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The Measurement of Police Integrity

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Final Report to the National Institute of Justice
NIJ Grant # 95-IJ-CX-0058
"The Cross Cultural Study of Police Corruption"
August 1997

The opinions expressed in this report are those of the authors and do not necessarily reflect the policies or positions of the National Institute of Justice or of the United States Department of Justice.

ABSTRACT

Contemporary understandings of the nature of police corruption emphasize the impact of four factors on the occupational culture of police agencies: agency rulemaking; corruption control techniques, the police "Code of Silence," and the pressures placed upon police agencies by the social and political environment in which they operate. The product of these factors is an occupational/organizational culture that tolerates - to one degree or another - certain types and levels of corruption. Just as it is the case that the objective of enlightened police management is to create an occupational environment that is intolerant of corruption, the measurement of police integrity involves the measurement of the extent to which the occupational culture of policing is prepared to tolerate misconduct in its midst. Measuring this level of tolerance involves measuring how serious officers regard certain types of corruption, the extent to which the administration is prepared to punish it, the extent to which officers support punishment of it, and their willingness to report incidents of it when they come to their attention.

National samples of 1649 Croatian police officers from 41 different police stations and 3235 U.S. Police officers from 30 different police agencies were surveyed with an instrument designed to measure their perceptions of the ***seriousness*** of misconduct, the extent to which they support ***agency discipline*** of it, and their ***willingness to report*** it. We find that these measures, all of which are different measures of the tolerance/intolerance of corruption, are highly correlated within and between both countries. These findings confirm the thesis that all three measures, seriousness, support for discipline, and willingness to report are different aspects of the same phenomenon and may suggest that there is a common understanding of the hierarchy of the seriousness of corruption in both countries. Be that as it may, the occupational culture of policing in Croatia differs from that in the U.S. in the extent to which it is prepared to tolerate corruption. In general, Croatian police officers find the types of misconduct we asked about in our survey to be less serious than U.S. police officers. As well, they expected less severe discipline for such misconduct than U.S. officers and were prepared to support far less discipline for most misconduct than their U.S. counterparts. In both countries a police code of silence exists but grows weaker as the misconduct it covers becomes more serious. In absolute terms the "Code of Silence" is generally far stronger in Croatia than in the United States, though there are individual U.S. agencies in which the Code is extremely strong.

While the capacity to measure the extent to which the occupational culture of policing tolerates corruption makes possible the cross-cultural and international comparison of police agencies, an equally important consequence is its ability to provide an individual agency with a profile of the contours of its own occupational culture. Such "Integrity Profiles" were prepared for all of the 30 U.S. police agencies that participated in the survey. Each agency's integrity profile can be described by computing its relative scores on the six seriousness, discipline, and willingness to report questions. This presents a portrait to each agency of where it stands on these integrity dimensions relative

to other U.S. police agencies. Although this is the first time we are aware of that anyone has attempted to measure police integrity in a standardized, quantitative way, and the first time anyone has attempted to make standardized, quantitative cross-cultural comparisons, other ways of constructing similar types of scales based upon different integrity scenarios are, of course, possible. Further experimentation is encouraged, particularly the addition of a dimension to the survey that seeks to measure the influence of the social and political environment on integrity.

Finally, it bears emphasis that while the instrument we have created can describe the integrity profile of a police agency and the contours of its occupational culture with respect to corruption, it says nothing about ***how*** to go about making positive changes in officer perceptions of the seriousness of corruption, their support for punishment of it, or their willingness to report it. It should also be added that integrity is but one dimension of a police agency's occupational culture, albeit an important one, and by no means the only dimension of importance.

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1. 0 Introduction

By virtue of the fact that policing is a highly discretionary, coercive activity that routinely takes place in private settings, out of the sight of supervisors, and before witnesses who are often regarded as unreliable, it is, as the history of virtually every police agency in the world bears testimony, an occupation that is ripe with opportunities for misconduct of many types.[1] One type of misconduct, corruption - the abuse of police authority *for gain* - has been particularly problematic.[2] Contributing to the difficulties of controlling corruption is not only the reluctance of police officers to report corrupt activities of their fellow officers - a phenomenon sometimes identified as *The Code* or the *Blue Curtain*[3] - and the reluctance of police administrators to admit the existence of corruption, but also the fact that the typical corrupt transaction benefits the parties to it and thus leaves no immediate victim/complainant to report or call attention to it.

Until relatively recently, at least in the United States, the administrative view of corruption was to see it as largely reflective of the moral defects of individual police officers[4] and to fight corruption by carefully screening applicants for police positions, pursuing defective officers aggressively, and removing them from their police positions before their behavior spread throughout the agency. Sometimes referred to as the "bad

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[1]Histories of police that document the abiding prevalence of corruption are too numerous to list here. The most thorough scholarly explorations of the temptations to corruption in contemporary policing include G. Marx, *Surveillance* (Cambridge: Harvard University Press, 1991); M. Punch, *Conduct Unbecoming: The Social Construction of Police Deviance and Control* (London: Tavistock, 1986); P.K. Manning and L. Redlinger, "The Invitational Edges of Police Construction," in C. Klockars and S. Mastrofski (Eds.) *Thinking about Police* (New York: McGraw Hill, 1993) pp. 398-412; and J. Rubinstein, *City Police* (New York: Ballinger, 1973).

[2]The *for gain* dimension of corruption typically distinguishes it from other forms of police misconduct such as brutality. There is, however, debate over whether the definition of police corruption should include various forms of the use of police authority for police political, organizational, or strategic gain. See C. Klockars and S.Mastrofski (Eds,) *op. cit.*; C. Klockars, *Thinking about Police* (New York: McGraw-Hill, 1983); L. Sherman, *Scandal and Reform* (Berkeley: Univ. Of California Press, 1978); H. Goldstein, *Policing a Free Society* (Cambridge: Ballinger, 1977), and H. Goldstein, *Police Corruption: Perspective on its Nature and Control* (Washington, DC: The Police Foundation, 1975).

[3]See W.K. Muir, *Police: Streetcorner Politicians* (Chicago: University of Chicago Press, 1977) and E. Stoddard in C. Klockars (ed.) *op. cit.*

[4]The capacity to predict police integrity from psychological testing is extremely limited: J.E. Taller and LD. Hinz, *Performance Prediction of Public Safety and Law Enforcement Personnel* (Springfield, Ill: C. Thomas, 1990); E.J. Delattre, *Character and Cops* (Washington, D.C.: The American Enterprise Institute, 1989); J. Malouff and N.S. Schutte, "Using Biographical Information to Hire the Best New Police Officers," (1980) *Journal of Police Science and Administration* 14: 256-67; R.E. Daley, "The Relationship of Personality Variables to Suitability for Police Work," (1980) *DAI* 44:1551-69.

apple" theory of police corruption, it has been subject to severe criticism in recent years.[5]

Although high quality research on corruption is severely limited,[6] contemporary approachesstress the importance of four dimensions of corruption that go beyond the understanding of corruption as a problem of the moral defects of individual "bad-apple" police officers. Unlike the individualistic approach to police corruption, each of these four dimensions is profoundly social and organizational in nature.

1.1 Organizational Rules

The first of these dimensions is organizational rules and the manner in which they are made, communicated, and understood. In nations in which police are highly decentralized (e.g., the United States) police organizations differ markedly in what they officially prohibit as corrupt behavior.[7] This is particularly true of marginally or *mala prohibita* corrupt behavior such as off-duty employment, receipt of favors, gratuities, small gifts, free meals, and discounts. The problem is further complicated by the fact that in many agencies, while official policy formally prohibits such activities, the ***agency's*** unofficial policy, supported firmly but in silence by supervisors and administrators, is to permit and ignore such behaviors provided that they are limited and conducted discretely.

1.2 Corruption Control Techniques

The second organizational dimension of corruption is the whole range of activities police agencies employ to prevent and control it. These include, but are not limited to education in ethics, proactive and reactive corruption investigation, integrity testing, and the general deterrence of corruption through the discipline and punishment of offenders. The extent to which these and other organizational anti-corruption techniques are employed varies greatly among agencies.

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[5]The analytical assault on the understanding of corruption as a problem of individually defective police officers was begun by Goldstein in *op. cit. (1975)* and continued in Goldstein, *op. cit.* (1977). It has, however, taken more than a decade for most U.S. police agencies to embrace and begin to act upon Goldstein's pioneering analysis.

[6]Spurred at least in part by the national attention given to a corruption scandal in New York City , documented in *The Knapp Commission Report on Police Corruption* (New York: George Brazillier, 1972), the 1970's produced a substantial number of serious studies of police corruption. Since 1980, scholarly attention to police corruption has been minimal, reflecting, at least in part, a shift in both public interest and federal funding priorities. This change in research activity occurred despite the fact that the spread of drug usage during the 1980's created tremendous new opportunities for corruption. See D.L. Carter, "Drug-Related Corruption of Police Officers: A Contemporary Typology" (1990) Journal of Criminal *Justice* 18: 88-98.

[7]R.J. McCormack, *Corruption in the Subculture of Policing: An Empirical Study of Police-Officer Perceptions*. (1986) Unpublished Ph.D. Dissertation. See also Muir, *op. cit.*

1.3 The Code

The third organizational dimension of corruption has already been mentioned. It is "The Code" or the "Blue Curtain" - the informal prohibition in the occupational culture of policing against reporting the misconduct of fellow police officers. Three features of the Code bear emphasis here:

First, exactly *what* behavior is covered by the Code varies *enormously* among police agencies. In some agencies it may cover only relatively low-level corruption; in others it may cover corruption of even the most serious degree. Second, the Code not only differs in the type of behavior it covers but also differs with respect to *whom* the benefits of its coverage are extended. In some agencies the Code is largely limited to police *partners* who enjoy *vis a vis* one another, a testimonial immunity that police liken to traditionally privileged relationships between husband and wife, physician and patient, or attorney and client. In other departments the benefits of the Code may be extended to all police officers, even those employed by other agencies. Third and finally, both who and what the Code covers can vary substantially not only *between but within* police agencies. Particularly in large police agencies the occupational culture of integrity can vary substantially between precincts, task forces, and work groups. Drug enforcement units can, for example, share a very different code from traffic, juvenile, or patrol units.

While most police administrators probably understand that circumscribing both whom and what the Code covers should be an administrative priority,[8] the Code develops in virtually every police agency as a response to the punitive orientation of the quasi-military police administrative system. Put too simplistically, quasi-military police administration works, to the extent it works, by creating hundreds and sometimes thousands of rules and punishing deviations from those rules severely. It is a sociological inevitability that under such administrative and organizational conditions some form of the Code will evolve.[9]

1.4 The Influence of Public Expectations on Police Integrity

The fourth and final dimension of police corruption to which contemporary police theory gives emphasis is the influence of the social and political environment in which

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[8]T. Barker and R.O. Wells. "Police Administrator's Attitudes toward Definition and Control of Police Deviance" *FBI Law Enforcement Bulletin.* (1982) 51 (4): 8-16.

[9]On this and other unfortunate consequences of the quasi-military organization of police see E. Bittner, *The Functions of Police in Modern Society* (Chevy Chase, MD: NIMH, 1970) and *Aspects of Police Work* (Boston: Boston University Press, 1990); C.B. Klockars, *The Idea of Police* (Newbury Park, CA: Sage, 1985); T. Jefferson, *The Case against Paramilitary Policing* (Milton Keynes, England: Open University Press, 1990); D. Guyot, *Policing as though People Matter* (Philadelphia: Temple University Press, 1991).

police institutions, systems, and agencies operate.[10] Even within the same country, as United States history illustrates, there are areas with long and virtually uninterrupted traditions of police corruption (e.g. Chicago, New Orleans, Key West), equally long traditions of minimal corruption (e.g. Milwaukee, Kansas City), and still others that have undergone repeated cycles of scandal and reform (e.g. New York, Philadelphia). From such histories we may conclude not only that public expectations about police integrity exert vastly different pressures on police agencies in different areas but also that public pressures toward corruption may be successfully resisted.

2.0 Conceptual and Methodological Issues in the Study of Police Corruption

It is, of course, possible to bring many types of theory to the study of police corruption. It is probably the case that what we have referred to above as the "Bad Apple" theory of police corruption has survived for so long because it offers certain powerful organizational and institutional benefits. By conceiving of corruption as a problem of individually defective officers, it provides not only an attractive explanation for the cause of corruption but also an obvious program for its cure. It offers the intrinsically appealing conclusion that corrupt officers are morally, psychologically, or constitutionally different from other police officers (including their accusers). Moreover, it follows that the cure for corruption consists of efforts to screen out such defective officers at the entry level, pursue those who escape that screening or "go bad" later in their careers, and, as they are discovered, quickly weed them out of the organization, lest they corrupt other officers. While there is little argument against either the careful screening of applicants or the vigilant pursuit of corrupt officers, this individualistic understanding of corruption tends to relieve police administrators from responsibility for their own corruption-relevant decision making, training, and education as well as their management of the influence of the political and social environment on corruption.

This is not to say that police administrators and police supervisors are unaware of the influence of these factors on corruption. They are and they deal with them regularly. The problem is that an individualistic conception of corruption not only makes it extraordinarily difficult to talk about such matters but fails to guide or assist administrators in corruption-related decisions. This is in large part because the problem of corruption conceived of as a problem of morally defective individuals and insufficiently effective mechanisms of detection serves to discourage the mature discussion and analysis of the

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[10]Although this understanding is the tacit assumption of virtually all historical studies of police, it received, to our knowledge, its first systematic exploration by A.J. Reiss, Jr. and D.J. Bordua in "Environment and Organization: A Perspective on the Police" in D. Bordua, *The Police: Six Sociological Essays* (ed.) (New York: John Wiley, 1967) and in A.J. Reiss, Jr. , *The Police and the Public* (New Haven: Yale University Press, 1971). The specific application of these principles to police corruption was first advanced by Goldstein in his *Police Corruption* (1975) and later in his *Policing a Free Society* (1977). Both points inform the recent Croatian publication by J.Sintic (ed.) *Uloga policije u demokratskom drustvu* (The Role of the Police in Democratic Society) (Zagreb: Ministry of the Interior: 1995).

problem.

By contrast, the organizational/occupational culture theoretical approach outlined above mobilizes a perspective with a variety of fortuitous consequences. The first is that many of the theoretical questions and issues that emerge from such an approach are of direct relevance to practical police administration. For example, the corruption theory advanced above maintains that there is a direct relationship between the punitive orientation of the quasi-military police administrative system and the abiding presence of the Code in the occupational culture of policing. Sociologically, one might predict that the more punitive the administrative orientation is perceived to be by line police officers, the stronger the Code will be as well.

Police administrators are, however, sharply divided over the perception of administrative punitiveness they wish to encourage. Some seek to cultivate a reputation for administrative fairness in discipline and empathy for the line police officer's lot. They believe that such a reputation will encourage loyalty to the agency, enhance respect for the administration, and diminish the perceived need for the Code as a mechanism of defense. In contrast, other police administrators believe in the virtue of developing a fearsome disciplinary reputation. They argue that the way to circumscribe the Code is to make the cost of adhering to it extremely high. It is possible that both strategies are effective, that neither is, or that one is superior to the other. These are empirical questions about which, at present, we have no systematic empirical evidence.

Questions and problems of this sort lead to the second virtue of contemporary organizational/occupational-culture theories of corruption: their amenability to empirical study. Corruption is extremely difficult to study in a direct, quantitative, empirical manner. Because most corruption incidents are never reported or recorded, official data on corruption are better regarded as a measure of police agency anti-corruption activity than the actual level of corruption. Police officers are unlikely to be willing to candidly report their own or other's corrupt activities, even in the face of assurances of confidentiality by researchers.

In contrast to these limitations on direct study, the major propositions of the organizational/occupational culture approach to corruption are questions of *fact* and *opinion* that can be explored directly and without anything like the resistance that direct inquiries about corrupt *behavior* are likely to provoke. It is, for example, possible to ask factual questions about officers' *knowledge* of agency rules and questions of officers'*opinions* about the seriousness of their violation, the punishment they deserve or are likely to receive, and their estimates of the willingness of officers to report such behavior without asking them directly about their own or others' corrupt *behavior.*

Finally, we should make absolutely explicit the very different goals and visions of individualistic versus occupational/organizational culture approaches to the understanding

of corruption and integrity. The individualistic approach envisions the police agency of integrity to be one from which all of the defective individual officers have been removed and in which the agency remains vigilant in preventing their entry or emergence. By contrast, the occupational/organizational culture approach envisions the police agency of integrity to be one in which the culture of the agency is intolerant of corruption. Methodologically, the consequences of these different visions are, of course, critical. Measuring the absence of morally defective police officers and agency vigilance in their discovery may not be impossible, but the obstacles to it are enormous. Measuring how seriously officers regard misconduct, how willing they are to support punishment of it, and how willing they are to tolerate it in silence is well within the capacities of modern social science. It is, in fact, the objective of the research effort we will now begin to report.

3.0 The Research Design

In April of 1995 we designed and pretested a questionnaire that sought to accomplish two ends. First, it sought to answer in a systematic, standardized, quantitative manner six questions that are crucial to both an organizational/occupational-culture theory of police corruption and practical police administration:

1. What is the level of knowledge of organizational rules governing corruption?
2. How strongly does the occupational culture condemn the behavior that those rules prohibit?
3. What punishment is expected for violating those rules?
4. To what extent does the occupational culture support punishment for their violation?
5. To what extent does the Code shield officers who violate those rules?
6. To what extent do the views of individual police officers depart from the norms of the occupational culture?

Our second aspiration in designing our questionnaire was to do so in a manner that would permit its administration cross-culturally. We wished to answer the above six questions for the police of an entire nation or region as well as an individual police agency. This aspiration presented some interesting design problems that we shall discuss in some detail below.

