#
Strongly Agree	7.3%	15	11.4%	54	7.6%	11
Agree	51.2%	105	58.4%	277	49.7%	72
Total Agree	**58.5%**	120	**69.8%**	331	**57.3%**	83
Disagree	11.2%	23	2.3%	11	1.4%	2
Strongly Disagree	2.4%	5	0.8%	4	0.0%	0
Total Disagree	13.6%	28	3.1%	15	1.4%	2
No Opinion	27.8%	57	27.0%	128	41.4%	60
Catogory Totals		205		474		145

Agency Perspective   **Figure 11.6**
"Problem-oriented policing is a positive development in contemporary policing."
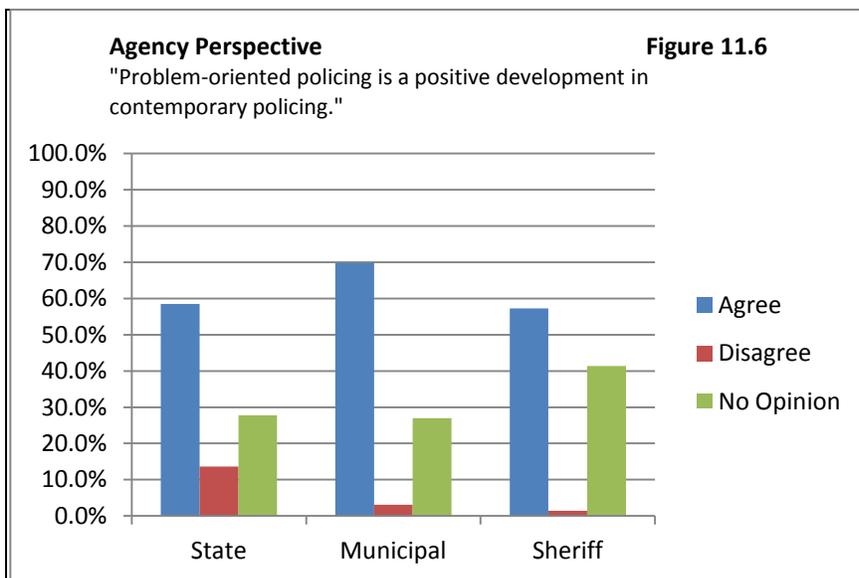
Rank Perspective Findings (Q11.6)

When this question is analyzed from a rank perspective, we find a rank-differentiated ascending pattern of agreement with the proposition that POP is a positive development in policing. For example, 61.4% of line officers, 65.1% of sergeants, 60.4% of lieutenants, 81.1% of captains, and 90.0% of chiefs/sheriffs agree with the proposition (See Table 11.6a and Figure 11.6a).

Rank Perspective Commentary (Q11.6)

Given the long exposure and popular applications of the POP model, we expected to find greater support for this strategy at the line, sergeant, and lieutenant levels. It is not that line officers, sergeants, and lieutenants are necessarily opposed to the proposition; actually they are, in greater numbers, simply offering "no opinion." This leaves us puzzled, especially when one considers the overwhelmingly positive responses to Question 11.7 presented below.

Table 11.6(a) Rank Perspective	Problem-oriented policing is a positive development in contemporary policing.								
Total Respondents:	Line Officer		Sergeant		Lieutenant		Captain & Up		Chief/Sheriff	
835	%	#	%	#	%	#	%	#	%	#
Strongly Agree	7.8%	42	6.5%	10	15.1%	8	18.9%	7	26.0%	13
Agree	53.6%	290	59.1%	91	45.3%	24	62.2%	23	64.0%	32
Total Agree	**61.4%**	332	**65.6%**	101	**60.4%**	32	**81.1%**	30	**90.0%**	45
Disagree	4.4%	24	4.5%	7	13.2%	7	0.0%	0	0.0%	0
Strong Disagree	1.5%	8	0.6%	1	0.0%	0	0.0%	0	0.0%	0
Total Disagree	**5.9%**	32	**5.1%**	8	**13.2%**	7	**0.0%**	0	**0.0%**	0
No Opinion	32.7%	177	29.2%	45	26.4%	14	18.9%	7	10.0%	5
Category Totals		541		154		53		37		50

Rank Perspective — Figure 11.6(a)

"Problem-oriented policing is a positive development in contemporary policing."
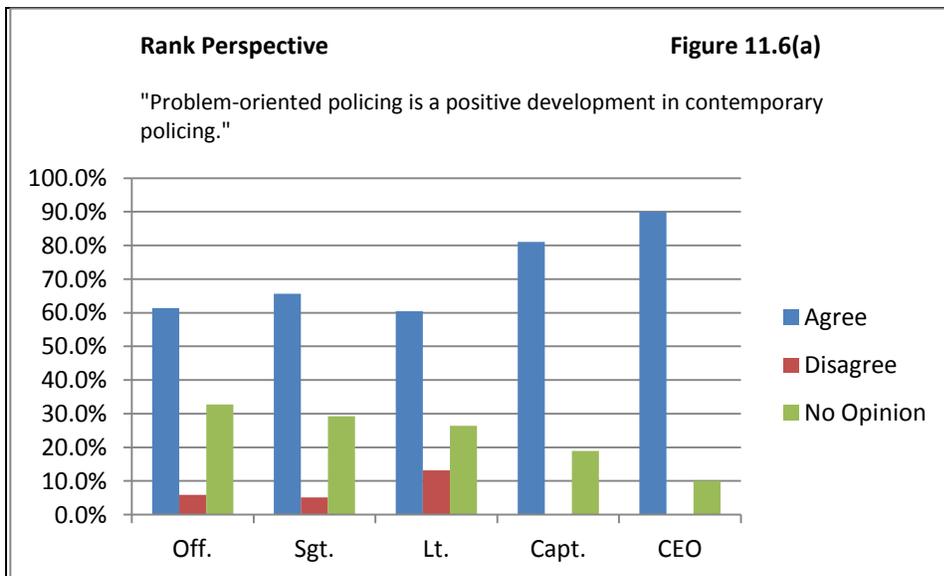
Question 11.7
This question (presented as a statement) was designed to measure agreement with the proposition that developing strategies wherein officers work directly with citizens in the community to resolve problems is a positive development in policing.

Agency Perspective Findings (Q11.7)
We expected to find similar responses from our study population, and with slight variation, we did. For example, 70.4% of state troopers, 85.6% of sheriff's deputies, and 87.5% of municipal police support the coproduction of order concept (See Table 11.7 and Figure 11.7).

Agency Perspective Commentary (Q11.7)
While support is substantially stronger within municipal police agencies and sheriff's offices compared to the State Police, responses suggest that one of the principal tenets of community policing –partnerships that support the coproduction of order– has won significant acceptance in the Oregon law enforcement community.

Table 11.7 Agency Perspective	Developing strategies wherein officers work directly with citizens in the community to resolve problems is a positive development in policing.					
Total Respondents: 826	State Police		Municipal Police		Sheriff's Office	
	%	#	%	#	%	#
Strongly Agree	11.7%	24	21.9%	104	18.5%	27
Agree	58.7%	121	65.6%	311	67.1%	98
Total Agree	**70.4%**	145	**87.5%**	415	**85.6%**	125
Disagree	4.9%	10	1.5%	7	0.0%	0
Strongly Disagree	0.0%	0	0.2%	1	1.4%	2
Total Disagree	4.9%	10	1.7%	8	1.4%	2
No Opinion	24.8%	51	10.8%	51	13.0%	19
Catogory Totals		206		474		146

Agency Perspective　　　　　　　　　**Figure 11.7**

"Developing strategies wherein officers work directly with citizens in the community to resolve problems is a positive development in policing."
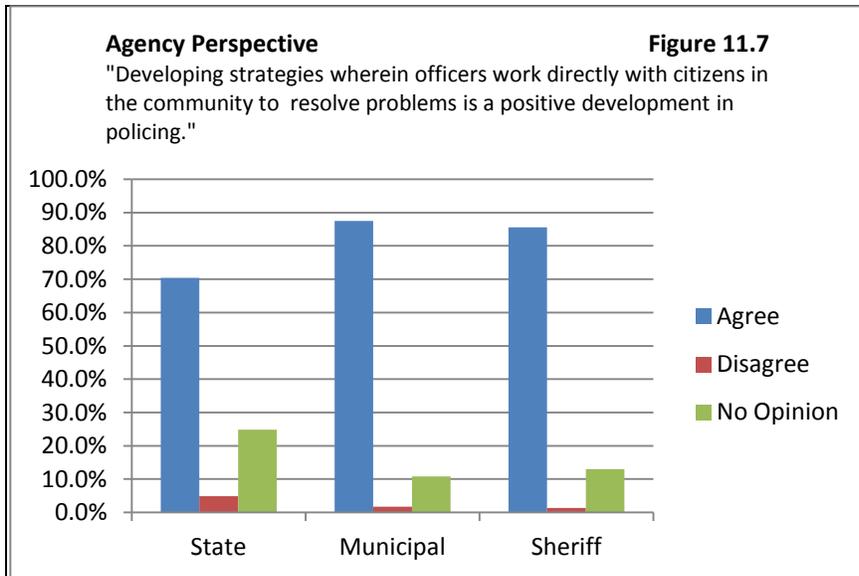
*Rank Perspective Findings (Q11.7)*

When this question is analyzed from a rank perspective, we find very strong support across the study population that partnerships supporting the coproduction of order are a positive development in policing. For example, 79.2% of line officers, 87.0% of sergeants, 86.6% of lieutenants, 92.0% of captains, and 100% of chiefs/sheriffs support the proposition (See Table 11.7a and Figure 11.7a).

Rank Perspective Commentary (Q11.7)

Given the long exposure and popular applications of strategies centered on the coproduction of order, we expected to find significant support for this concept, and we did. In fact, we see that support is quite strong at the line level (where it is most applied) and very strong within all other ranks, indicating that the "coproduction of order" tenet of community policing enjoys significant support in the Oregon law enforcement community.