To accomplish both ends we designed a questionnaire that presented eleven brief scenarios (reproduced in Figure 1 below), describing practices that would be recognizable to police in any modern, industrial society. Included in these eleven scenarios were nine that described behavior generally regarded as corrupt, one that described an incident of intentional use of exessive force, and another that described a behavior--conducting an off-duty, security system business– that is permitted by policy in some police agencies and prohibited in others.

We did not attempt to describe in these eleven case scenarios the full range of possibilities of police corruption. Our major concerns in the design of the scenarios were to offer scenarios that would/could be described briefly, represented a range of severity, and would constitute a believable temptation to patrol officers. We intentionally excluded corruption scenarios that involved high level administrators, special units, sting operations, and other areas and types of policing that we could not be confident were common to the experience of all of our respondents.

Respondents were asked seven questions about each of these scenarios. The questions (which appear in Figure 2 below) were designed to provide answers to the seven questions posed in the discussion of the research design above.

It should be noted that six of the questions may be divided into pairs, each of which appears to ask about a different dimension of an agency's occupational culture. Questions 1 and 2 ask about ***seriousness***; questions 4 and 5 ask about appropriate and expected ***discipline;*** and questions 6 and 7 ask about the Code or ***willingness to report*** misconduct. However, while it is true that at one level each of these pairs of questions asks about a different aspect of the agency's occupational culture in a manner consistent with the occupational culture approach outline above, at another level each of these six very different questions may be seen as asking the same basic question.

3.1 The Fundamental Measurement Question

That basic question, common to all six questions, is *what is level of tolerance for corruption in the organizational and occupational culture of the agency?* All of the questions ask that fundamental question while trying to control for the phenomenon of "ego defense." When one asks respondents about behavior that is less than admirable, there is a tendency to offer answers that defend the ego of the respondent. If one gives respondents the opportunity to report their own opinions on such behavior as compared with those of colleagues or peers, they are likely to report that they are morally superior to others in their views on such matters. Moreover, while ego defense suggests that officers may exaggerate their own reported intolerance of corruption, their interest in having their agency "look good" to researchers or to supervisors might also advise them to exaggerate the extent to which other officers in the agency are intolerant of corruption.

These motives are, at least in part, reversed, if the question of the extent to which corruption is tolerated is asked in terms of the willingness to punish it. While "ego defense" and "agency image" might advise officers to exaggerate what they believe to be appropriate punishment. However, doing so runs the risk of calling down upon one's head a level of punishment that is disproportionately severe. While defense of ego or promotion of image may advise exaggerating support for severe punishment, self-defense advises officers to understate the punishment they would endorse.

Figure 1: Corruption Case Scenarios

Case 1. A police officer runs his own private business in which he sells and installs security devices, such as alarms, special locks, etc. He does this work during his off-duty hours.

Case 2. A police officer routinely accepts free meals, cigarettes, and other items of small value from merchants on his beat. He does not solicit these gifts and is careful not to abuse the generosity of those who give gifts to him.

Case 3. A police officer stops a motorist for speeding. The officer agrees to accept a personal gift of half of the amount of the fine in exchange for not issuing a citation.

Case 4. A police officer is widely liked in the community, and on holidays local merchants and restaurant and bar owners show their appreciation for his attention by giving him gifts of food and liquor.

Case 5. A police officer discovers a burglary of a jewelry shop. The display cases are smashed and it is obvious that many items have been taken. While searching the shop, he takes a watch, worth about two days pay for that officer. He reports that the watch had been stolen during the burglary.

Case 6 A police officer has a private arrangement with a local auto body shop to refer the owners of the cars damaged in the accidents to the shop. In exchange for each referral, he receives a payment of 5% of the repair bill from the shop owner.

Case 7. A police officer, who happens to be a very good auto mechanic, is scheduled to work during coming holidays. A supervisor offers to give him these days off, if he agrees to tune-up his supervisor's personal car. Evaluate the SUPERVISOR'S behavior.

Case 8. At 2 A.M. a police officer, who is on duty, is driving his patrol car on a deserted road. He sees a vehicle that has been driven off the road and is stuck in a ditch. He approaches the vehicle and observes that the driver is not hurt but is obviously intoxicated. He also finds that the driver is a police officer. Instead of reporting this accident and offense he transports the driver to his home.

Case 9. A police officer finds a bar on his beat which is still serving drinks a half hour past its legal closing time. Instead of reporting this violation, the police officer agrees to accept a couple of free drinks from the owner.

Case 10. Two police officers on foot patrol surprise a man who is attempting to break into an automobile. The man flees. They chase him for about two blocks before apprehending him by tackling him and wrestling him to the ground. After he is under control both officers punch him a couple of times in the stomach as punishment for fleeing and resisting.

Case 11. A police officer finds a wallet in a parking lot. It contains the amount of money equivalent to a full-day's pay for that officer. He reports the wallet as lost property, but keeps the money for himself.

Figure 2 - Case Scenario Assessment Options

1. How serious do YOU consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

2. How serious do MOST POLICE OFFICERS IN YOUR AGENCY consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

3. Would this behavior be regarded as a violation of official policy in your agency?

Definitely not				Definitely yes
1	2	3	4	5

4. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think SHOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

5. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think WOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

6. Do you think YOU would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

7. Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

Finally, in the two questions about the "Code," (questions six and seven) officers may again see some ego defense in reporting that they would not tolerate certain types of misconduct in silence. However, it is important to remember that the Code is a moral

code and ego defense can be achieved in some environments by standing up against misconduct while in others it can be purchased by showing that one is not a "snitch." It is a distinct possibility that in agencies with weak codes of silence, ego defense and agency image will encourage officers to exaggerate their willingness to report. In contrast, in agencies with very strong codes ego defense and self image may advise minimizing their willingness-to-report responses.

Understanding these six different questions as asking the same phenomenon and understanding that each of the six answers has error properties that tend to offset or counterbalance one another, invites an extremely powerful research strategy. Employing multiple measurements of the same thing, each of which has different and countervailing error properties, is a long standing strategy in the measurement of complex or subtle social phenomena.

3.2 *Issues in the Cross-Cultural Measurement of Corruption*

Because we sought to use this questionnaire in cross-cultural applications, special attention was given to creating case scenarios that were as near as possible culturally-neutral in the sense that they would describe situations familiar to citizens and represent equivalent acts in any modern industrial society.

The first problem that a study of corruption (police abuse of authority *for gain*) faces in achieving cultural neutrality of this kind is the different meaning of money in different cultures. A bribe of $50 U.S. has a clearly different meaning to a U.S. police officer who earns $40,000 per year and an Eastern European police officer who earns the annual equivalent of $4,000 U.S. Conversion of U.S. currency to the currency of some other nation at prevailing exchange rates does not solve this problem as the stimulus of a $50 U.S. bribe will be different in the economic life of each officer.

In the scenarios we created that involved monetary, gain we attempted to resolve this problem by expressing the gain in terms of some local value equivalent. In Case 3 we describe the value of a bribe for ignoring a speeding violation as worth one half the value of the fine. In Case 5 we describe the value of a watch taken in an opportunistic theft as worth about two days pay. Similarly, we describe in Case 6 an auto-repair kickback scheme as producing a reward for the officer of 5% of the value of the repair.

In addition, in Case 4 we avoided specific mention of occasions that in the U.S. and some other cultures are occasions for gift-giving to police. Instead of "Christmas" we used "holiday" on the assumption that respondents in nations without a dominant Christian tradition (e.g. Israel, Turkey) may still have holidays on which gift-giving to police is not uncommon.

While the above modifications in our scenarios attempted to make them, as near as possible, "culturally neutral," we found that even our best efforts at picking culturally

common opportunities came up short. For example, we found that in attempting to translate our scenarios for distribution to a sample of police officers in India, both Case 7 and Case 8 had to be modified to reflect the fact that virtually no line police officers in India earned enough to own a car. (We substituted motorbikes.) Similarly, in Poland, bars are not subject to closing hours. In our Polish survey, the analysis of which is still ongoing and not discussed in this report, we changed the offense from a late closing to serving underage drinkers - an offense that is taken quite seriously in Poland though it is widely ignored elsewhere in Europe.

The most difficult cross-cultural problem we faced was not, however, in removing culturally-loaded content from the scenarios, but in deciding what options to offer in response to the questions: "What discipline, if any, do you think the above behavior *should* receive?" and "What discipline, if any, do you think the above behavior *would* receive?"

It was our initial hope that we could offer the same six disciplinary options (none, verbal reprimand, written reprimand, period of suspension without pay, demotion, dismissal) we offered to all of our U.S. respondents to respondents from other countries. Doing so would have made it possible to directly compare levels of both appropriate and expected punishment across cultural and national lines. However, we soon found that other countries commonly offered disciplinary options that were either uncommon in the U.S. (fines) or that failed to offer disciplinary options that were common in the U.S. (demotion).

This posed a dilemma. If we offered respondents from other countries with different disciplinary options the same options we offered to U.S. respondents, we could defend their "discipline *should* receive" answers as speculative and hypothetical. However, what could be said of their answers about discipline that *would be* received? The question could force respondents to offer nonsensical responses.

Our resolution of this problem was to forgo any attempt to make the disciplinary scales identical for all countries surveyed, either in their content or in the number of options offered. In our Croatian survey for instance, we offered respondents five-options (1=NONE, 2=PUBLIC REPRIMAND, 3=FINE, 4=SUSPENSION WITHOUT PAY and 5=DISMISSAL.) as opposed to the six options we offered our U.S. respondents. One of these options, "public reprimand" was unique to the Croatian system; another, fine, was rarely used in the U.S.; and two common U.S. disciplinary options, verbal reprimand and demotion, were eliminated from the Croatian survey.

4.0 The Survey Samples

At present the survey instrument has been administered to four different groups of police officers, one in Croatia, one in Slovenia, one in Poland, and one in the United States. We have also surveyed U.S., Slovenian, and Croatian college students and police academy students. The civilian, police academy, Polish and Slovenian surveys are

currently under analysis and will not be discussed in this report.

4.1 The Sample of Croatian Police Officers

The sample of Croatian police officers is a stratified national sample that includes a substantial proportion of police officers in the entire country. As the actual number of Croatian police officers is secret, we are not at liberty to disclose the actual proportion of the country's police force we have sampled. Because we were interested in the occupational culture of policing in different locations, instead of sampling a fraction of police officers in all police stations, we selected 41 police stations nationally and surveyed all police officers assigned to each of them. The stations were selected in a manner that reflected as closely as possible the national distribution of police by region, size, type, and district.

The questionnaire, a copy of which is attached as Appendix III, was sent by courier to each of the police stations. Each questionnaire contained a cover letter from the researchers. In addition, the Chief of each agency received a letter from the Office of the Minister of the Interior inviting the chief and police officers to participate in the study. Police officers received the questionnaire in a sealed envelope and were instructed to place it in another sealed envelope before returning it to the person in charge of questionnaire distribution.

The survey yielded a sample of 1649 respondents. The vast majority were full-time sworn Croatian police officers, but a few were civilians who held administrative or technical positions within the Croatian police. Most of the police officers in the study (74%) had been police officers for less than five years, and most (85%) had worked at their present police station for less than five years. About 19% of the respondents are employed in supervisory ranks. Most of the police officers reported performing patrol (41%) or traffic (21%) assignments. Most work in small (25-75 officer) or medium sized (75 - 200 officer) police agencies.

4.2 The Sample of U.S. Police Officers

We have surveyed sworn officers in thirty police agencies in the United States. In total the surveys in these thirty agencies yielded a sample of 3,235 U.S. police officers. The nature and characteristics of the samples of officers from those agencies are summarized in Table 1, along with the characteristics of the Croatian sample. Unlike the Croatian sample which was a systematically selected, stratified national sample, the U.S. sample was selected by contacting persons in leadership positions with whom we had previous relationships. In most cases this meant that the chiefs or other members of those agencies were friends, colleagues, or former students. Thus, the U.S. sample is a convenience sample, though fairly large and relatively robust.

Table 1 - Characteristics of Croatian and U.S. Police Agency Samples

Agency Type	% of National Sample	Sample Size	% Supervisory	% Patrol/ Traffic	Mean Length of Service
All Croatian Agencies	100%	1649	18.9%	40.8%	3.33 yrs.
Croatian Large	8.80%	145	11.3%	48.9%	3.29 yrs.
Croatian Medium	27.70%	457	17.1%	39.5%	3.23 yrs.
Croatian Small	57.10%	941	19.8%	38.5%	3.30 yrs.
Croatian Very Small	6.40%	106	27.9%	56.4%	3.33 yrs.
All U.S. Agencies	100%	3235	19.8%	63.1%	4.54 yrs.
U.S. Very Large	59.9%	1937	14.8%	64.15%	4.44 yrs,
U.S. Large	19.7%	638	23.2%	60.3%	4.69 yrs.
U.S. Medium	9.0%	292	29.9%	59.0%	4.79 yrs.
U.S. Small	8.5%	275	30.8%	66.1%	4.66 yrs.
U.S. Very Small	2.9%	93	35.9%	64.8%	4.59 yrs.

We are aware of some systematic biases that may be reflected in our sample. It includes, for example, no state police agencies, only 1 sheriff's agency, and only 1 county police agency. Thus, it over represents municipal police agencies. While our sample also over represents police agencies from the northeastern United States, it does contain agencies from the South, Southeast, and Southwest, but none from West Coast, Northwestern, or Midwestern cities.

In each agency we relied upon the efforts of a liaison officer to distribute the questionnaires and collect those that had been completed. In some agencies this was done by distributing the questionnaires to all agency personnel through the agency's internal mail system and having officers return the questionnaires directly to the liaison officer. In other agencies the questionnaires were distributed to unit or division supervisors and they assumed responsibility for distributing and collecting them within their

units or divisions. In still others, an officer assumed direct responsibility for distributing and collecting the surveys and did so personally, visiting shifts, and standing by while officers completed the surveys.

In Table 2 below we report some of the characteristics of our sample of U.S. police officers for each of the thirty agencies surveyed. In order to prevent identification of specific agencies we have given only an approximate number of sworn employees. It is for this reason that we can provide only approximate individual agency response rates.

A second systematic bias probably exists in the U.S. sample. Not all agencies we approached to participate in the study accepted our invitation. Seven agencies we approached turned down our request. Some rejections came straight from the office of the chief of the agency, others were based on objections from the local police union. In one instance we completed a survey of an agency, but before the questionnaires could be returned to us a union official came into the office of the person who had collected them and demanded that they be destroyed immediately and before his eyes. Our assumption is that many if not all of these agencies refused to participate because they believed they had something to hide. Fear of revealing something untoward was a serious concern to these agencies despite the fact that we assured them we would keep their participation confidential, assure all individual respondents of anonymity, and ask only about opinions and nothing about any actual misconduct.

This is not to say that our sample does not include troubled police agencies. We were fortunate to have former students of considerable influence in a number of such agencies. Some were senior officers who knew how to influence what might otherwise have been a highly resistant chief. Others were high ranking union officials who eliminated both potential and actual resistance from that quarter. In one such case a highly influential union contact granted us entree to an agency to which their powerful union had previously flatly denied us access.

It is also the case that we approached some agencies knowing that they were quite receptive to research. Most of them had strong reputations not only as very good police agencies, but, as part of that reputation, quite honest ones as well. The combined effect of these systematic biases is that the U.S. sample may, to a degree, disproportionately represent police agencies that are not only receptive to research but believe that the survey will not reveal anything that might embarrass them.

Table 2 - Agency-Specific Characteristics of the Sample of Thirty U.S. Police Agencies

AGENCY NUMBER	APPROXIMATE AGENCY SIZE (SWORN OFFICERS)	SAMPLE SIZE: SWORN OFFICERS	APPROXIMATE RESPONSE RATE	% SUPERVISORS	% PATROL	MEAN LENGTH OF SERVICE
1	315	171	54%	36.1%	53.7%	4.33 yrs.
2	510	371	73%	15.4%	58.5%	4.99 yrs.
3	445	387	87%	18.4%	58.1%	4.98 yrs.
4	130	60	46%	18.3%	65.0%	4.40 yrs.
5	1210	758	63%	12.6%	69.7%	4.03 yrs.
6	150	110	73%	27.3%	61.8%	4.65 yrs.
7	30	27	90%	35.6%	65.4%	5.27 yrs.
8	35	24	69%	39.1%	62.5%	4.13 yrs.
9	40	20	50%	40.0%	61.1%	4.85 yrs.
10	15	14	93%	53.8%	61.5%	5.39 yrs.
11	10	6	60%	16.7%	100%	5.33 yrs.
12	20	16	80%	37.5%	75.0%	5.06 yrs.
13	15	11	73%	9.10%	90.9%	3.55 yrs.
14	65	47	72%	38.3%	63.0%	4.38 yrs.
15	70	37	53%	18.9%	70.3%	4.83 yrs.
16	30	15	50%	40.0%	60.0%	5.53 yrs.
17	20	5	25%	100%	25.0%	6.20 yrs.
18	985	458	46%	17.7%	57.8%	4.56 yrs.
19	25	20	80%	45.0%	75.0%	4.58 yrs.
20	105	20	19%	45.0%	50.0%	4.95 yrs.
21	120	55	46%	22.2%	48.1%	4.89 yrs.
22	150	68	45%	30.9%	60.3%	4.99 yrs.
23	850	350	41%	15.5%	65.9%	4.57 yrs.
24	100	39	39%	38.5%	68.4%	4.58 yrs.
25	385	80	21%	19.2%	84.0%	4.05 yrs.
26	45	7	16%	28.6%	57.1%	5.43 yrs.
27	35	22	63%	36.4%	95.5%	4.64 yrs.
28	25	13	52%	--	15.4%	3.31 yrs.
29	25	8	32%	50.0%	62.5%	4.38 yrs.
30	30	16	53%	37.5%	50.0%	4.44 yrs.

5.0 *The Results*

In Tables 3 and 5 below we report the summary findings of our U.S. and Croatian surveys. Tables 4, 6, and 7 present Spearman Rank-Order Correlations for the rank ordering of the eleven cases..

5.1 *Estimates of Seriousness, Appropriate and Expected Discipline, and Willingness to Report as Common Measures of the Tolerance of Corruption*

In general, both the U.S. and Croatian data illustrate that our police officer respondents were highly consistent in their attitudes toward corrupt behavior: the more serious they regarded a behavior, the more severely they believed it should and would be punished, and the more willing they believed they and other officers would be willing to report it. We argued above that each of the core six questions on the survey - the two estimates of offense seriousness, the two on discipline, and the two on willingness to report - may be understood as different ways of asking the same fundamental question: to what extent is misconduct tolerated? The high correlations between the rank ordering of responses to all six questions, not one of which falls below .927 in the Croatian sample or .973 in the U.S. sample, provides strong support for this contention.

5.2 *There May Exist a Common Understanding among Police Officers of the Hierarchy of the Seriousness of Corruption*

The high correlation between the rank ordering of answers to all of the six core questions, not only within but between the Croatian and U.S. samples (Table 7), also suggests that there may exist something of a shared understanding among police officers in both countries of the hierarchy of the seriousness of various types of corruption. The systematic study of this question will, of course, require further research and analyses. It would, for example, be desirable to distinguish between the effects of "police" culture from "national" culture by comparing the opinions of civilians, police recruits, and police officers. The fact that there may be a common understanding between cultures of a hierarchy of misconduct does not, of course, mean that some countries' police are less tolerant of corruption than others nor that some countries' police do not differ on their views of the seriousness of certain specific types of misconduct. In fact, even though the correlation between Croatian and U.S. police officers rank ordering of the types of behavior described in the cases in the survey was quite high ($r = .92$, $p < .001$) there were a number of instances of substantial difference. In the three sections that follow we examine those differences.

Table 3 - U.S. Police Officer Perceptions of Offense Seriousness, Punishment, and Willingness to Report

CASE NUMBER & DESCRIPTION	SERIOUSNESS Own View $\bar{x}$ (rank)		Other officers $\bar{x}$ (rank)		DISCIPLINE Should Receive $\bar{x}$ (rank) (Mode)			Would Receive $\bar{x}$ (rank) (Mode)			WILLINGNESS TO REPORT Own View $\bar{x}$ (rank)		Other Officers $\bar{x}$ (rank)	
Case 1 Off-Duty Security System Business	1.46	1	1.48	1	1.34	1	None	1.51	1	None	1.37	1	1.46	1
Case 2 Free Meals, Discounts on Beat	2.60	2	2.31	2	2.13	2	Verbal Reprimand	2.37	2	Verbal Reprimand	1.94	2	1.82	2
Case 3 Bribe from Speeding Motorist	4.92	10	4.81	10	4.92	9	Dismiss	4.86	9	Dismiss	4.19	9	3.92	9
Case 4 Holiday Gifts from Merchants	2.84	3	2.64	3	2.53	3	Verbal Reprimand	2.82	3	Written Reprimand	2.36	4	2.28	3.5
Case 5 Crime Scene Theft of Watch	4.95	11	4.88	11	5.66	11	Dismiss.	5.57	11	Dismiss	4.54	11	4.34	11
Case 6 Auto Repair Shop 5%Kickback	4.50	7	4.26	7	4.40	8	Suspend w/o pay	4.46	8	Suspend w//o pay	3.95	8	3.71	8
Case 7 Supervisor: holiday for tune-up	4.18	6	3.96	6	3.59	5	Written Reprimand	3.43	5	Written Reprimand	3.45	6	3.29	6
Case 8 Cover-Up of Police DUI Accident	3.03	4	2.86	4	2.81	4	Suspend w/o pay	3.21	4	Suspend w//o pay	2.34	3	2.28	3.5
Case 9 Drinks to Ignore Late Bar Close	4.54	8	4.28	8	4.02	7	Suspend w/0 pay	4.08	7	Suspend w//o pay	3.73	7	3.47	7
Case 10 Excessive Force on Car Thief	4.05	5	3.70	5	3.76	6	Suspend w//o pay	4.00	6	Suspend w//o pay	3.39	5	3.07	5
Case 11 Theft from Found Wallet	4.85	9	4.69	9	5.09	10	Dismiss	5.03	10	Dismiss	4.23	10	3.96	10

Table 4 - Spearman Correlation Coefficients - U.S. Police Officer Rank Ordering of Own and Others' Views of Seriousness, Punishment Should and Would Receive and Own and Others' Willingness to Report

	OWN View of Seriousness	OTHERS' View of Seriousness	Punishment SHOULD Receive	Punishment WOULD Receive	OWN Willingness to Report	OTHERS' Willingness to Report
OWN View of Seriousness						
OTHERS' View of Seriousness	1.00 p< .001					
Punishment SHOULD Receive	.973 p< .001	.973 p< .001				
Punishment WOULD Receive	.973 p< .001	.973 p< .001	1.00 p< .001			
OWN Willingness to Report	.973 p< .001	.973 p< .001	.982 p< .001	.982 p< .001		
OTHERS' Willingness to Report	.980 p< .001	.980 p< .001	.989 p< .001	.989 p< .001	.998 p< .001	

Table 5 - Croatian Police Officer Perceptions of Offense Seriousness, Punishment, and Willingness to Report

CASE NUMBER & DESCRIPTION	SERIOUSNESS				PUNISHMENT						WILLINGNESS TO REPORT			
	Own View		Other officers		Should Receive			Would Receive			Own View		Other Officers	
	$\bar{x}$	(rank)	$\bar{x}$	(rank)	$\bar{x}$	(rank)	(Mode)	$\bar{x}$	(rank)	(Mode)	$\bar{x}$	(rank)	$\bar{x}$	(rank)
Case 1 Off-Duty Security System Business	2.57	2	2.51	2	2.03	2	None	2.34	2	None	1.90	2	2.31	4
Case 2 Free Meals, Discounts, on Beat	3.01	4	2.79	4	2.24	5	Public Reprimand	2.43	5	Public Reprimand	2.15	5	2.38	5
Case 3 Bribe from Speeding Motorist	4.47	9	3.91	9	3.64	9	Suspend	3.74	9	Suspend	3.16	9	3.07	9
Case 4 Holiday Gifts from Merchants	2.13	1	2.09	1	1.60	1	None	1.78	1	None	1.67	1	1.85	1
Case 5 Crime Scene Theft of Watch Case	4.72	11	4.38	11	4.27	11	Dismiss	4.29	11	Dismiss	3.96	11	3.72	11
Case 6 Auto Repair Shop 5% Kick-back	3.86	7	3.50	7	3.23	8	Suspend	3.35	8	Suspend	3.14	8	3.05	8
Case 7 Supervisor: holiday for tune-up	4.09	8	3.76	8	2.73	7	Public Reprimand	2.51	6	None	2.72	7	2.73	7
Case 8 Cover-Up of Pol. DUI Accident	2.79	3	2.65	3	2.17	4	Public Reprimand	2.42	4	Public Reprimand	2.09	3.5	2.20	3
Case 9 Drinks to Ignore Late Bar	3.85	6	3.38	6	2.57	6	Public Reprimand	2.67	7	Fine	2.66	6	2.58	6
Case 10 Excessive Force on Car Thief	3.03	5	2.82	5	2.14	3	None	2.40	3	Public Reprimand	2.09	3.5	2.08	2
Case 11 Theft from Found Wallet	4.55	10	4.16	10	3.82	10	Fine	3.87	10	Fine	3.63	10	3.41	10

Table 6 - Spearman Correlation Coefficients -Croatian Police Officer Rank Ordering of Own and Others' Views of Seriousness, Punishment Should and Would Receive and Own and Others' Willingness to Report

	OWN View of Seriousness	OTHERS' View of Seriousness	Punishment SHOULD Receive	Punishment WOULD Receive	OWN Willingness to Report	OTHERS' Willingness to Report
OWN View of Seriousness						
OTHERS' View of Seriousness	1.00 p<.001					
Punishment SHOULD Receive	.964 p<.001	.964 p<.001				
Punishment WOULD Receive	.946 p<.001	.946 p<.001	.991 p<.001			
OWN Willingness to Report	.975 p<.001	.975 p<.001	.998 p<.001	.989 p<.001		
OTHERS' Willingness to Report	.927 p<.001	.927 p<.001	.973 p<.001	.964 p<.001	.970 p<.001	

Table 7 - Spearman Correlation Coefficients - U.S. and Croatian Police Officer Rank Ordering of Own and Others' Views of Seriousness, Punishment Should and Would Receive and Own and Others' Willingness to Report

	Croatian Officers: OWN View of Seriousness	Croatian Officers: OTHERS' View of Seriousness	Croatian Officers: Punishment SHOULD Receive	Croatian Officers: Punishment WOULD Receive	Croatian Officers: OWN Willingness to Report	Croatian Officers: OTHERS' Willingness to Report
U.S. Officers: OWN View of Seriousness	.909 p<.001	.909 p<.001	.882 p<.001	.900 p<.001	.888 p<.001	.818 p<.001
U.S. Officers: OTHERS' View of Seriousness	.909 p<.001	.909 p<.001	.882 p<.001	.900 p<.001	.888 p< 001	.818 p<.001
U.S. Officers: Punishment SHOULD Receive	.900 p<.001	.900 p<.001	.873 p<.001	.891 p<.001	.884 p<.001	.800 p<.001
U.S. Officers: Punishment WOULD Receive	.900 p<.001	.900 p<.001	.873 p<.001	.891 p<.001	.884 p<.001	.800 p<.001
U.S. Officers: OWN Willingness to Report	.909 p<.001	.909 p<.001	.882 p<.001	.891 p<.001	.893 p<.001	.827 p<.001
U.S. Officers: OTHERS' Willingness to Report	.920 p<.001	.920 p<.001	.898 p<.001	.907 p<.001	.906 p<.001	.838 p<.001

5.3 *Differences between U.S. and Croatian Police Officers' Perceptions of Seriousness of Misconduct*

On Tables 8 and 9 below we compare the mean value of the responses of U.S. and Croatian officers' with respect to their OWN (Table 8) and most OTHER officers' (Table 9) opinions with regard to offense seriousness. The first finding to which we may call attention is that there is a statistically significant difference between Croatian and U.S. samples in the mean valuation of all eleven cases. Given the very large size of the combined samples 4,473 (3098 + 1375), this is by no means surprising. We may, however, point out that of the twenty two mean differences in responses displayed on both tables, eighteen of those twenty two means reflect higher levels of seriousness evaluations by U.S. than by Croatian officers.

The four differences that find Croatian officers evaluating behavior as more serious than U.S. officers consist in responses to two questions. The first, Case 1, concerns an officer who runs an off-duty, security system business. Two thirds of the U.S. police respondents reported that such behavior was definitely not a violation of policy in their agency. While such behavior is prohibited in some U.S. police agencies, in Croatia it is specifically prohibited for all police officers by national law. The second case in which the Croatian officers find behavior to be more serious than U.S. officers, Case 2, involves accepting free meals, discounts and small gifts from merchants on one's beat. This behavior is common, though not universal in the U.S., and many U.S. police agencies informally if not formally permit it. In fact, 11% of our U.S. respondents reported that such behavior was definitely not a violation of official policy and another 9.2% reported that they doubted that it was. Police agencies that permit such behavior generally do so by policy language that prohibits only the acceptance of small gifts or discounts that are offered in attempts to influence officer behavior. Such language exempts, at least tacitly, gifts or discounts offered out of friendship or appreciation for which no reciprocal or preferential treatment is expected.

While we should expect statistically significant differences because of sample size, there appear to be six cases in which the differences of opinion on seriousness are not only statistically significant, but the absolute mean differences are substantial. One of these is the case of the off-duty security system business (Case 1) noted above. The other five are: Case 3-Accepting a Bribe from a Speeding Motorist; Case 4-Accepting Holiday Gifts from Merchants; Case 6-Auto Repair 5% Kickback; Case 9-Accepting Free Drinks to Ignore a Late Bar Closing; and Case 10- Use of Excessive Force on a Car Thief after a Chase. All of these cases are evaluated as substantially more serious by U.S. than Croatian officers.

Table 8- U.S. and Croatian Police Officer Reports of their OWN Perceptions of Offense Seriousness

Case # and Description	US Sample					Croatian Sample					t-test
	X	St. Dev	N	Rank		X	St. Dev	N	Rank		
Case 1 - Off-Duty Security System Business	1.46	.94	3098	1		2.57	1.52	1375	2		-25.05 p<.001
Case 2 - Free Meals, Discounts, on Beat	2.60	1.34	3098	2		3.01	1.49	1360	4		-8.78 p<.001
Case 3 - Bribe from Speeding Motorist	4.92	.37	3090	10		4.47	1.06	1375	10		15.53 p<.001
Case 4 - Holiday Gifts from Merchants	2.84	1.38	3077	3		2.13	1.34	1373	1		16.32 p<.001
Case 5 - Crime Scene Theft of Watch	4.95	.32	3093	11		4.72	.83	1369	11		10.16 p<.001
Case 6 - Auto Repair Shop 5% Kickback	4.50	.90	3091	7		3.86	1.36	1366	7		15.85 p<.001
Case 7 - Supervisor: holiday for tune-up	4.18	1.04	3084	6		4.09	1.26	1374	8		2.33 p<.05
Case 8 - Cover-Up of Pol. DUI Accident	3.03	1.39	3079	4		2.79	1.47	1371	3		5.02 p<.001
Case 9 - Drinks to Ignore Late Bar Closing	4.54	.90	3084	8		3.85	1.26	1367	6		18.26 p<.001
Case 10 - Excessive Force on Car Thief	4.05	1.23	3084	5		3.03	1.53	1362	5		21.59 p<.001
Case 11 - Theft from Found Wallet	4.85	.54	3099	9		4.55	.97	1372	9		10.97 p<.001

r = .918 p <.001

Table 9- U.S. and Croatian Police Officer Reports of OTHER OFFICERS' Perceptions of Offense Seriousness

Case # and Description	US Sample				Croatian Sample				T-TEST
	X	ST. DEV	N	RANK	X	St. Dev	N	RANK	
Case 1 - Off-Duty Security System Business	1.48	.87	3085	1	2.51	1.31	1368	2	-26.78 P<.001
Case 2 - Free Meals, Discounts, on Beat	2.31	1.17	3086	2	2.71	1.31	1356	4	-9.58 P<.001
Case 3 - Bribe from Speeding Motorist	4.81	.52	3086	10	3.91	1.15	1373	9	27.68 P<.001
Case 4 - Holiday Gifts from Merchants	2.64	1.28	3075	3	2.09	1.22	1372	1	13.65 P<.001
Case 5 - Crime Scene Theft of Watch	4.88	.45	3089	11	4.38	.97	1367	11	18.27 P<.001
Case 6 - Auto Repair Shop 5% Kickback	4.25	.98	3087	7	3.50	1.31	1366	7	19.19 P<.001
Case 7 - Supervisor: holiday for tune-up	3.96	1.10	3081	6	3.76	1.24	1373	8	5.01 P<.001
Case 8 - Cover-Up of Pol. DUI Accident	2.86	1.27	3075	4	2.65	1.32	1369	3	4.97 P<.001
Case 9 - Drinks to Ignore Late Bar Closing	4.28	1.02	3080	8	3.38	1.27	1364	6	23.04 P<.001
Case 10 - Excessive Force on Car Thief	3.70	1.26	3077	5	2.82	1.40	1363	5	20.00 P<.001
Case 11 - Theft from Found Wallet	4.69	.72	3092	9	4.16	1.12	1367	10	16.14 P<.001

r= .909 p< .001

5.3.1 *The Seriousness of Accepting a Bribe From a Speeding Motorist*

In evaluating whether a statistically significant difference in mean seriousness scores also signaled a real and meaningful difference of opinion, we used a rather arbitrary standard of at least a 0.6 difference in the mean scores. Employing this standard, the difference in mean scores of 0.9 for both U.S. and Croatian officers' estimates of *other officer's* opinions of the seriousness of this offense bears highlight. This dramatic difference in means is not found in officer's *own* perceptions of the seriousness of the offense, but the .45 difference in those scores also suggests that Croatian officers may well be more tolerant of this type of corruption than their U.S. counterparts. As we have no cultural explanation for why this may be so, we believe it simply reflects a greater tolerance for this type of behavior among Croatian than U.S. police.

5.3.2 *The Seriousness of Accepting Holiday Gifts from Merchants*

U.S. police officers reported that accepting holiday gifts from merchants was, in their own opinion, an offense of 2.84 seriousness on a five point scale. On the same scale, their ranking of the opinion of most other officers in their agencies averaged a mean score of 2.64. By contrast Croatian officers mean seriousness score for their own opinion was 2.13 and for other officers in their station 2.09. This is a difference in means of .71 for officers' own opinions and .55 for other officer opinions. On the basis of both of these findings we conclude that Croatian officers find this behavior meaningfully less serious than U.S. officers.

Although accepting such gifts is prohibited by policy in Croatia, this difference may reflect a degree of Croatian cultural support for it. It is, for example, customary in Croatia to give holiday gifts to service providers such as physicians, dentists, and teachers. Giving holiday gifts to police officers may be understood as an extension of this practice.

5.3.3 *The Seriousness of a Five Percent Kickback* Deal with an Auto Body Shop

Mean differences in the U.S. and Croatian evaluations of the seriousness of a police officer participating in a 5% kickback arrangement with an auto body shop are .64 for officer's own perceptions of seriousness and .75 for other officer's perceptions of seriousness. Although this substantial difference might be understood as, in part, reflecting cultural differences in expectations toward gift giving, it is, like accepting a bribe from a speeding motorist, a behavior that is simply regarded as less serious by Croatian than U.S. police officers.