Table 11.7(a) Rank Perspective	Developing strategies wherein officers work directly with citizens in the community to resolve problems is a positive development in policing.								
Total Respondents:	Line Officer		Sergeant		Lieutenant		Captain & Up		Chief/Sheriff	
837	%	#	%	#	%	#	%	#	%	#
Strongly Agree	14.2%	77	20.1%	31	23.1%	12	29.7%	11	49.0%	25
Agree	65.0%	353	66.9%	103	63.5%	33	62.3%	23	51.0%	26
Total Agree	**79.2%**	430	**87.0%**	134	**86.6%**	45	**92.0%**	34	**100.0%**	51
Disagree	2.4%	13	2.6%	4	0.0%	0	0.0%	0	0.0%	0
Strong Disagree	0.6%	3	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Total Disagree	**3.0%**	16	**2.6%**	4	**0.0%**	0	**0.0%**	0	**0.0%**	0
No Opinion	17.9%	97	10.4%	16	13.5%	7	8.1%	3	0.0%	0
Category Totals		543		154		52		37		51

Rank Perspective   **Figure 11.7(a)**
"Developing strategies wherein officers work directly with citizens in the community to resolve problems is a positive development in policing."
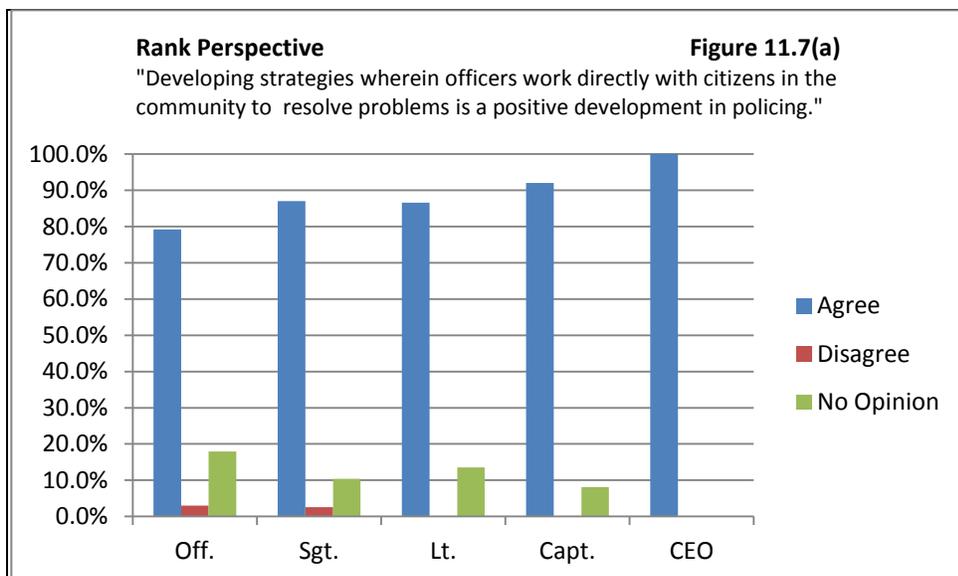
Summary

With the exception of questions 11.3 and 11.5, which prompted negative responses, the study population both from an agency perspective and rank perspective held generally positive opinions concerning the concepts presented in this section. However, due to the specific nature of questions presented in this section and the diversity of responses from both an agency and rank perspective, we have decided to forgo a summary. Instead, we refer the reader back to our agency and rank commentary for each question.

SECTION 12

PERCEPTIONS of BUDGETARY ISSUES

This section examines officer perceptions of how recent budgetary restrictions have affected their agency's service levels.

Question

12.1   Recent budgetary issues have reduced our agency's ability to provide the level of service the public expects.

Question 12.1

Agency Perspective Findings (Q12.1)

Given the current economic downturn, we expected to find similar responses from each agency category. However, this was not the case. For example, 95.6% of state troopers believe their agency's ability to provide appropriate levels of service has been reduced due to budgetary problems, while only 55.9% of sheriff's deputies and 51.0% of municipal police believe their agencies had been adversely impacted (See Table 12.1 and Figure 12.1).

Agency Perspective Commentary (Q12.1)

Little analysis is required to see that budgetary concerns are a major issue in the Oregon law enforcement community, especially with the State Police. We wonder if these concerns have tempered responses to other questions from state troopers.

| **Table 12.1**Agency Perspective	Recent budgetary issues have reduced our agency's ability to provide the level of service the public expects.					
Total Respondents: 823	State Police		Municipal Police		Sheriff's Office	
	%	#	%	#	%	#
Strongly Agree	63.4%	130	19.9%	94	21.4%	31
Agree	32.2%	66	31.1%	148	34.5%	50
Total Agree	**95.6%**	196	**51.0%**	242	**55.9%**	81
Disagree	2.0%	4	22.6%	107	20.7%	30
Strongly Disagree	0.0%	0	5.9%	28	4.1%	6
Total Disagree	2.0%	4	28.5%	135	24.8%	36
No Opinion	2.4%	5	20.3%	96	19.3%	28
Catogory Totals		205		473		145

Agency Perspective — Figure 12.1

"Recent budgetary issues have reduced our agency's ability to provide the level of service the public expects."
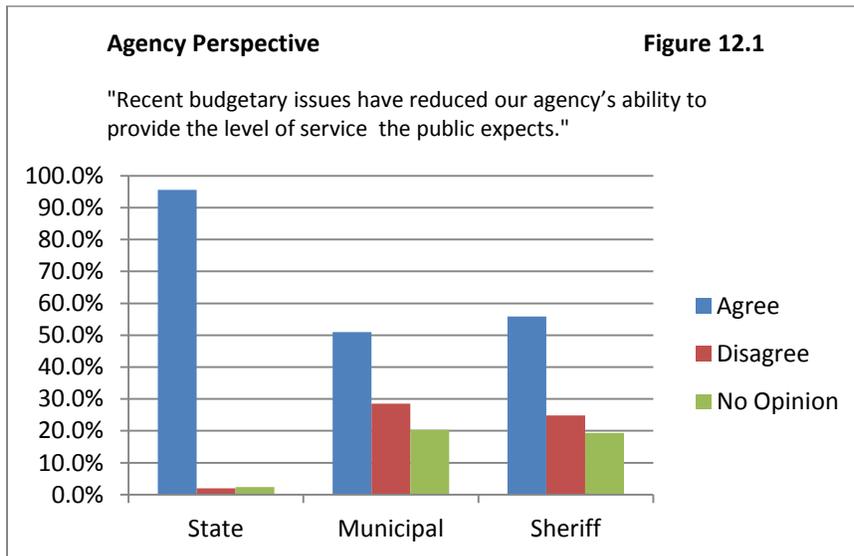
Rank Perspective Findings (Q12.1)

When this question (presented as a statement) is analyzed from a rank perspective, we find an interesting pattern of responses that generally agree with the statement. For example, 59.9% of line officers and 58.3% of captains agree that budgetary issues have influenced service levels. To a slightly greater extent, 66.2% of sergeants, 68.6% of chiefs/sheriffs, and 75.9% of lieutenants agree with this statement (See Table 12.1a and Figure 12.1a).

Given the current state of the economy and its impact on government, we expected to find considerable agreement with this statement. While the majority of our study population agreed that budgetary issues have reduced service levels, the pattern of agreement is interesting. The fact that lieutenants are most in agreement with the statement may indicate that their daily responsibilities place them at critical, and uncomfortable, decision points (e.g. reducing staffing on shifts, denying funding requests, denying day-off requests, denying transfer requests, etc.). However, this is just a guess on our part.

Table 12.1(a) Rank Perspective	Recent budgetary issues have reduced our agency's ability to provide the level of service the public expects.								
Total Respondents:	Line Officer		Sergeant		Lieutenant		Captain & Up		Chief/Sheriff
834	%	#	%	#	%	#	%	#	%	#
Strongly Agree	32.3%	174	24.0%	37	40.7%	22	13.9%	5	35.3%	18
Agree	27.6%	149	42.2%	65	35.2%	19	44.4%	16	33.3%	17
Total Agree	**59.9%**	323	**66.2%**	102	**75.9%**	41	**58.3%**	21	**68.6%**	35
Disagree	18.0%	97	18.2%	28	9.3%	5	16.7%	6	13.7%	7
Strong Disagree	4.1%	22	3.9%	6	3.7%	2	5.6%	2	3.9%	2
Total Disagree	22.1%	119	22.1%	34	13.0%	7	22.3%	8	17.6%	9
No Opinion	18.0%	97	11.7%	18	11.1%	6	19.4%	7	13.7%	7
Category Totals		539		154		54		36		51

Rank Perspective **Figure 12.1(a)**

"Recent budgetary issues have reduced our agency's ability to provide the level of service the public expects. "
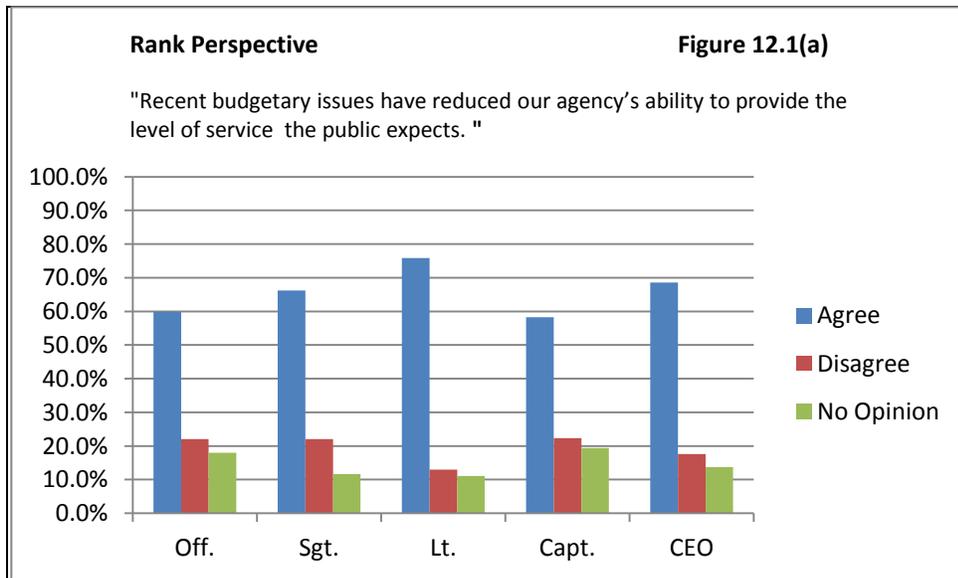
Summary

It's apparent from both an agency and rank perspective that budget reductions weight heavily on the minds of our study population.

SECTION 13

PERCEPTIONS of the PUBLIC'S OPINION of POLICING

This section examines officer perceptions of how the community views police service and police officers in general.

Questions
13.1 In general, do you think citizens in your community tend to hold favorable or unfavorable opinions of the overall quality of service provided by your agency?
13.2 In general, do you think citizens in your community tend to hold favorable or unfavorable opinions of law enforcement officers?