5.3.4 *The Seriousness of Accepting Free Drinks to Ignore Late Bar Closing*

Mean differences in the U.S. and Croatian evaluations of the seriousness of a police officer accepting free drinks to ignore a late bar closing are .69 for officer's own perceptions of seriousness and .90 for other officer's perceptions of seriousness. Responses from the Croatian sample indicate that this behavior is sometimes defended by Croatian officers as helpful to the cultivation of bar owners as informants. It may also reflect, in part, a difference between U.S. and Croatian attitudes toward alcohol consumption and regulations that control it.

5.3.5 *The Seriousness of the Use of Excessive Force on a Car Thief after a Foot Pursuit*

After Case 1 - the off-duty security system business scenario that reflected a substantial difference in U.S. and Croatian law and policy - Case 10 (describing the use of excessive force on a car thief after a foot pursuit) reflected the largest differences in mean seriousness scores between U.S. and Croatian officers. Those differences were 1.02 for officer's own perceptions of seriousness and 1.02 for other officers' perceptions of seriousness. It is clear that Croatian officers regard this behavior as substantially less serious than U.S. officers.

We should add that use of excessive force on resistant perpetrators has, at least historically, been customary in many U.S. police agencies and, as we shall show below, is still strongly supported in some of the U.S. agencies we surveyed. Although we have no systematic evidence to support such a speculation, it may be that this difference is magnified by the recent public outcry following a number of high profile use of excessive force incidents in the U.S. Whether that difference in attitude is temporary or has changed general U.S. police norms for the long term remains to be seen.

5.4 *Differences between U.S. and Croatian Police Officers' Perceptions of Appropriate and Expected Discipline for Misconduct*

As discussed above both our Croatian and U.S. respondents were asked to select the discipline that would be appropriate for the behavior described in each case. As explained earlier, the choice of answers available in two countries depended on the legal and disciplinary systems of each country. Because the answers given in the two countries are not on the same scale, it is not meaningful nor indeed possible to compare them by using standard statistical tests. However, we can compare the answers by using numerical methods that make only very modest assumptions.

Tables 10, 11, 12, and 13 summarize the U.S. and Croatian responses by displaying the percent distribution of both countries' officers' estimates of appropriate ("should receive") and expected ("would receive") discipline. In order to compare the results from the two countries, we needed to find some "common language" that would permit us to examine the results from both countries simultaneously. To do so, we decided to collapse the discipline options on the scales for both countries to one that could be treated as common to both. We did so by classifying disciplinary options as "no discipline," "some discipline less than dismissal" and "dismissal." The two ends of this very crude common scale (no punishment and the most serious punishment) are more robust to the variations in each country than any other punishment on either of the scales.

This three part common scale permits us to display in graphic form comparisons of officers' opinions on appropriate and expected discipline for each of the eleven case scenarios. Charts 1-11 (page 32-35) display these graphic comparisons.

TABLE 10: U.S. Police Officer Perceptions of Appropriate Discipline: Percent of U.S. Police Officers Reporting Level of Discipline Each Case SHOULD Receive

CASE / DISCIPLINE	1 - Off-Duty Security System Business	2 - Free Meals, Discounts on Beat	3 - Bribe from Speeding Motorist	4 - Holiday Gifts from Merchants	5 - Crime Scene Theft of Watch	6 - Auto Repair Shop 5% Kickback	7 - Supervisor: Holiday for Tune-Up	8 - Cover-Up of Police DUI Accident	9 - Drinks to Ignore Late Bar Closing	10 - Excessive Force on Car Thief	11 - Theft from Found Wallet
1-NONE	81.6	29.0	0.4	23.8	0.2	1.9	4.6	21.3	1.3	5.5	1.0
2-Verbal Reprimand	7.9	42.6	1.1	29.4	0.3	4.8	12.5	20.0	6.6	10.6	1.3
3-Written Reprimand	7.2	18.2	6.9	25.7	0.8	13.7	31.0	24.5	20.5	18.5	5.7
4-Suspend w/o Pay	2.3	8.3	39.7	16.3	14.0	43.4	28.6	28.9	50.5	48.4	31.3
5-Demote	0.3	0.7	1.5	0.9	1.4	3.2	17.7	1.1	2.9	2.5	1.8
6-Dismiss	0.7	1.3	50.4	3.9	83.2	32.9	5.6	4.1	18.2	14.6	59.0
N	3087	3084	3086	3075	3066	3082	3079	3072	3080	3084	3093
Median Punishment	None	Verbal Reprimand	Dismiss	Verbal Reprimand	Dismiss	Suspend w/o Pay	Suspend w/o Pay	Written Reprimand	Suspend w/o Pay	Suspend w/o Pay	Dismiss

TABLE 11: Croatian Police Officers' Perceptions of Appropriate Discipline: Percent of Croatian Police Officers Reporting Level of Discipline Each Case SHOULD Receive

CASE / DISCIPLINE	1-Off Duty Security System Business	2 - Free Meals, Discounts on Beat	3 - Bribe from Speeding Motorist	4 - Holiday Gifts from Merchants	5 - Crime Scene Theft of Watch	6 - Auto Repair Shop 5% Kickback	7 -Supervisor: Holiday for Tune-up	8 - Cover-up of Police DUI Accident	9 - Drinks to Ignore Late Bar Closing	10 - Excessive Force on Car Thief	11 - Theft from Found Wallet
1-NONE	43.7	29.2	2.3	62.6	1.7	10.5	19.7	31.9	11.9	36.5	2.3
2- Public Reprimand	29.9	38.1	12.6	23.3	4.1	20.6	30.5	36.6	39.0	31.5	10.3
3 - Fine	11.8	17.4	25.1	7.2	7.8	22.2	48.5	17.0	32.0	46.0	17.7
4 - Suspend w/o Pay	8.8	10.6	38.7	4.9	38.7	28.9	19.9	11.4	13.0	13.2	42.8
5 - Dismiss	5.8	4.7	21.3	1.9	47.7	17.7	11.4	3.0	3.5	2.7	27.0
N	1371	1350	1368	1368	1366	1361	1359	1368	1358	1360	1371
Median Punishment	Public Reprimand	Public Reprimand	Suspend w/o Pay	None	Suspend w/o Pay	Fine	Public Reprimand	Public Reprimand	Public Reprimand	Public Reprimand	Suspend w/o Pay

TABLE 12: U.S. Police Officer Perceptions of Expected Discipline: Percent of U.S. Police Offices Reporting Level of Discipline Each Case WOULD Receive

CASE / DISCIPLINE	1-Off Duty Security System Business	2 - Free Meals, Discounts, on Beat	3 - Bribe from Speeding Motorist	4 - Holi-day Gifts from Merchants	5 - Crime Scene Theft of Watch	6 - Auto Repair Shop 5% Kickback	7 - Super-visor: Holiday for Tune-up	8 - Cover-Up of Police. DUI Accident	9 - Drinks to Ignore Late Bar Closing	10 - Excessive Force on car Thief	11 - Theft from Found Wallet
1- None	74.8	23.5	0.4	17.3	0.2	1.5	7.2	13.7	1.8	3.7	1.1
2- Verbal Reprimand	8.6	35.3	1.2	23.5	0.3	3.4	13.7	14.2	4.7	6.6	1.2
3-Written Reprimand	9.5	26.4	7.0	29.7	1.1	13.0	31.3	24.1	17.8	17.8	5.2
4-Suspend w/o Pay	5.7	12.7	42.5	23.6	17.7	45.4	29.7	40.2	54.1	54.5	34.9
5- Demote	0.2	0.6	1.8	1.0	1.6	2.9	12.6	1.2	2.5	2.2	1.7
6-Dismiss	1.2	1.6	47.2	4.8	79.0	33.8	5.5	6.5	19.0	18.4	55.9
N	3069	3080	3080	3072	3090	3084	3077	3064	3075	3078	3089
Median Punishment	None	Verbal Reprimand	Suspend w/o Pay	Written Reprimand	Dismiss	Suspend w/o Pay	Written Reprimand	Written Reprimand	Suspend w/o Pay	Suspend w/o Pay	Dismiss

TABLE 13: Croatian Police Officers' Perceptions of Expected Discipline: Percent of Croatian Police Officers Reporting Level of Discipline Each Case WOULD Receive

CASE / DISCIPLINE	1-Off Duty Security System Business	2 - Free Meals, Discounts, on Beat	3 - Bribe from Speeding Motorist	4 -Holi-day Gifts from Merchants	5 -Crime Scene Theft of Watch	6 - Auto Repair Shop 5% Kickback	7 - Super-visor: Holi-day for Tune-up	8 - Cover-Up of Pol. DUI Accident	9 -Drinks to Ignore Late Bar Closing	10 - Excessive Force on car Thief	11 - Theft from Found Wallet
1-NONE	21.9	24.5	2.5	53.4	1.8	8.4	28.9	24.1	9.8	27.8	1.8
2-Public Reprimand	30.2	34.6	10.9	26.6	3.9	18.3	27.4	33.2	35.0	29.5	9.1
3-Fine	16.8	20.5	22.3	10.9	7.5	23.5	18.2	23.5	37.6	20.8	18.9
4-Suspend w/o Pay	14.7	14.1	39.1	6.7	36.8	29.2	15.4	15.6	13.8	19.0	41.5
5-Dismiss	6.4	6.3	25.2	2.4	50.0*	20.6	10.1	3.7	3.7	2.9	28.8
N	1366	1353	1367	1368	1364	1361	1363	1363	1361	1361	1368
Median Punishment	Public Reprimand	Public Reprimand	Suspend w/o Pay	Suspend w/o Pay	*Dismiss/ *Suspend	Fine	Public Reprimand	Public Reprimand	Fine	Public Reprimand	Suspend w/o Pay

Considering all eleven charts, two general features bear comment. The first is that, with the exception of Case 1 (off-duty security system) and Case 2 (free meals, discounts on beat), U.S. police officers support and expect more severe discipline for the misconduct we asked about than their Croatian counterparts. The second is that in only one case, Case 5 (Theft of a Watch from a Crime Scene), and that by the slimmest of margins. did Croatian officers expect to be disciplined with dismissal. Moreover, in no case did the majority of Croatian respondents support dismissal for any of the types of misconduct we described in our survey. By contrast, the majority of U.S. police officers expected and thought dismissal was the appropriate punishment for Case 3 (Accepting a Bribe from a Speeding Motorist); Case 5 (Theft of a Watch from a Crime Scene), and Case 11 (Theft of Money from a Found Wallet). In the bribe case the majority of U.S. officers thought that suspension without pay would be the punishment - a punishment which, in the opinion of the majority of U.S. officers, was too lenient.

Inspection of the eleven charts also reveals that in six cases there is a distinctly visible difference in the discipline U.S. and Croatian officers believe is expected and appropriate. We should like to comment on each of those six cases separately.

5.4.1 *Case 1 - Differences in Expected and Appropriate Discipline for Running an Off-Duty Security System Business*

Just as U.S. and Croatian officers reported differences in their estimates of the seriousness of the case involving a police officer running an off-duty security system business, they also differed in the discipline they endorsed. More than 80% of our U.S. respondents found no discipline appropriate and more than 70% expected no discipline would be given. In contrast more than 55% of Croatian officers thought that some discipline should be given for this offense and nearly 70% believed that at least some discipline would actually be given. As we explained above in our discussions of perceptions of offense seriousness, these disciplinary differences are largely a reflection of differences in law and policy. It may, however, be noted that despite the fact that running such an off-duty business in Croatia would be a violation of Croatian law, nearly 45% of Croatian police officers believed it did not merit any discipline whatsoever, and more than 30% believed that it would not be punished at all, even if it were discovered.

5.4.2 *Case 3 - Differences in Expected and Appropriate Discipline for Accepting a Bribe from a Speeding Motorist*

More than half of the U.S. respondents thought dismissal was both appropriate and should be expected for accepting a bribe from a motorist of half the value of the fine to ignore a speeding violation. Only a quarter of Croatian officers thought they would be dismissed for such an offense and just slightly more than one in five thought dismissal was the appropriate discipline for this offense. As was the case with the similar findings with