Question 13.1
Agency Perception Findings (Q13.1)
Agreement with this question was almost universal across the three agency categories. For example, 91.7% of state troopers, 93.9% of sheriff's deputies, and 94.1% of municipal police agreed that citizens hold favorable opinions of the service they provide (See Table 13.1 and Figure 13.1).

Agency Perception Commentary (Q13.1)
We believe these findings speak for themselves.

Table 13.1 Agency Perspective	In general, do you think citizens in your community tend to hold favorable or unfavorable opinions of the overall quality of service provided by your agency?					
Total Respondents: 829	State Police		Municipal Police		Sheriff's Office	
	%	#	%	#	%	#
Highly favorable	21.0%	43	21.3%	102	33.6%	49
Favorable	70.7%	145	72.8%	348	60.3%	88
Overall favorable	**91.7%**	188	**94.1%**	450	**93.9%**	137
Unfavorable	2.0%	4	1.9%	9	2.1%	3
Highly favorable	0.0%	0	0.2%	1	0.7%	1
Overall unfavorable	2.0%	4	2.1%	10	2.8%	4
Don't know	6.3%	13	3.8%	18	3.4%	5
Catogory Totals		205		478		146

Agency Perspective   **Figure 13.1**

"In general, do you think citizens in your community tend to hold favorable or unfavorable opinions of the overall quality of service provided by your agency? "
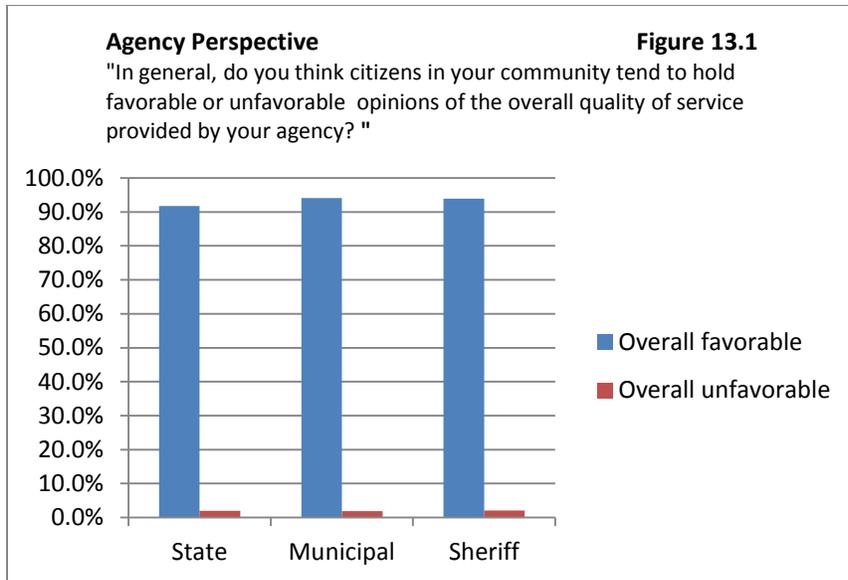
Rank Perspective Findings (Q13.1)

When this question is analyzed from a rank perspective, we again find overwhelming agreement, which tended to increase with rank. For example, 91.7% of line officers and 90.9% of sergeants believe that the public holds a favorable opinion of the service their agency provides, while 98.2% of lieutenants, 97.3% of captains, and 98.1% of chiefs/sheriffs concur (See Table 13.1a and Figure 13.1a).

Rank Perspective Commentary (Q13.1)

We believe these universally positive opinions are not only a reflection of how officers perceive the quality of services they provide, but is also evidence that they believe the public appreciates their collective work.

Table 13.1(a) Rank Perspective	In general, do you think citizens in your community tend to hold favorable or unfavorable opinions of the overall quality of service provided by your agency?								
Total Respondents:	Line officer		Sergeant		Lieutenant		Captain & Up		Chief/Sheriff	
840	%	#	%	#	%	#	%	#	%	#
Highly Favorable	21.1%	115	21.4%	33	24.1%	13	29.7%	11	41.2%	21
Favorable	70.6%	384	69.5%	107	74.1%	40	67.6%	25	56.9%	29
Total Favorable	**91.7%**	499	**90.9%**	140	**98.2%**	53	**97.3%**	36	**98.1%**	50
Unfavorable	3.1%	17	1.9%	3	0.0%	0	0.0%	0	0.0%	0
Highly Favorable	0.4%	2	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Total Unfavorable	**3.5%**	19	**1.9%**	3	**0.0%**	0	**0.0%**	0	**0.0%**	0
Don't Know	4.8%	26	7.1%	11	1.9%	1	2.7%	1	2.0%	1
Category Totals		544		154		54		37		51