Chart 1: Discipline for Case 1 -- Off-Duty Security System Business

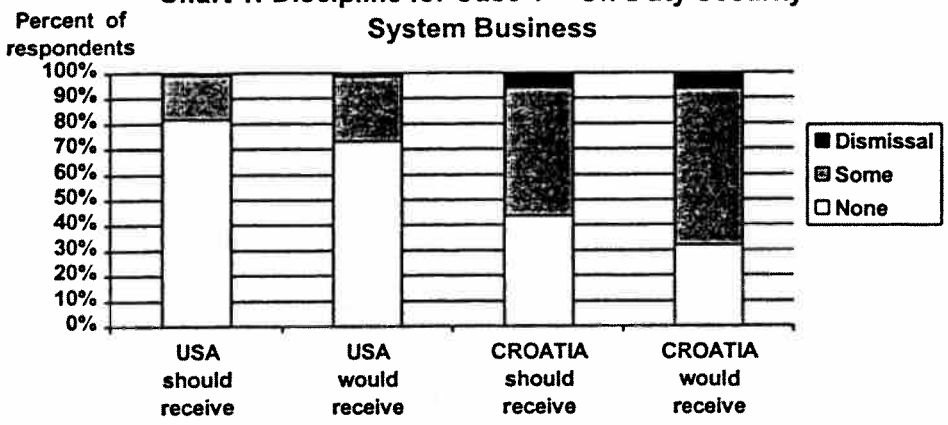


Chart 2: Discipline for Case 2 -- Free Meals, Discounts on Beat

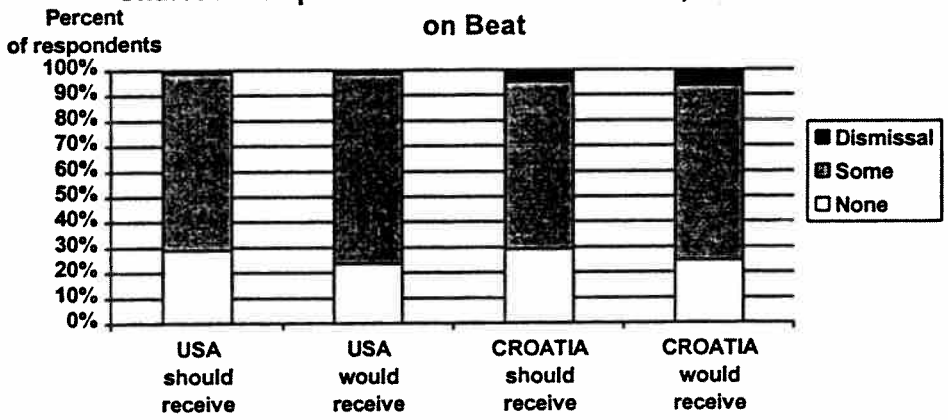


Chart 3: Discipline for Case 3 -- Bribe fom Speeding Motorist

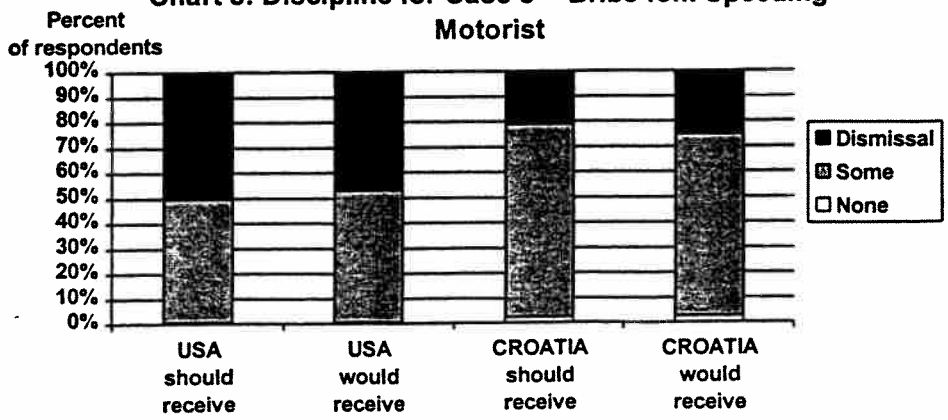


Chart 4: Discipline for Case 4 -- Holiday Gifts from Merchants

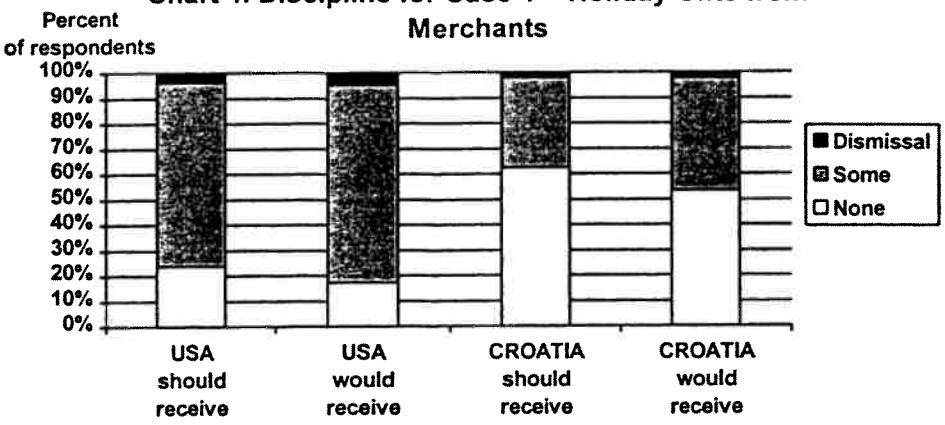


Chart 5: Discipline for Case 5 -- Crime Scene Theft of Watch

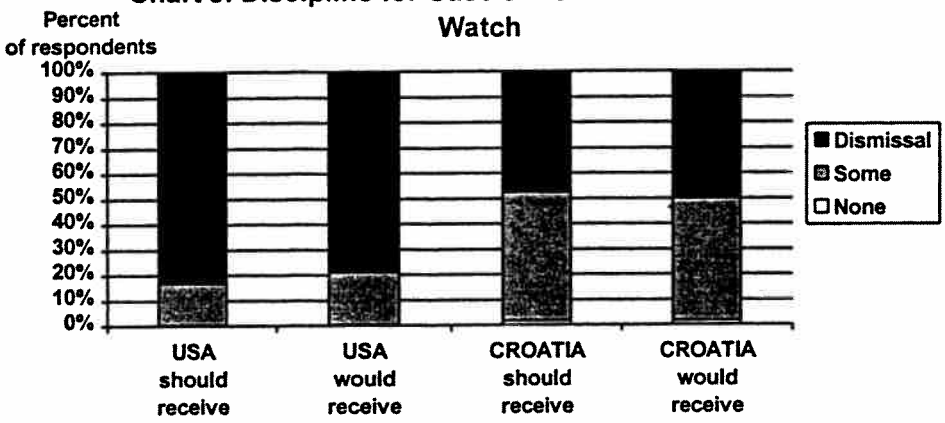


Chart 6: Discipline for Case 6-- Auto Repair Shop 5% Kickback

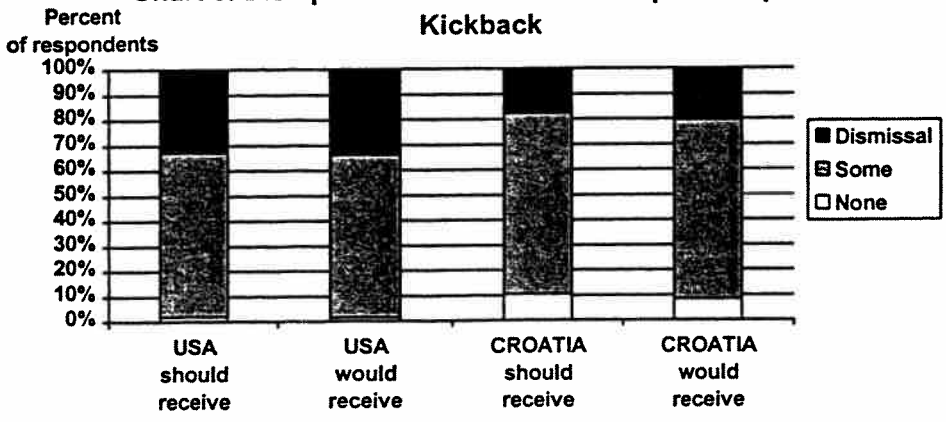


Chart 7: Discipline for Case 7 -- Supervisor: Holiday for Tune-Up

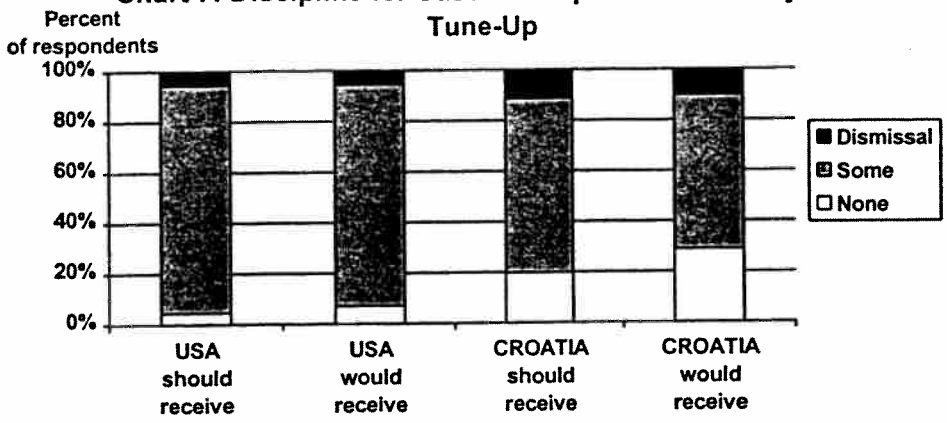


Chart 8: Discipline for Case 8 -- Cover-Up of Police DUI Accident

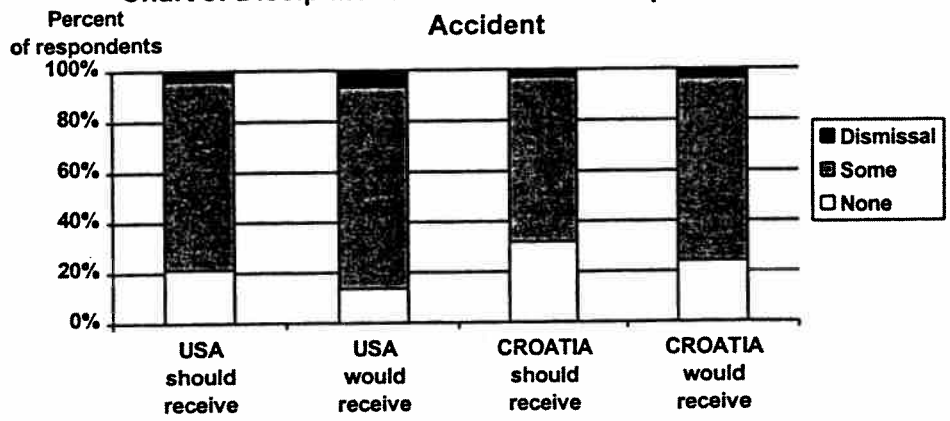


Chart 9: Discipline for Case 9 -- Drinks to Ignore Late Bar Close

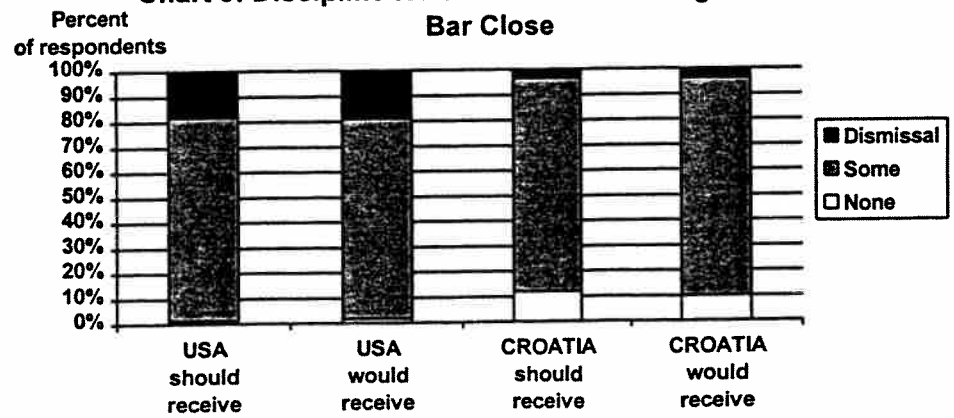


Chart 10: Discipline for Case 10 -- Excessive Force on Car Thief

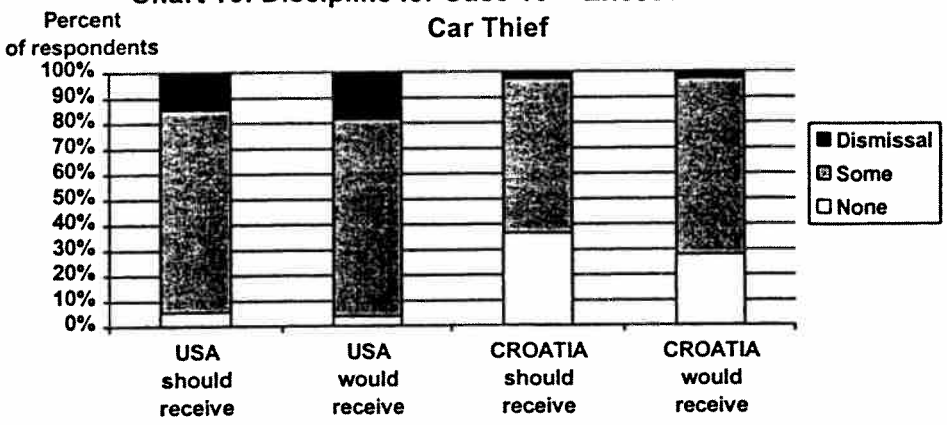
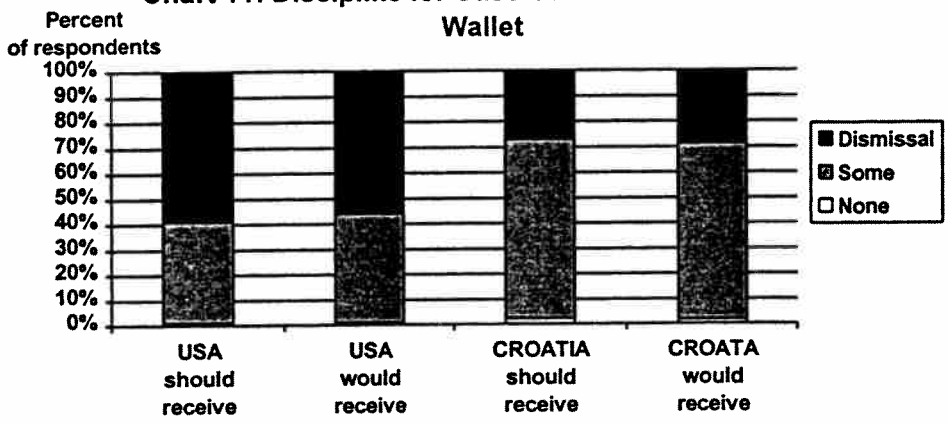


Chart 11: Discipline for Case 11 -- Theft from Found Wallet



respect to U.S. and Croatian officers' perceptions of the seriousness of this offense, we do not know of any specific cultural conditions that might explain this difference. It appears to be the case that the occupational culture of the Croatian police is simply far more tolerant of this type of behavior than is the occupational culture of the U.S. police.

5.4.3 *Case 4 - Differences in Expected and Appropriate Discipline for Accepting Holiday Gifts from Merchants*

More than 60% of Croatian police officers thought that receiving holiday gifts from merchants ought to receive no discipline and more than half predicted that if it were discovered it would receive no discipline. Less than a quarter of U.S. police officers thought such behavior should go undisciplined and less than 1 in 5 thought it would actually go undisciplined, if it were discovered. As was the case with U.S. and Croatian officers' perceptions of offense seriousness, this difference may at least in part be a reflection differences in cultural attitudes toward gift giving.

5.4.4 *Case 5 and Case 11 - Differences in Expected and Appropriate Discipline for Theft of a Watch from a Crime Scene* and *Theft of Money from a Found Wallet*

According to both U.S. and Croatian responses, Case 5-the theft of a watch from a crime scene-was the most serious offense we asked about in our survey. With respect to their own opinion of its seriousness, both Croatian and U.S. officers assessed the offense to be of about equal seriousness. The same is true of stealing money from a found wallet. Croatian officers assessed it to be the second most serious offense, while U.S. officers ranked it third, only slightly behind accepting a bribe from a speeding motorist in terms of its seriousness. However, while about 80% of the U.S. respondents thought that dismissal was the punishment a police officer should and would receive for theft from a crime scene, half of the Croatian officers believed that dismissal would be too severe a punishment. Likewise while more than 55% of U.S. police officers believe that dismissal was both appropriate and to be expected for stealing money from a found wallet, only slightly more than a quarter of the Croatian respondents thought discipline of that severity was either appropriate or likely. While hese findings indicate to us more tolerance for serious misconduct in the occupational culture of Croatian policing, there is no evidence that Croatian police administrators are willing to place any more disciplinary pressure on this type of behavior than most Croatian police officers think appropriate.

5.4.5 *Case 10 - Differences in Expected and Appropriate Discipline for Use of Excessive Force on a Car Thief after a Foot Pursuit*

The dramatic difference in U.S. and Croatian police officers' perceptions of the seriousness of using excessive force on a car thief after a foot pursuit, was reflected in their difference of opinion about both appropriate and expected discipline. More than a third of Croatian officers thought such behavior should receive no discipline whatsoever and more than a quarter believed that it would go totally unpunished if discovedred. Less than 6% of U.S. officers agreed that no punishment was appropriate and less than 4% thought no punishment would follow. Only about 3% of Croatian officers predicted dismissal as a disciplinary consequence while more than 18% of U.S. officers thought dismissal would be the discipline most likely to be meted out.

5.4.6 - *Cross-Cultural Differences in Expected and Appropriate Discipline: Some Methodological Reconsiderations*

Before leaving the topic of cross-cultural differences in expected and appropriate discipline, some reconsideration of four measurement issues is in order. The first is that our choice to limit the Croatian survey to the five formally permitted legal disciplinary options may have imposed a distortion that is unjustified. By failing to give Croatian officers the option to select "verbal reprimand," a disciplinary option that is not legally provided in Croatia though it inevitably occurs, we almost certainly forced some of our respondents into choosing the "no discipline" more frequently than they might otherwise have done. We have corrected this problem in subsequent cross-cultural applications of the survey.

Secondly, our decision to offer U.S. officers the demotion option was unnecessary in ten of the eleven case scenarios involving patrol officers. We are tempted to suggest its elimination, except for the fact that it was highly appropriate to offer it as a choice in Case 7, in which a supervisor offers a line officer a holiday day off if he will agree to tune up the supervisor's car. Future applications of the survey approach employing alternative or additional examples of misbehavior by police officers of supervisory or administrative rank justify retention of this option.

Third, there is case that may be made to exclude answers about the discipline one *would* receive from the portrait of an agency's occupational culture. The argument would be that the discipline one would receive is more reflective of administrative or supervisory effort to change the occupational culture of an agency than it is of the culture of that agency. We do not doubt that there are times and places when this is so. However, the very high correlation between officer opinions on discipline that one should and one would receive emphasizes that expected discipline is at least as fully part of the occupational culture as it is a tool to change it.

Finally, the question of whether or not the identical disciplinary options are in fact cultural equivalents remains moot. Is it possible that the reluctance of Croatian police to discipline with dismissal is more a reflection of the dire consequences of dismissal on the dismissed police officer than tolerance of serious misconduct? It is very difficult to find employment in Croatia. For a police officer dismissed for theft or bribery, it may be nearly impossible.

5.5 *Differences between U.S. and Croatian Police Codes of Silence: Police Officers' Estimates of their Own and Other Officers' Willingness to Report Misconduct*

All of our respondents were asked to estimate how likely they and most other officers in their police agency would be to report a fellow police officer who engaged in the behavior described in the each of the case scenarios. We have calculated means for each of the scenarios and ranked these scenarios with respect to the mean of the estimated willingness to report. Because these responses are arrayed on a five point interval scale, we can analyze both relative willingness to report (the ranks) and absolute willingness to report (the means) in a manner analogous to that in which we considered their estimates of relative seriousness.

As was reported above, the correlation between the ranks of willingness to report, seriousness, and discipline was quite high both within each country and between countries. However, as the results in Tables 14 and 15 show, there were systematic and substantial differences in each country's officers' estimates of their absolute willingness to report. As might be expected because of the very large sample size, there were statistically significant differences in the evaluation of all of the scenarios, both in officers' own and their estimates of most other officers' willingness to report.

5.5.1 *The Strength of the U.S. and Croatian Police Codes of Silence*

Before examining the individual differences in both countries' police codes of silence, we should like to underscore the fact that in both the U.S. and Croatia the code of silence among police appears to be very strong. In both countries respondents were asked to estimate the likelihood that they and most other officers would report the misconduct in question using a five point scale. Circling a "1" on the scale indicated a respondent would "definitely not" report an offense, while circling a "5" indicated the respondent "definitely" would. On this scale, the mean score of U.S. officers exceeded 4.0 in only three of the eleven cases, one involving bribery and the other two involving theft. When U.S. officers were asked how likely most other officers in their agency were to report misconduct, only one case - Case 5 involving theft of a watch from a crime scene, earned a mean value higher than 4.0.

While the police code of silence is quite strong among U.S. police, it is even stronger among their Croatian counterparts. With respect to officers' estimates of both their own and most other officers' willingness to report misconduct, none of the scenarios earned a mean score of 4.0 or more and only four of the scenarios earned a mean score of 3.0 or more on the five point scale.

5.5.2 *Differences in the Contours of the U.S. and Croatian Police Codes of Silence*

In general, the major difference in the code of silence as it exists among U.S. and Croatian police is that while the Code is strong among U.S. police, it is substantially stronger among Croatian officers. There are, however, three cases that stand as relatively minor exceptions to this rule. The first is Case 1 - the case involving an officer who runs an off-duty security system business. Croatian officers report a substantially higher willingness to report this behavior, a difference that is totally attributable to the fact that the vast majority of our U.S. respondents indicated that it is not prohibited. The second case in which Croatian officers reported a statistically significant greater willingness to report was Case 2 - involving an officer who accepts free meals and discount from merchants on his beat. While this difference exceeds half a point with respect to officers' estimates of most other officers' willingness to report, it falls to a largely meaningless 0.2 difference on officers' estimates of their own willingness to report. None of these differences are practically meaningful given the very low absolute range of all of these means ($\bar{x}$ =1.82, 2.38, respectively). Finally, there was a statistically significant but no meaningful difference in U.S. and Croatian police officers' willingness to report a fellow police officer who was involved in a minor drunk driving accident (Case 8). In both the U.S. and Croatia, respectively police officers were equally quite unlikely to report such an incident ($\bar{x}$ =2.09, 2.34).