Rank Perspective   **Figure 13.1(a)**
"In general, do you think citizens in your community tend to hold favorable or unfavorable opinions of the overall quality of service provided by your agency?"
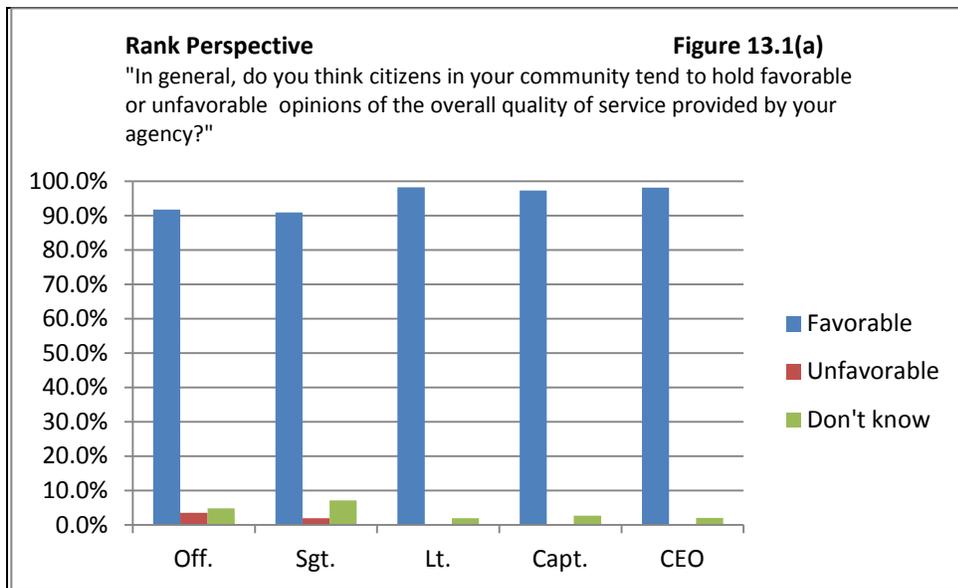
Question 13.2

In general, do you think citizens in your community tend to hold favorable or unfavorable opinions of law enforcement officers?

Agency Perspective Findings (Q13.2)

When responses to this question are analyzed from an agency perspective, we found a great deal of support for this statement, with an ascending pattern of "overall favorable" responses. For example, 70.3% of state troopers believed citizens hold favorable opinions of police officers, while 88.5% of municipal police and 91.1% of sheriff's deputies concur (See Table 13.2 and Figure 13.2).

Agency Perspective Commentary (Q13.2)

The fact that sheriff's deputies hold a 20.8 percentage-point favorable outlook advantage (regarding the public's opinion of law enforcement officers) when compared to state troopers, is interesting. This is made even more interesting if one considers that municipal police hold an 18.2 percentage-point outlook advantage. One explanation might be that most (do we have data on this? officer-citizen contacts involving state troopers are traffic enforcement related and tied to a citation, situations that often leave the citizen "unhappy." Consequently, troopers are simply expressing this reality in their answers.

Table 13.2 Agency Perspective	In general, do you think citizens in your community tend to hold favorable or unfavorable opinions of law enforcement officers?					
Total Respondents: 828	State Police		Municipal Police		Sheriff's Office	
	%	#	%	#	%	#
Highly favorable	1.5%	3	14.3%	68	18.5%	27
Favorable	68.8%	141	74.2%	354	72.6%	106
Overall favorable	**70.3%**	144	**88.5%**	422	**91.1%**	133
Unfavorable	14.6%	30	5.2%	25	2.1%	3
Highly favorable	0.5%	1	0.4%	2	0.0%	0
Overall unfavorable	15.1%	31	5.6%	27	2.1%	3
Don't know	14.6%	30	5.9%	28	6.8%	10
Catogory Totals		205		477		146

Agency Perspective   Figure 13.2
"In general, do you think citizens in your community tend to hold favorable or unfavorable opinions of law enforcement officers?"
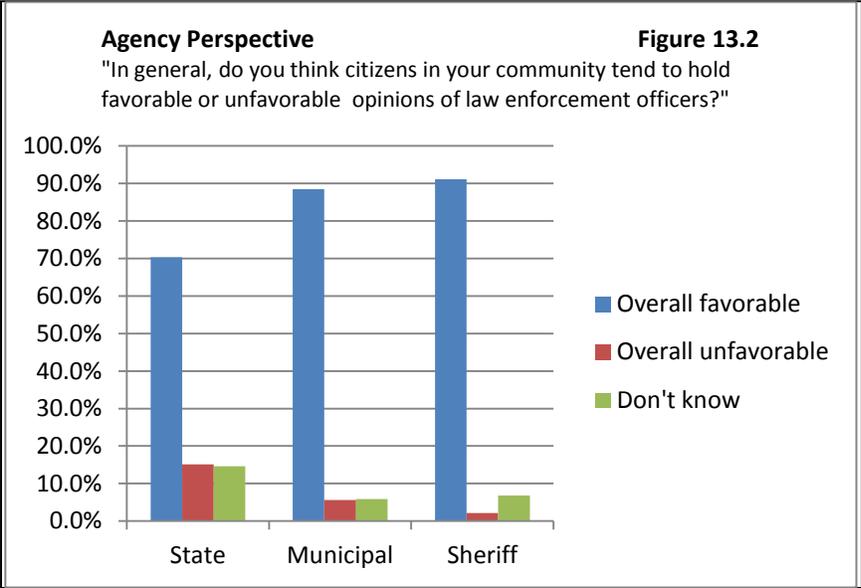
Rank Perceptive Findings (Q13.2)

When this question is analyzed from a rank perspective, we find a great deal of support for this statement, however that support is rank-differentiated, with an ascending pattern of "favorable" opinion. For example, 82.3% of line officers and 81.7% of sergeants believe citizens hold favorable opinions of police officers, while 90.7% of lieutenants, 91.9% of captains, and 92.2% of chiefs/sheriffs hold this opinion (See Table 13.2a and Figure 13.2a).