Table 14 - U.S. and Croatian Police Officer Estimates of their OWN Willingness to Report Behavior

	US Sample					Croatian Sample					T-TEST
	X	ST. DEV	N	RANK		X	St. Dev	N	RANK		
Case 1 -Off-Duty Security System Business	1.37	0.94	3078	1		1.90	1.37	1376	2		-12.96 p<.001
Case 2 - Free Meals, Discounts, on Beat	1.94	1.27	3089	2		2.15	1.44	1358	5		-4.71 p<.001
Case 3 - Bribe from Speeding Motorist	4.19	1.27	3081	9		3.16	1.61	1370	9		20.97 p<.001
Case 4 - Holiday Gifts from Merchants	2.36	1.41	3073	4		1.67	1.18	1369	1		16.98 p<.001
Case 5 - Crime Scene Theft of Watch	4.53	1.06	3089	11		3.96	1.41	1363	11		13.43 p<.001
Case 6 - Auto Repair Shop 5% Kickback	3.95	1.36	3084	8		3.14	1.60	1363	8		16.21 p<.001
Case 7 - Supervisor: holiday for tune-up	3.45	1.45	3079	6		2.72	1.57	1370	7		14.53 p<.001
Case 8 - Cover-Up of Pol. DUI Accident	2.34	1.45	3073	3		2.09	1.39	1370	3.5		5.31 p<.001
Case 9 - Drinks to Ignore Late Bar Closing	3.73	1.42	3082	7		2.66	1.45	1363	6		22.98 p<.001
Case 10 - Excessive Force on Car Thief	3.39	1.51	3084	5		2.09	1.42	1363	3.5		27.62 p<.001
Case 11 - Theft from Found Wallet	4.23	1.26	3094	10		3.63	1.52	1365	10		12.77 p<.001

r = .893 p<.001

Table 15 - U.S. and Croatian Police Officer Estimates OTHER OFFICERS' Willingness to Report Behavior

	US SAMPLE					CROATIAN SAMPLE					t-TEST
	X	ST. DEV	N	RANK		X	ST. DEV	N	RANK		
Case 1 -Off-Duty Security System Business	1.46	.91	3078	1		2.31	1.33	1374	4		21.75 P<.001
Case 2 - Free Meals, Discounts, on Beat	1.82	1.08	3087	2		2.38	1.31	1359	5		13.86 P<.001
Case 3 - Bribe from Speeding Motorist	3.92	1.17	3080	9		3.07	1.33	1373	9		20.55 P<.001
Case 4 - Holiday Gifts from Merchants	2.28	1.25	3069	3.5		1.85	1.13	1367	1		11.35 P<.001
Case 5 - Crime Scene Theft of Watch	4.34	1.03	3081	11		3.72	1.23	1367	11		16.40 P<.001
Case 6 - Auto Repair Shop 5% Kickback	3.71	1.25	3083	8		3.05	1.35	1363	8		15.18 P<.001
Case 7 - Super-visor: holiday for tune-up	3.29	1.34	3078	6		2.73	1.39	1369	7		12.58 P<.001
Case 8 - Cover-Up of Pol. DUI Accident	2.28	1.25	3071	3.5		2.20	1.26	1369	3		2.07 P<.05
Case 9 - Drinks to Ignore Late Bar	3.47	1.33	3078	7		2.58	1.28	1362	6		21.13 P<.001
Case 10 - Excessive Force on Car Thief	3.07	1.38	3075	5		2.08	1.27	1361	2		23.36 P<.001
Case 11 - Theft from Found Wallet	3.96	1.25	3092	10		3.41	1.32	1369	10		12.93 P<.001

r = .838 p< .01

5.6 *The Meaning of National Measurements and Cross-Cultural Comparisons of Police Integrity*

The ability to measure the integrity of a nation's police invites consideration of the value of such a measurement, of its meaning, and of its potential uses and abuses. One major and obvious virtue is in its academic applications. The ability to measure in fairly precise terms the tolerance of a nation's police for corruption, the strength and contours of its code of silence, its support for discipline, and the degree to which it understands certain behaviors to be corrupt and finds them offensive, permits academic description and discussion of a nation's police in ways that were previously not possible. Such a device should permit the measurement of changes in integrity over time and does, as has been demonstrated above, permit the comparison of integrity in one nation's police with that of another.

Although the capacity to measure police integrity confers an ability to speak about it in new ways, at the same moment that it does so it invites and provokes two rather subtle vices. Almost certain to infect most well meaning discussions of integrity, those vices are best kept in check by exposing them to the light of examination. The first is the vice of assuming that one cannot get too much of a good thing (like integrity) and the second is the vice of assuming that more of a good thing (like integrity) is always better.

If a nation's police permits its officers to run off-duty security businesses, accept free-meals, discounts, and small gifts on holidays, and shows "professional courtesy" to fellow officers who drink and drive, it may be said of that police that they are more tolerant of behavior that officers in another nation would call corrupt. Moreover, both that virtuous nation's officers and its academics would have no difficulty describing the nation where such corrupt practices are common as having police of lesser integrity than their police. In fact, the measurement device created above not only permits them to reach that conclusion but to do so with both precision and authority. To that conclusion must be added the caveat that to establish that one nation's police is more tolerant of what another calls corruption and is, therefore, of less integrity, does not necessarily imply that they are, in *any* sense, a worse police nor that they ought to aspire to be more like their counterparts of higher integrity.

A difference, even in a "good" like integrity or a "bad" like corruption, is not necessarily better or worse. The argument that one nation's police is inferior to another's and should change to be more like the other in terms of integrity can, of course, be made. Doing so requires both a political and moral discussion and analysis. Such discussions are beyond the scope of this research paper and no such conclusions are implicit in the measurement device presented above. The problem we seek to raise and illuminate by these comments is only that when describing police agencies as more or less tolerant of "corruption" and of greater of lesser "integrity" it is almost impossible to do so without automatically making either the equivalent of being better or worse.

If the first virtue of creating a capacity to measure a nation's police integrity is to enhance and enrich academic and analytical discussion, the second is starkly practical

and political. The capacity to measure integrity inevitably invites attempts to enhance it and provides both targets for those who would do so and a means of assessing the success of their efforts. Because it invites moral and political conclusions and actions based upon them, it would seem that this second virtue of the capacity to measure police integrity is fundamentally at odds with the first. It is not The second virtue of the capacity to measure a nation's police integrity derives from the fact that all measurements are human, by which is meant that they exist in a social, political, and moral environment in which people will, as they deem appropriate, make use of them. Such uses might well include attempts to make the occupational culture of either or both the U.S. and Croatian police less tolerant of corruption, more supportive of punishing it, and more willing to report it. We should also expect as a direct consequence of the capacity to measure a nations police integrity both argument and action to defend the status quo. We should, however, not be surprised to find that the capacity to measure integrity inspires efforts to "loosen-up" strictures on a nation's police, permit citizens to show their appreciation of them with small gifts, permit them to show special compassion when fellow officers misbehave, and support them when they engage in or turn a blind eye to a bit of deserved street justice.

As was the case with the first, academic virtue of the capacity to measure the integrity of a nation's police, this second practical and political virtue is also subject to two vices. The first is national prejudice-the invidious assumption that the way *our* nation understands an issue and acts on it is automatically preferable to the way another nation sees and does things. The social sciences have long played a special role in controlling this vice and, hopefully, they will continue to do so. The second vice is slightly more problematic. It is the failure to remember that the concept of the integrity of nation's police is a fiction. While it is a useful fiction for some purposes, it tends to mask the diversity that composes it. It is the unmasking of this diversity to which we will now attend.

6.0 *Domestic Applications of the Measurement of Police Integrity: Individual Agency Integrity Profiles*

In order to examine the diversity that composed the national measure of police integrity we employed above, we created for each of the 30 U.S. agencies surveyed, an "Integrity Profile." Each of these integrity profiles was prepared as if it were a report to a member of the agency, and, in fact, a copy of each of these integrity profiles was sent to each agency. It summarizes the survey responses of officers in that agency and analyzes those responses in ways that we believe might prove helpful. The profile is designed to promote an understanding of that agency's occupational culture of integrity and how it compares to the those of other agencies. Complete copies of all thirty of these individual agency integrity profiles are included in Appendix I. What follows is a description of how these integrity profiles were created, what considerations went into their creation, and how the measures employed in them were developed.

Each integrity profile begins with a description of the survey that includes a presentation of all eleven case scenarios and six questions that all respondents were asked about each of them: two about their own and most other officers' perceptions of seriousness, two about appropriate and expected discipline; and two about their own and

most other officers' willingness to report the behaviors. Each integrity profile then presents three tables. The first displays the rank, mean, and standard deviation of that agency's responses to the two questions about seriousness for each of the eleven case scenarios. The second does the same for the two discipline questions (except that it lists the modal discipline for rank), and the third presents the same information about willingness to report. Each of these tables also includes comparable information summarizing the responses from agencies of similar size and from the national sample. These tables permit a case-by-case comparison of the seriousness, punishment, and willingness to report responses of each individual agency. Responses were reported in this way, rather than in a single summary table, in order to include in each table, for purposes of comparison, the same information about agencies of similar size and about the entire national sample.

For purposes of discussion and illustration we have reproduced six of these individual agency summary tables immediately below. The first three, Tables 16, 17, and 18, are from Agency 2. It is a very large municipal agency of approximately 510 sworn officers with both a national and local reputation for a high level of integrity. The second three tables (Tables 19, 20, and 21) are reproduced from the integrity profile of Agency 23. It is also a very large municipal agency of approximately 850 sworn officers. Agency 23 has a long history of scandal, and despite various efforts at reform, continues to carry a local and national reputation as a corrupt police agency. As we shall see, our analysis will give strong, detailed, and specific support to the reputations of both agencies, but it will also show some features that these two very different police agencies have in common.

6.1 *Integrity Profiles: Individual Agency Similarities and Differences in Perceptions of Seriousness*

After reviewing the central components of the survey and presenting the agency with three tables that summarized its responses along with those from agencies of similar size and the national sample, the integrity profile then begins to advise the reader about what to look for in the summary tables. With respect to seriousness we found that *in every U.S. agency we surveyed* officers reported their own perceptions of the seriousness of the behavior were higher than that of most officers in the agency. It was on the basis of this finding that we included the following statement in all thirty integrity profiles:

> **Officers in your agency as well as officers in similar agencies and in the national sample consistently <u>underestimate</u> how serious other police officers in the agency regard the incidents of misconduct we asked about in the survey.**
>
> The first thing you should notice is that officers in your agency consistently <u>UNDERESTIMATE</u> how serious most officers in your agency regard the behavior described in the cases in the survey. You will note that we found the same thing to be true in agencies that were similar to your agency as well as in the national sample. This finding could suggest that - even though the survey was confidential - officers who filled out the surveys may have tried to make themselves "look good" (perhaps to themselves?) by saying that their own personal estimates of seriousness were higher than they actually were. This is a possibility, but there is another that is also

worth considering.

> That possibility is that the "police culture" discourages individual officers from disclosing their true feelings about the misconduct of officers. If this is so, then our finding about your agency, similar agencies, and the national sample suggests that there is a greater amount of intolerance for misconduct in police agencies than even most police officers realize. In any case, the systematic difference in answers to these questions show that officers know the difference between right and wrong. This finding suggests that an officer, supervisor, or administrator who stands up against misconduct may well find more support than he or she expects.

Although this discussion admits the possibility of an alternative explanation, it concludes by offering what some might consider to be an overly generous interpretation of a finding that might alternatively be described as respondents systematically inflating estimates of their perceptions of offense seriousness out of a need for ego defense. Even if this is so, their need for ego defense is evidence of the extent to which they feel the pressure of norms prohibiting the conduct about which they were asked. In which case, this is the source of the unanticipated support that an officer, supervisor, or administrator who stands up against misconduct may well find.

This excerpt, phrased in this way, also permits us to begin each integrity profile with a modestly positive finding. Immediately following it, we were able to call attention to another relatively positive finding - that for all agencies surveyed there was a high correlation between that agency's rank ordering of the seriousness of the behavior described in our survey and the rank ordering in both the entire national sample and the sample of similar agencies. We did so with the following paragraphs:

> **Officers in your agency rank ordered the seriousness of misconduct quite similarly to officers in our national sample.**
>
> The next thing you may notice about Table A1 (reproduced here as Tables 16 and 19, respectively) is that the ranking offered by officers in your agency of their views of the seriousness of the behavior described in each case was very similar to the national ranking. What this means is that **officers in your agency share an understanding of the *relative seriousness*** of the types of misconduct described in the survey that was very similar to police officers across the United States.

Although the table presenting seriousness scores in each integrity profile included both the mean and standard deviation for the agency, similar agencies, and the national sample, it probably failed to communicate much meaning to differences in absolute scores--even to a reader who studied them closely. Although each integrity profile urges readers to inspect the differences in their agency's mean seriousness scores and those for the comparable agencies and the national sample, we concluded that a more compact description of the absolute scoring of each agency was necessary. For agencies like Agency 2, with relatively high seriousness scores, the following passage appeared in their integrity profile:

We urge you to look very carefully at the mean seriousness scores officers in your agency assigned to each of the eleven cases and compare them to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which your agency differs from most other agencies. You will find, overall, that *your officers consistently rated the cases we asked about as MORE serious than officers from other agencies*. When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of seriousness scores, *your agency came out _____ of 30 agencies in terms of officer's own estimates of seriousness and _____ out of 30 in terms of officer's estimates of how serious most officers in your agency would rate them.*

You should be pleased by these findings. The best way we know to control corruption and abuse in any police agency is to create an environment among officers in that agency that is intolerant of it. A key component of such an environment is the belief among officers that such behavior is wrong. Officers in your agency feel more strongly about the seriousness of the behavior we asked them about than do officers in at least two thirds of the agencies we surveyed.

For agencies like Agency 23, with relatively low seriousness scores, a passage similar to the following appeared in their integrity profile:

We urge you to look very carefully at the mean seriousness scores officers in your agency assigned to each of the eleven cases and compare them to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which your agency differs from most other agencies. You will find, overall, that ***your officers consistently rated the cases we asked about as LESS serious than officers from other agencies***. When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of seriousness scores, *your agency came out ___ out of 30 agencies in terms of officer's own estimates of seriousness and ___ out of 30 in terms of officer's estimates of how serious most officers in your agency would rate them.*

You should NOT be pleased by these findings. The best way we know to control corruption and abuse in any police agency is to create an environment among officers in that agency that is intolerant of it. A key component of such an environment is the belief among officers that such behavior is wrong. Officers in your agency feel less strongly about the seriousness of the behavior we asked them about than do officers in at least two thirds of the agencies we surveyed.

Seriousness of Misconduct

Table 16 (Agency 2) - Agency Response Profile - Seriousness Rank, Mean, and Standard Deviation of Responses, Very Large Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	Seriousness Own Opinion	Seriousness Other Officers	Seriousness Own Opinion	Seriousness Other Opinion	Seriousness Own Opinion	Seriousness Other Officers
Case 1 Off Duty Alarm System Business	Rank=1 Mean=1.57 SD=1.04	Rank=1 Mean=1.51 SD=0.86	Rank=1 Mean=1.48 SD=0.95	Rank=1 Mean=1.49 SD=0.87	Rank=1 Mean=1.46 SD=0.94	Rank=1 Mean=1.48 SD=0.87
Case 2 Free Meals and Discounts on Beat	Rank=2 Mean=3.04 SD=1.28	Rank=2 Mean=2.53 SD=1.12	Rank=2 Mean=2.34 SD=1.30	Rank=2 Mean=2.08 SD=1.12	Rank=2 Mean=2.60 SD=1.33	Rank=2 Mean=2.31 SD=1.17
Case 3 Bribe from Speeding Motorist	Rank=9.5 Mean=4.94 SD=0.36	Rank=9 Mean=4.82 SD=0.50	Rank=10 Mean=4.91 SD=0.41	Rank=10 Mean=4.78 SD=0.54	Rank=10 Mean=4.50 SD=0.90	Rank=10 Mean=4.81 SD=0.52
Case 4 Holiday Gifts from Merchants	Rank=3 Mean=3.07 SD= 1.31	Rank=3 Mean=2.73 SD=1.19	Rank=3 Mean=2.65 SD=1.36	Rank=3 Mean=2.45 SD=1.25	Rank=3 Mean=2.84 SD=1.38	Rank=3 Mean=2.64 SD=1.28
Case 5 Theft of Watch from Crime Scene	Rank=11 Mean=4.97 SD=0.32	Rank=11 Mean=4.93 SD=0.38	Rank=11 Mean=4.95 SD=0.36	Rank=11 Mean=4.88 SD=0.46	Rank=11 Mean=4.95 SD=0.32	Rank=11 Mean=4.88 SD=0.45
Case 6 Auto Repair Shop 5% Kickback	Rank=7 Mean=4.58 SD=0.77	Rank=7 Mean=4.31 SD=0.90	Rank=7 Mean=4.46 SD=0.92	Rank=7 Mean=4.20 SD=1.01	Rank=7 Mean=4.50 SD=0.90	Rank=7 Mean=4.25 SD=0.98
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Rank=5 Mean=4.16 SD=1.01	Rank=5 Mean=3.85 SD=1.10	Rank=6 Mean=4.14 SD=1.05	Rank=6 Mean=3.90 SD= 1.11	Rank=6 Mean=4.18 SD=1.04	Rank=6 Mean=3.96 SD=1.10
Case 8 Cover Up of Officer DUI Incident	Rank=4 Mean=3.16 SD=1.27	Rank=4 Mean=2.80 SD=1.13	Rank=4 Mean=2.97 SD=1.38	Rank=4 Mean=2.81 SD=1.25	Rank=4 Mean=3.03 SD=1.39	Rank=4 Mean=2.86 SD=1.27
Case 9 Free Drinks to Ignore Late Bar	Rank=8 Mean=4.68 SD=0.65	Rank=8 Mean=4.32 SD=0.86	Rank=8 Mean=4.52 SD=0.93	Rank=8 Mean=4.25 SD= 1.04	Rank=8 Mean=4.54 SD=0.90	Rank=8 Mean=4.28 SD=1.02
Case 10 Excessive Force on Car Thief	Rank=6 Mean=4.45 SD=0.87	Rank=6 Mean=4.01 SD=0.99	Rank=5 Mean=4.01 SD=1.23	Rank=5 Mean=3.64 SD=1.22	Rank=5 Mean=4.05 SD=1.23	Rank=5 Mean=3.70 SD=1.26
Case 11 Theft from found Wallet	Rank=9.5 Mean=4.94 SD=0.39	Rank=10 Mean=4.83 SD=051	Rank=9 Mean=4.85 SD=0.54	Rank=9 Mean=4.68 SD=0.71	Rank=9 Mean=4.85 SD=0.54	Rank=9 Mean=4.69 SD=0.72

Discipline

Table 17 (Agency 2) - Agency Response Profile - Discipline: Mean, Standard Deviation, and Modal Responses, Very Large Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive
Case 1 Off Duty Alarm System Business	Mean=1.47 SD=0.93 Mode: None	Mean=1.70 SD=1.05 Mode: None	Mean=1.38 SD=0.87 Mode: None	Mean=1.59 SD=1.08 Mode: None	Mean=1.33 SD=0.82 Mode: None	Mean=1.51 SD=1.02 Mode: None
Case 2 Free Meals and Discounts on Beat	Mean=2.50 SD=0.99 Mode:Verbal Reprimand	Mean=2.77 SD=0.95 Mode:Written Reprimand	Mean=1.97 SD=0.97 Mode:Verbal Reprimand	Mean=2.22 SD=1.05 Mode:Verbal Reprimand	Mean=2.13 SD=1.03 Mode:Verbal Reprimand	Mean=2.37 SD=1.09 Mode:Verbal Reprimand
Case 3 Bribe from Speeding Motorist	Mean=5.02 SD=1.09 Mode: Dismissal	Mean=4.90 SD=1.11 Mode: Dismissal	Mean=4.85 SD=1.17 Mode: Dismissal	Mean=4.76 SD=1.15 Mode: Suspension@	Mean=4.97 SD=1.89 Mode: Dismissal	Mean=4.90 SD=1.18 Mode: Dismissal**
Case 4 Holiday Gifts from Merchants	Mean=2.73 SD=1.22 Mode:Written Reprimand	Mean=3.07 SD=1.20 Mode:Written Reprimand	Mean=2.37 SD=1.22 Mode:#	Mean=2.68 SD=1.26 Mode:Written Reprimand	Mean=2.53 SD=1.26 Mode:Verbal Reprimand	Mean=2.82 SD=1.27 Mode:Written Reprimand
Case 5 Theft of Watch from Crime Scene	Mean=5.85 SD=0.55 Mode: Dismissal	Mean=5.73 SD=0.74 Mode: Dismissal	Mean=5.63 SD=0.83 Mode: Dismissal	Mean=5.53 SD=0.91 Mode: Dismissal	Mean=5.66 SD=0.80 Mode: Dismissal	Mean=5.57 SD=0.87 Mode: Dismissal
Case 6 Auto Repair Shop 5% Kickback	Mean=4.41 SD=1.15 Mode: Suspension	Mean=4.45 SD=1.13 Mode: Suspension	Mean=4.34 SD=1.29 Mode: Suspension	Mean=4.39 SD=1.23 Mode: Suspension	Mean=4.40 SD=1.30 Mode: Suspension	Mean=4.46 SD=1.25 Mode: Suspension
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Mean=3.58 SD=1.23 Mode:Written Reprimand	Mean=3.24 SD=1.28 Mode:Written Reprimand	Mean=3.57 SD=1.18 Mode: Suspension	Mean=3.40 SD=1.21 Mode:****	Mean=3.59 SD=1.21 Mode:*	Mean=3.43 SD=1.24 Mode:*
Case 8 Cover Up of Officer DUI Incident	Mean=2.85 SD=1.13 Mode:Written Reprimand	Mean=3.33 SD=1.04 Mode: Suspension	Mean=2.82 SD=1.30 Mode: Suspension***	Mean=3.29 SD=1.26 Mode: Suspension	Mean=2.81 SD=1.31 Mode: Suspension	Mean=3.20 SD=1.30 Mode: Suspension
Case 9 Free Drinks to Ignore Late Bar	Mean=4.10 SD=0.98 Mode: Suspension	Mean=4.11 SD=0.98 Mode: Suspension	Mean=3.97 SD=1.15 Mode: Suspension	Mean=4.03 SD=1.14 Mode: Suspension	Mean=4.01 SD=1.16 Mode: Suspension	Mean=4.08 SD=1.14 Mode: Suspension
Case 10 Excessive Force on Car Thief	Mean=3.97 SD=0.96 Mode: Suspension	Mean=4.11 SD=0.83 Mode: Suspension	Mean=3.72 SD=1.25 Mode: Suspension	Mean=4.00 SD=1.16 Mode: Suspension	Mean=3.76 SD=1.28 Mode: Suspension	Mean=3.99 SD=1.23 Mode: Suspension
Case 11 Theft from found Wallet	Mean=5.42 SD=0.99 Mode: Dismissal	Mean=5.24 SD=1.05 Mode: Dismissal	Mean=5.08 SD=1.18 Mode: Dismissal	Mean=5.00 SD=1.17 Mode: Dismissal	Mean=5.08 SD=1.18 Mode: Dismissal	Mean=5.03 SD=1.18 Mode: Dismissal

* 29.7% of the sample indicated a written reprimand while 27.5% indicated a period of suspension. For the discipline would responses, the respective distributions were 30.0% and 28.5%.

** 41.3% of the respondents indicated that a period of suspension would be the discipline administered. However, 47.6% indicated that dismissal should be the discipline administered.

*** 45.8% indicated suspension would be the discipline, while 42.6% indicated dismissal would be the discipline.

While the modal response was for no discipline (29.4%), 29% indicated a verbal reprimand should be administered and 23.6% indicated a written reprimand should be the discipline.

**** Percent indicating would be a written reprimand and percent indicating discipline would be a period of suspension were virtually identical, 32.2% and 32.8%, respectively.

@ 26.1% indicated a written reprimand should be the discipline administered.

Willingness to Report

Table 18 (Agency 2) - Agency Response Profile - Willingness to Report, Very Large Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	OWN Willingness to Report	OTHERS Willingness to Report	OWN Willingness to Report	OTHERS Willingness to Report	OWN Willingness to Report	OTHERS Willingness to Report
Case 1 Off Duty Alarm System Business	Rank=1 Mean=1.57 SD=1.13	Rank=1 Mean=1.52 SD=0.88	Rank=1 Mean=1.40 SD=0.96	Rank=1 Mean=1.46 SD=0.87	Rank=1 Mean=1.37 SD=0.94	Rank=1 Mean=1.46 SD=0.91
Case 2 Free Meals and Discounts on Beat	Rank=2 Mean=2.42 SD=1.41	Rank=2 Mean=2.07 SD=1.07	Rank=2 Mean=1.75 SD=1.16	Rank=2 Mean=1.63 SD=0.95	Rank=2 Mean=1.94 SD=1.27	Rank=2 Mean=1.82 SD=1.08
Case 3 Bribe from Speeding Motorist	Rank=9 Mean=4.67 SD=0.78	Rank=9 Mean=4.23 SD=0.88	Rank=9 Mean=4.19 SD=1.25	Rank=9 Mean=3.87 SD=1.17	Rank=9 Mean=4.92 SD=1.15	Rank=9 Mean=4.85 SD=1.14
Case 4 Holiday Gifts from Merchants	Rank=4 Mean=2.74 SD=1.44	Rank=4 Mean=2.49 SD=1.19	Rank=3 Mean=2.19 SD=1.36	Rank=3 Mean=2.11 SD=1.19	Rank=4 Mean=2.36 SD=1.41	Rank=4 Mean=2.28 SD=1.25
Case 5 Theft of Watch from Crime Scene	Rank=11 Mean=4.92 SD=0.43	Rank=11 Mean=4.63 SD=0.63	Rank=11 Mean=4.56 SD=1.04	Rank=11 Mean=4.32 SD=1.03	Rank=11 Mean=4.53 SD=1.06	Rank=11 Mean=4.34 SD=1.03
Case 6 Auto Repair Shop 5% Kickback	Rank=8 Mean=4.38 SD=1.01	Rank=8 Mean=3.92 SD=1.03	Rank=5 Mean=3.36 SD=1.34	Rank=8 Mean=3.68 SD=1.25	Rank=8 Mean=3.95 SD=1.36	Rank=8 Mean=3.71 SD=1.25
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Rank=5 Mean=3.68 SD=1.35	Rank=5 Mean=3.34 SD=1.26	Rank=6 Mean=3.40 SD=1.44	Rank=6 Mean=3.20 SD=1.33	Rank=6 Mean=3.45 SD=1.45	Rank=6 Mean=3.29 SD=1.34
Case 8 Cover Up of Officer DUI Incident	Rank=3 Mean=2.67 SD=1.44	Rank=3 Mean=2.40 SD=1.11	Rank=4 Mean=2.33 SD=1.44	Rank=4 Mean=2.27 SD=1.23	Rank=3 Mean=2.34 SD=1.45	Rank=3 Mean=2.28 SD=1.25
Case 9 Free Drinks to Ignore Late Bar	Rank=7 Mean=4.21 SD=1.12	Rank=7 Mean=3.79 SD=1.10	Rank=8 Mean=3.75 SD=1.40	Rank=7 Mean=3.47 SD=1.30	Rank=7 Mean=3.73 SD=1.42	Rank=7 Mean=3.47 SD=1.32
Case 10 Excessive Force on Car Thief	Rank=6 Mean=4.02 SD=1.18	Rank=6 Mean=3.44 SD=1.16	Rank=7 Mean=3.67 SD=1.50	Rank=5 Mean=3.04 SD=1.34	Rank=5 Mean=3.39 SD=1.51	Rank=5 Mean=3.07 SD=1.38
Case 11 Theft from found Wallet	Rank=10 Mean=4.74 SD=0.76	Rank=10 Mean=4.38 SD=0.87	Rank=10 Mean=4.23 SD=1.25	Rank=10 Mean=3.93 SD=1.25	Rank=10 Mean=4.23 SD=1.26	Rank=10 Mean=3.96 SD=1.25

Seriousness of Misconduct

Table 19 (Agency 23) - Agency Response Profile - Seriousness Rank, Mean, and Standard Deviation of Responses, Very Large Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	Seriousness Own Opinion	Seriousness Other Officers	Seriousness Own Opinion	Seriousness Other Opinion	Seriousness Own Opinion	Seriousness Other Officers
Case 1 Off Duty Alarm System Business	Rank=1 Mean= 1.36 SD=0.91	Rank=1 Mean= 1.40 SD= 0.92	Rank=1 Mean=1.48 SD=0.95	Rank=1 Mean=1.49 SD=0.87	Rank=1 Mean=1.46 SD=0.94	Rank=1 Mean=1.48 SD=0.87
Case 2 Free Meals and Discounts on Beat	Rank=4 Mean= 2.85 SD=1.48	Rank=3 Mean=2.57 SD= 1.39	Rank=2 Mean=2.34 SD=1.30	Rank=2 Mean=2.08 SD=1.12	Rank=2 Mean=2.60 SD=1.33	Rank=2 Mean=2.31 SD=1.17
Case 3 Bribe from Speeding Motorist	Rank=10 Mean=4.78 SD=0.71	Rank=10 Mean= 4.60 SD= 0.82	Rank=10 Mean=4.91 SD=0.41	Rank=10 Mean=4.78 SD=0.54	Rank=10 Mean=4.50 SD=0.90	Rank=10 Mean=4.81 SD=0.52
Case 4 Holiday Gifts from Merchants	Rank =3 Mean =2.79 SD=1.58	Rank=4 Mean= 2.61 SD= 1.56	Rank=3 Mean=2.65 SD=1.36	Rank=3 Mean=2.45 SD=1.25	Rank=3 Mean=2.84 SD=1.38	Rank=3 Mean=2.64 SD=1.28
Case 5 Theft of Watch from Crime Scene	Rank=11 Mean=4.79 SD=0.69	Rank=11 Mean= 4.62 SD=0.82	Rank=11 Mean=4.95 SD=0.36	Rank=11 Mean=4.88 SD=0.46	Rank=11 Mean=4.95 SD=0.32	Rank=11 Mean=4.88 SD=0.45
Case 6 Auto Repair Shop 5% Kickback	Rank=7 Mean= 4.02 SD= 0.96	Rank=7 Mean=3.75 SD=1.34	Rank=7 Mean=4.46 SD=0.92	Rank=7 Mean=4.20 SD=1.01	Rank=7 Mean=4.50 SD=0.90	Rank=7 Mean=4.25 SD=0.98
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Rank=8 Mean= 4.05 SD=1.24	Rank=8 Mean=3.85 SD=1.26	Rank=6 Mean=4.14 SD=1.05	Rank=6 Mean=3.90 SD= 1.11	Rank=6 Mean=4.18 SD=1.04	Rank=6 Mean=3.96 SD=1.10
Case 8 Cover Up of Officer DUI Incident	Rank=2 Mean= 2.68 SD=1.52	Rank=2 Mean= 2.54 SD= 1.45	Rank=4 Mean=2.97 SD=1.38	Rank=4 Mean=2.81 SD=1.25	Rank=4 Mean=3.03 SD=1.39	Rank=4 Mean=2.86 SD=1.27
Case 9 Free Drinks to Ignore Late Bar	Rank=6 Mean= 3.77 SD= 1.49	Rank=6 Mean= 3.44 SD= 1.50	Rank=8 Mean=4.52 SD=0.93	Rank=8 Mean=4.25 SD= 1.04	Rank=8 Mean=4.54 SD=0.90	Rank=8 Mean=4.28 SD=1.02
Case 10 Excessive Force on Car Thief	Rank=5 Mean= 3.49 SD= 1.45	Rank=5 Mean= 3.22 SD= 1.46	Rank=5 Mean=4.01 SD=1.23	Rank=5 Mean=3.64 SD=1.22	Rank=5 Mean=4.05 SD=1.23	Rank=5 Mean=3.70 SD=1.26
Case 11 Theft from found Wallet	Rank=9 Mean= 4.55 SD= 0.91	Rank=9 Mean= 4.25 SD= 1.13	Rank=9 Mean=4.85 SD=0.54	Rank=9 Mean=4.68 SD=0.71	Rank=9 Mean=4.85 SD=0.54	Rank=9 Mean=4.69 SD=0.72

Discipline

Table 20 (Agency 23) - Agency Response Profile - Discipline: Mean, Standard Deviation, and Modal Responses, Very Large Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive
Case 1 Off Duty Alarm System Business	Mean=1.26 SD=0.68 Mode: None	Mean=1.34 SD=0.82 Mode: None	Mean=1.38 SD=0.87 Mode: None	Mean=1.59 SD=1.08 Mode: None	Mean=1.33 SD=0.82 Mode: None	Mean=1.51 SD=1.02 Mode: None
Case 2 Free Meals and Discounts on Beat	Mean=2.32 SD=1.04 Mode: Verbal Reprimand	Mean=2.52 SD=1.07 Mode: Verbal Reprimand	Mean=1.97 SD=0.97 Mode:Verbal Reprimand	Mean=2.22 SD=1.05 Mode:Verbal Reprimand	Mean=2.13 SD=1.03 Mode:Verbal Reprimand	Mean=2.37 SD=1.09 Mode:Verbal Reprimand
Case 3 Bribe from Speeding Motorist	Mean=4.44 SD=1.27 Mode: Suspension	Mean=4.45 SD=1.22 Mode: Suspension	Mean=4.85 SD=1.17 Mode: Dismissal	Mean=4.76 SD=1.15 Mode: Suspension@	Mean=4.97 SD=1.89 Mode: Dismissal	Mean=4.90 SD=1.18 Mode: Dismissal**
Case 4 Holiday Gifts from Merchants	Mean=2.60 SD=1.40 Mode: Verbal Reprimand	Mean=2.89 SD=1.35 Mode: Verbal Reprimand	Mean=2.37 SD=1.22 Mode:#	Mean=2.68 SD=1.26 Mode:Written Reprimand	Mean=2.53 SD=1.26 Mode:Verbal Reprimand	Mean=2.82 SD=1.27 Mode:Written Reprimand
Case 5 Theft of Watch from Crime Scene	Mean=4.90 SD=1.21 Mode: Dismissal	Mean=4.93 SD=1.18 Mode: Dismissal	Mean=5.63 SD=0.83 Mode: Dismissal	Mean=5.53 SD=0.91 Mode: Dismissal	Mean=5.66 SD=0.80 Mode: Dismissal	Mean=5.57 SD=0.87 Mode: Dismissal
Case 6 Auto Repair Shop 5% Kickback	Mean=3.73 SD=1.47 Mode: Suspension	Mean=3.92 SD=1.40 Mode: Suspension	Mean=4.34 SD=1.29 Mode: Suspension	Mean=4.39 SD=1.23 Mode: Suspension	Mean=4.40 SD=1.30 Mode: Suspension	Mean=4.46 SD=1.25 Mode: Suspension
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Mean=3.52 SD=1.34 Mode: Suspension	Mean=3.53 SD=1.32 Mode: Suspension	Mean=3.57 SD=1.18 Mode: Suspension	Mean=3.40 SD=1.21 Mode:****	Mean=3.59 SD=1.21 Mode:*	Mean=3.43 SD=1.24 Mode:*
Case 8 Cover Up of Officer DUI Incident	Mean=2.58 SD=1.52 Mode: None	Mean=2.84 SD=1.49 Mode: None	Mean=2.82 SD=1.30 Mode: Suspension***	Mean=3.29 SD=1.26 Mode: Suspension	Mean=2.81 SD=1.31 Mode: Suspension	Mean=3.20 SD=1.30 Mode: Suspension
Case 9 Free Drinks to Ignore Late Bar	Mean=3.18 SD=1.27 Mode: Suspension	Mean=3.30 SD=1.33 Mode: Suspension	Mean=3.97 SD=1.15 Mode: Suspension	Mean=4.03 SD=1.14 Mode: Suspension	Mean=4.01 SD=1.16 Mode: Suspension	Mean=4.08 SD=1.14 Mode: Suspension
Case 10 Excessive Force on Car Thief	Mean=3.16 SD=1.49 Mode: Suspension	Mean=3.47 SD=1.47 Mode: Suspension	Mean=3.72 SD=1.25 Mode: Suspension	Mean=4.00 SD=1.16 Mode: Suspension	Mean=3.76 SD=1.28 Mode: Suspension	Mean=3.99 SD=1.23 Mode: Suspension
Case 11 Theft from found Wallet	Mean=4.13 SD=1.32 Mode: Suspension	Mean=4.26 SD=1.29 Mode: Suspension	Mean=5.08 SD=1.18 Mode: Dismissal	Mean=5.00 SD=1.17 Mode: Dismissal	Mean=5.08 SD=1.18 Mode: Dismissal	Mean=5.03 SD=1.18 Mode: Dismissal

* 29.7% of the sample indicated a written reprimand while 27.5% indicated a period of suspension. For the discipline would responses, the respective distributions were 30.0% and 28.5%.