Rank Perspective Commentary (13.2)

We believe the overall strength of these perceptions indicate there is a close relationship between the public and their law enforcement community, from an officer's perspective. Importantly, considering the difficulties inherent in police work, we believe this is a testament to the professional development of Oregon law enforcement.

Table 13.2(a) Rank Perspective	In general, do you think citizens in your community tend to hold favorable or unfavorable opinions of law enforcement officers?									
Total Respondents:	Line Officer		Sergeant		Lieutenant		Captain & Up		Chief/Sheriff	
839	%	#	%	#	%	#	%	#	%	#
Highly Favorable	9.7%	53	13.7%	21	11.1%	6	18.9%	7	21.6%	11
Favorable	72.6%	395	68.0%	104	79.6%	43	73.0%	27	70.6%	36
Total Favorable	**82.3%**	448	**81.7%**	125	**90.7%**	49	**91.9%**	34	**92.2%**	47
Unfavorable	9.0%	49	7.2%	11	3.7%	2	2.7%	1	0.0%	0
Highly Favorable	0.6%	3	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Total Unfavorable	**9.6%**	52	**7.2%**	11	**3.7%**	2	**2.7%**	1	**0.0%**	0
Don't Know	8.1%	44	11.1%	17	5.6%	3	5.4%	2	7.8%	4
Category Totals		544		153		54		37		51

Rank Perspective   **Figure 13.2(a)**
"In general, do you think citizens in your community tend to hold favorable or unfavorable opinions of law enforcement officers?"
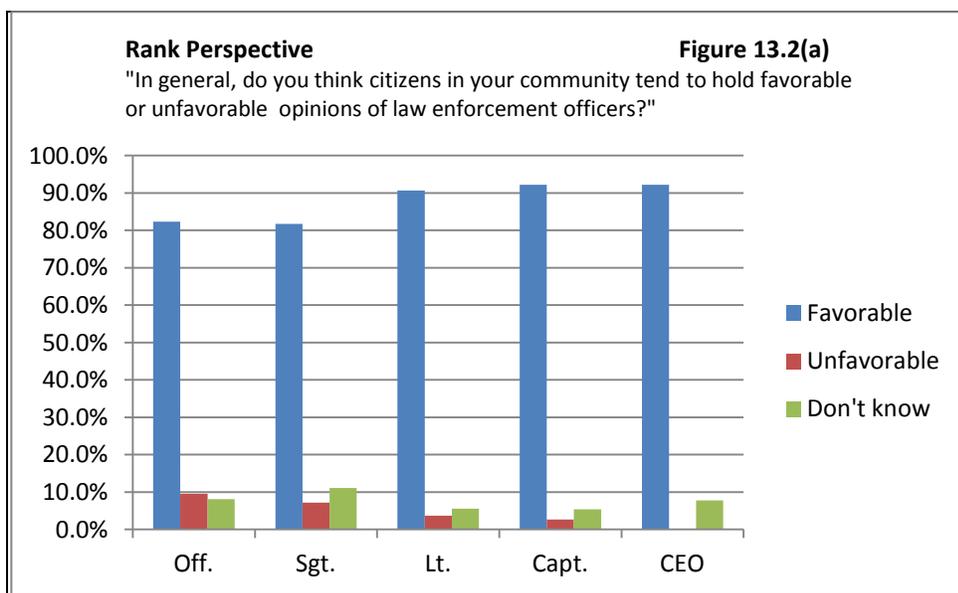
Summary

It's quite apparent that our study population believe the community holds favorable opinions of the service they provide and also favorable opinions of law enforcement officers. We believe this fosters a reciprocal cycle of good will. There is nothing better than feeling you are appreciated.

SECTION 14

PERCEPTIONS of AGENCY SERVICE

This section examines officer perceptions of the quality of service their agency provides to the community.

14.1   In general, how satisfied are you with the quality of service that your agency provides to the community?

Question 14.1

Agency Perspective Findings (Q14.1)

When this question is analyzed from an agency perspective, we find an ascending pattern of favorable opinion. For example, 73.7% of state troopers are satisfied with the quality of service provided by their agency, while 88.5% of municipal police and 91.0% of sheriff's deputies are satisfied (See Table 14.1 and Figure 14.1).

Agency Perspective Commentary (Q14.1)

While the findings fall on the positive side of the spectrum, we did not expect to find such a wide variance in overall satisfaction rates. For example, there is a 17.3 percentage-point difference between the "overall satisfaction" rates of state troopers compared to sheriff's deputies. We are not sure what factors explain the differences, but it does seem to be a pattern (See "Agency Perspective Findings" for Questions 10.1, 11.1, 11.2, 11.3, 11.7, 12.1, and 13.2).

Table 14.1 Agency Perspective	In general, how satisfied are you with the quality of service that your agency provides to the community?					
Total Respondents: 858	State Police		Municipal Police		Sheriff's Office	
	%	#	%	#	%	#
Very satisfied	9.3%	19	23.9%	144	34.2%	50
Satisfied	64.4%	132	64.6%	308	56.8%	83
Overall satisfied	**73.7%**	151	**88.5%**	452	**91.0%**	133
Dissatisfied	11.7%	24	4.2%	20	4.8%	7
Very dissatisfied	0.5%	1	0.0%	0	0.7%	1
Overall dissatisfied	12.2%	25	4.2%	20	5.5%	8
No Opinion	14.1%	29	7.3%	35	3.4%	5
Catogory Totals		205		507		146
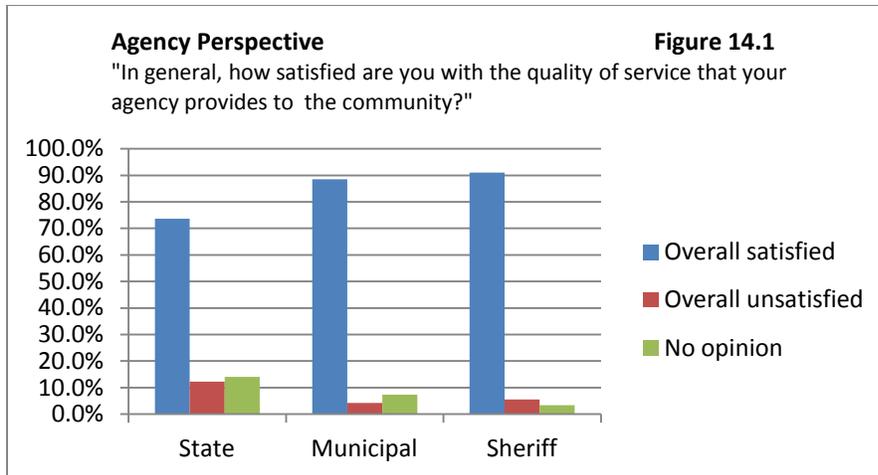
Agency Perspective   **Figure 14.1**

"In general, how satisfied are you with the quality of service that your agency provides to the community?"

Rank Perspective Findings (Q14.1)

When this question is analyzed from a rank perspective, we find remarkably similar satisfaction levels across the ranks. For example, 83.6% of line officers and 83.4% of lieutenants were satisfied with the quality of their agency's service, while 88.3% of sergeants, 89.2% of captains, and 92.2% of chiefs/sheriffs were satisfied (See Table 14.1a and Figure 14.1a).

Rank Perspective Commentary (Q14.1)

We expected to find high levels of satisfaction with the quality of service provided by agencies at all ranks, and we did. While there is always room for improvement (see the "dissatisfied" numbers), it seems that the vast majority of officers are very satisfied with the service provided by their agency.

Table 14.1(a) Rank Perspective	In general, how satisfied are you with the quality of service that your agency provides to the community?								
Total Respondents:	Line Officer		Sergeant		Lieutenant		Captain & Up		Chief/Sheriff	
839	%	#	%	#	%	#	%	#	%	#
Very Satisfied	21.2%	115	22.1%	34	24.1%	13	18.9%	7	31.4%	16
Satisfied	62.4%	339	66.2%	102	59.3%	32	70.3%	26	60.8%	31
Total Satisfied	**83.6%**	454	**88.3%**	136	**83.4%**	45	**89.2%**	33	**92.2%**	47
Dissatisfied	6.4%	35	5.8%	9	13.0%	7	0.0%	0	3.9%	2
Very Dissatisfied	0.4%	2	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Total Dissatisfied	**6.8%**	37	**5.8%**	9	**13.0%**	7	**0.0%**	0	**3.9%**	2
No Opinion	9.6%	52	5.8%	9	3.7%	2	10.8%	4	3.9%	2
Category Totals		543		154		54		37		51

Rank Perspective   **Figure 14.1(a)**

"In general, how satisfied are you with the quality of service that your agency provides to the community?"
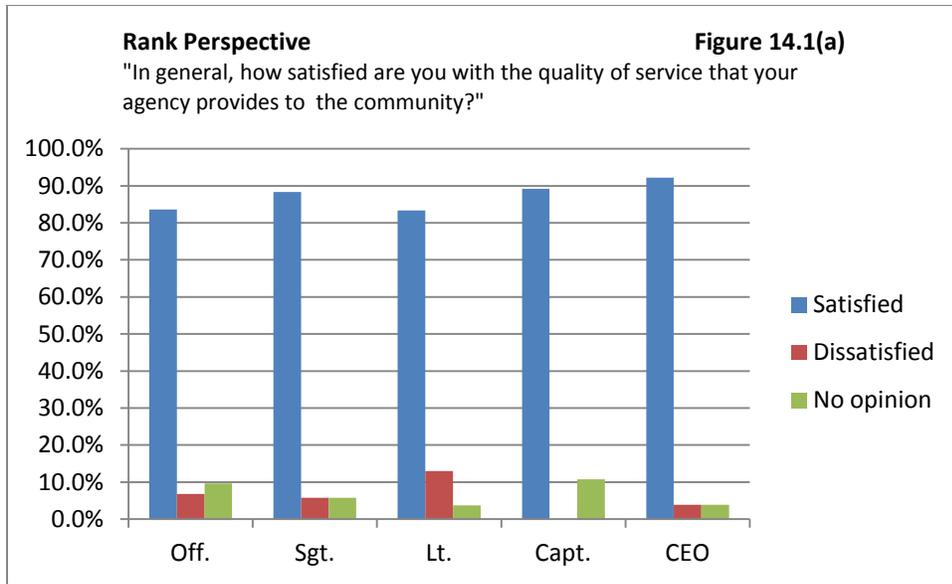
Summary

While the findings fall on the positive side of the spectrum, there is certainly a difference between the "overall satisfaction" rates of state troopers compared to sheriff's deputies and to a lesser degree municipal police. Yet, the vast majority of officers are very satisfied with the service provided by their agency.