** 41.3% of the respondents indicated tat a period of suspension would be the discipline administered. However, 47.6% indicated that dismissal should be the discipline administered.

*** 45.8% indicated suspension would be the discipline, while 42.6% indicated dismissal would be the discipline.

While the modal response was for no discipline (29.4%), 29% indicated a verbal reprimand should be administered and 23.6% indicated a written reprimand should be the discipline.

**** Percent indicating would be a written reprimand and percent indicating discipline would be a period of suspension were virtually identical, 32.2% and 32.8%, respectively.

@ 26.1% indicated a written reprimand should be the discipline administered.

Willingness to Report

Table 21 (Agency 23) - Agency Response Profile - Willingness to Report, Very Large Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	OWN Willingness to Report	OTHERS Willingness to Report	OWN Willingness to Report	OTHERS Willingness to Report	OWN Willingness to Report	OTHERS Willingness to Report
Case 1 Off Duty Alarm System Business	Rank=1 Mean=1.22 SD=0.75	Rank=1 Mean=1.31 SD=0.84	Rank=1 Mean=1.40 SD=0.96	Rank=1 Mean=1.46 SD=0.87	Rank=1 Mean=1.37 SD=0.94	Rank=1 Mean=1.46 SD=0.91
Case 2 Free Meals and Discounts on Beat	Rank=2 Mean=1.75 SD=1.19	Rank=2 Mean=1.74 SD=1.14	Rank=2 Mean=1.75 SD=1.16	Rank=2 Mean=1.63 SD=0.95	Rank=2 Mean=1.94 SD=1.27	Rank=2 Mean=1.82 SD=1.08
Case 3 Bribe from Speeding Motorist	Rank=10 Mean=3.02 SD=1.65	Rank=10 Mean=2.90 SD=1.47	Rank=9 Mean=4.19 SD=1.25	Rank=9 Mean=3.87 SD=1.17	Rank=9 Mean=4.92 SD=1.15	Rank=9 Mean=4.85 SD=1.14
Case 4 Holiday Gifts from Merchants	Rank=4 Mean=20.5 SD=1.43	Rank=4 Mean=2.03 SD=1.36	Rank=3 Mean=2.19 SD=1.36	Rank=3 Mean=2.11 SD=1.19	Rank=4 Mean=2.36 SD=1.41	Rank=4 Mean=2.28 SD=1.25
Case 5 Theft of Watch from Crime Scene	Rank=11 Mean=3.36 SD=1.66	Rank=11 Mean=3.25 SD=1.50	Rank=11 Mean=4.56 SD=1.04	Rank=11 Mean=4.32 SD=1.03	Rank=11 Mean=4.53 SD=1.06	Rank=11 Mean=4.34 SD=1.03
Case 6 Auto Repair Shop 5% Kickback	Rank=8 Mean=2.71 SD=1.62	Rank=8 Mean=2.64 SD=1.52	Rank=5 Mean=3.36 SD=1.34	Rank=8 Mean=3.68 SD=1.25	Rank=8 Mean=3.95 SD=1.36	Rank=8 Mean=3.71 SD=1.25
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Rank=7 Mean=2.66 SD=1.61	Rank=7 Mean=2.60 SD=1.53	Rank=6 Mean=3.40 SD=1.44	Rank=6 Mean=3.20 SD=1.33	Rank=6 Mean=3.45 SD=1.45	Rank=6 Mean=3.29 SD=1.34
Case 8 Cover Up of Officer DUI Incident	Rank=3 Mean=2.03 SD=1.47	Rank=3 Mean=1.95 SD=1.39	Rank=4 Mean=2.33 SD=1.44	Rank=4 Mean=2.27 SD=1.23	Rank=3 Mean=2.34 SD=1.45	Rank=3 Mean=2.28 SD=1.25
Case 9 Free Drinks to Ignore Late Bar	Rank=5 Mean=2.42 SD=1.59	Rank=5 Mean=2.35 SD=1.51	Rank=8 Mean=3.75 SD=1.40	Rank=7 Mean=3.47 SD=1.30	Rank=7 Mean=3.73 SD=1.42	Rank=7 Mean=3.47 SD=1.32
Case 10 Excessive Force on Car Thief	Rank=6 Mean=2.53 SD=1.61	Rank=6 Mean=2.38 SD=1.53	Rank=7 Mean=3.67 SD=1.50	Rank=5 Mean=3.04 SD=1.34	Rank=5 Mean=3.39 SD=1.51	Rank=5 Mean=3.07 SD=1.38
Case 11 Theft from found Wallet	Rank=9 Mean=2.95 SD=1.67	Rank=9 Mean=2.74 SD=1.59	Rank=10 Mean=4.23 SD=1.25	Rank=10 Mean=3.93 SD=1.25	Rank=10 Mean=4.23 SD=1.26	Rank=10 Mean=3.96 SD=1.25

For agencies like Agency 23, with relatively low seriousness scores, a passage similar to the following appeared in their integrity profile:

> We urge you to look very carefully at the mean seriousness scores officers in your agency assigned to each of the eleven cases and compare them to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which your agency differs from most other agencies. You will find, overall, that ***your officers consistently rated the cases we asked about as LESS serious than officers from other agencies***. When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of seriousness scores, *your agency came out ___ out of 30 agencies in terms of officer's own estimates of seriousness and ___ out of 30 in terms of officer's estimates of how serious most officers in your agency would rate them.*
>
> You should NOT be pleased by these findings. The best way we know to control corruption and abuse in any police agency is to create an environment among officers in that agency that is intolerant of it. A key component of such an environment is the belief among officers that such behavior is wrong. Officers in your agency feel less strongly about the seriousness of the behavior we asked them about than do officers in at least two thirds of the agencies we surveyed.

For agencies whose seriousness scores were in the mid-range, we included the following paragraphs:

> We urge you to look very carefully at the mean seriousness scores officers in your agency assigned to each of the eleven cases and compare them to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which your agency differs from most other agencies. You will find, overall, that ***your officers rated the cases we asked about as about as serious as officers from other agencies***. When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of seriousness scores, *your agency came out ___ out of 30 in terms of officer's own estimates of seriousness and ___ out of 30 in terms of officer's estimates of how serious most officers in your agency would rate them.*
>
> This is about average for all of the U.S. police agencies we surveyed. The best way we know to control corruption and abuse in any police agency is to create an environment among officers in that agency that is intolerant of it. A key component of such an environment is the belief among officers that such behavior is wrong. Officers in your agency feel more strongly about the seriousness of the behavior we asked them about than do officers in at least a third of the agencies we surveyed, and less strongly than do officers in at least another third.

The procedure for ranking each agency in terms of seriousness is not detailed in each agency's integrity profile. We should like to describe it here. The process began by creating Table 22. It is based on officers' own estimates of seriousness, but a similar table (not shown) was also created summarizing officers' estimates of how most officers in their agency would rank the cases.

In Table 22 the mean scores of each agency's responses to each of the eleven cases are displayed in rank order from highest (1) to lowest (30). These individual rankings were used to establish a summary ranking of each agency's responses to questions of officers' own perceptions of seriousness. To do so, we awarded an agency three (3) points if it scored among the top ten agencies on for a particiular question, two (2) points if it scored among the middle ten, and one (1) point if it scored among the lowest ten. Using this scaling system, agency scores could range from eleven (11), for an agency that scored in the lowest third of agencies on all eleven questions to thirty three (33), for an agency that scored in among the highest third of agencies on all eleven questions (Agency 17, score 33.) In the last column of Table 22 agencies are listed in rank order of their respective summary scores. It is this calculation that is the basis upon which agencies are told that they have scored "nth out of 30" agencies surveyed.

Exactly the same procedure was used to calculate a summary score and ranking for each agency's responses about most officers' perceptions of seriousness. Moreover, the identical procedure was employed to calculate summary scores and rankings for the two discipline and the two willingness to report questions.

6.2 Individual Agency Similarities and Differences in Perceptions of Appropriate and Expected Discipline

In each agency integrity profile the discussion of discipline begins with emphasizing the general finding from the national survey that there is a high degree of agreement between officers' estimates of the punishment an offense should receive and punishment it would receive:

> The answers for the two discipline questions, "What discipline, if any, do you think this behavior SHOULD receive?" and "What discipline, if any, do you think this behavior WOULD receive?" are reported in Table A2 (Tables 17 and 20 here). We found in our national sample a very high degree of agreement among police officers on the answers to these questions.
>
> What this finding means is that, nationally, police officers believe that the discipline that would actually be given in their departments for the types of offenses we asked about in our survey was fair, at least in terms of its severity. We did not ask any questions about disciplinary procedures or process in our survey. Thus, we cannot comment on that aspect anything about how officers in your agency regard the fairness of the process or procedure of discipline.

Table 22: Rank Order of Agency Mean Seriousness Scores (Own Seriousness) by Case

	Case 1 Rank	$\bar{x}$	(Agency)	Case 2 Rank	$\bar{x}$	(Agency)	Case 3 Rank	$\bar{x}$	(Agency)	Case 4 Rank	$\bar{x}$	(Agency)	Case 5 Rank	$\bar{x}$	(Agency)	Case 6 Rank	$\bar{x}$	(Agency)
	1	2.04	(8)	1	4.20	(17)	1	5.00	(30)	1	4.00	(29)	1	5.00	(30)	1	5.00	(17)
Ten Highest Mean Serious-ness Scores	2	1.70	(4)	2	3.69	(12)	1	5.00	(28)	1	4.00	(17)	1	5.00	(28)	1	5.00	(11)
	3	1.65	(15)	3	3.59	(1)	1	5.00	(27)	3	3.88	(12)	1	5.00	(27)	3	4.88	(30)
	4	1.63	(6)	4	3.33	(8)	1	5.00	(26)	4	3.57	(1)	1	5.00	(26)	4	4.85	(10)
	5	1.62	(7)	5	3.31	(30)	1	5.00	(20)	5	3.54	(10)	1	5.00	(20)	5	4.79	(6)
	6	1.61	(20)	6	3.23	(10)	1	5.00	(17)	6	3.44	(30)	1	5.00	(19)	6	4.77	(4)
	7	1.60	(17)	7	3.20	(11)	1	5.00	(11)	7	3.43	(3)	1	5.00	(17)	7	4.76	(27)
	8	1.57	(5)	8	3.09	(22)	1	5.00	(10)	8	3.40	(19)	1	5.00	(16)	8	4.75	(12)
	8	1.57	(2)	9	3.07	(6)	1	5.00	(9)	9	3.26	(6)	1	5.00	(15)	9	4.72	(3)
	10	1.56	(1)	10	3.05	(19)	1	5.00	(4)	10	3.24	(7)	1	5.00	(13)	10	4.71	(29)
													1	5.00	(12)	10	4.71	(16)
	11	1.55	(25)	11	3.04	(2)	11	4.99	(3)	11	3.20	(11)	1	5.00	(11)			
	12	1.50	(28)	12	3.00	(26)	12	4.97	(6)	12	3.14	(26)	1	5.00	(10)	12	4.70	(18)
Ten Middle Mean Serious-ness Scores	13	1.45	(22)	13	2.99	(3)	13	4.96	(1)	13	3.08	(8)	1	5.00	(9)	13	4.65	(7)
	14	1.44	(13)	14	2.92	(24)	14	4.95	(19)	14	3.07	(2)	1	5.00	(7)	13	4.65	(19)
	15	1.43	(26)	15	2.89	(20)	14	4.95	(24)	15	3.06	(22)	1	5.00	(6)	15	4.60	(1)
	16	1.38	(10)	16	2.85	(23)	14	4.95	(15)	16	2.89	(9)	1	5.00	(3)	16	4.58	(2)
	16	1.38	(12)	17	2.83	(29)	17	4.94	(2)	17	2.83	(4)				16	4.58	(8)
	18	1.36	(23)	18	2.78	(13)	17	4.94	(18)	18	2.79	(23)	18	4.99	(18)	18	4.56	(20)
	19	1.34	(18)	19	2.76	(15)	17	4.94	(5)	19	2.72	(20)	18	4.99	(1)	19	4.48	(19)
	20	1.32	(3)	20	2.75	(28)	20	4.93	(16)	20	2.70	(21)	20	4.98	(5)	20	4.46	(24)
	21	1.21	(14)	21	2.71	(16)	21	4.92	(7)	21	2.63	(18)	21	4.97	(24)	21	4.44	(5)
Ten Lowest Mean Serious-ness Scores	22	1.20	(9)	22	2.69	(7)	22	4.89	(14)	22	2.57	(24)	21	4.97	(2)	22	4.30	(9)
	23	1.19	(21)	23	2.68	(9)	22	4.89	(13)	23	2.56	(25)	23	4.95	(9)	23	4.21	(22)
	24	1.17	(24)	24	2.62	(27)	24	4.88	(25)	24	2.50	(28)	24	4.89	(21)	24	4.16	(25)
	25	1.14	(29)	25	2.53	(21)	25	4.86	(22)	25	2.45	(14)	25	4.88	(22)	25	4.11	(13)
	26	1.13	(30)	26	2.51	(25)	26	4.83	(8)	26	2.39	(5)	26	4.87	(25)	25	4.11	(15)
	27	1.10	(19)	27	2.50	(4)	27	4.78	(23)	27	2.31	(15)	27	4.85	(14)	27	4.02	(23)
	27	1.10	(27)	28	2.17	(14)	28	4.75	(12)	28	2.21	(16)	28	4.83	(8)	28	4.00	(26)
	29	1.00	(16)	29	2.08	(18)	29	4.74	(21)	29	2.19	(27)	29	4.79	(23)	29	3.75	(28)
	29	1.00	(11)	30	1.94	(5)	30	4.57	(29)	30	2.00	(13)	30	4.57	(29)	30	3.69	(21)

Table 22: Rank Order of Agency Mean Seriousness Scores (Own Seriousness) by Case (Continued)

	Case 7 Rank	$\bar{x}$	(Agency)	Case 8 Rank	$\bar{x}$	(Agency)	Case 9 Rank	$\bar{x}$	(Agency)	Case 10 Rank	$\bar{x}$	(Agency)	Case 11 Rank	$\bar{x}$	(Agency)	Summary Scores Rank	(Agency)	Score
	1	5.00	(17)	1	3.80	(17)	1	4.95	(27)	1	4.79	(6)	1	5.00	(26)	1	(17)	33
Ten Highest	2	4.67	(27)	1	3.80	(6)	2	4.87	(6)	2	4.69	(3)	1	5.00	(17)	2	(6)	32
Mean	3	4.61	(6)	3	3.71	(29)	3	4.85	(10)	3	4.67	(26)	1	5.00	(11)	3	(10)	30
Seriousness	4	4.56	(30)	4	3.59	(1)	4	4.81	(30)	4	4.47	(4)	1	5.00	(10)	4	(30)	29
Scores	4	4.56	(12)	5	3.50	(9)	5	4.80	(17)	5	4.45	(2)	5	4.96	(6)	5	(3)	28
	6	4.50	(20)	6	3.33	(22)	5	4.80	(11)	6	4.20	(17)	6	4.95	(3)	6	(1)	27
	7	4.46	(10)	7	3.28	(20)	7	4.78	(4)	7	4.15	(1)	6	4.95	(4)	6	(11)	27
	8	4.40	(11)	8	3.22	(24)	7	4.78	(3)	8	4.10	(18)	8	4.94	(30)	6	(20)	27
	8	4.40	(9)	9	3.20	(11)	9	4.71	(29)	9	4.05	(19)	8	4.94	(2)	9	(4)	26
	10	4.36	(24)	9	3.20	(4)	10	4.70	(18)	10	3.95	(5)	10	4.92	(7)	10	(2)	24
	10	4.36	(16)													10	(7)	24
Ten Middle				11	3.16	(2)	11	4.68	(2)	11	3.92	(8)	11	4.91	(18)	10	(12)	24
Mean Serious-	12	4.30	(22)	12	3.15	(3)	12	4.67	(26)	12	3.86	(24)	12	4.90	(9)	10	(19)	24
ness Scores	13	4.28	(3)	13	3.08	(16)	13	4.66	(5)	12	3.86	(29)	12	4.90	(1)	10	(26)	24
	14	4.25	(19)	14	3.06	(30)	14	4.65	(24)	14	3.83	(22)	14	4.89	(19)			
	15	4.23	(18)	15	3.00	(26)	15	4.64	(16)	15	3.80	(9)	14	4.89	(5)	15	(9)	23
	16	4.22	(15)	15	3.00	(12)	16	4.59	(1)	16	3.78	(20)	14	4.89	(13)	16	(18)	22
	17	4.20	(1)	15	3.00	(5)	17	4.50	(20)	17	3.63	(30)	17	4.86	(24)	17	(5)	21
	18	4.19	(7)	18	2.98	(18)	17	4.50	(19)	18	3.62	(10)	18	4.85	(21)	17	(24)	21
	19	4.16	(2)	19	2.96	(8)	17	4.50	(9)	19	3.54	(7)	18	4.85	()	17	(27)	21
Ten Lowest	20	4.13	(5)	20	2.74	(21)	17	4.50	(7)	20	3.50	(12)	20	4.83	(20)	17	(29)	21
Mean Serious-																		
ness Scores	21	4.12	(4)	21	2.68	(23)	21	4.48	(22)	21	3.49	(23)	21	4.81	(12)	21	(8)	19
	22	4.05	(23)	22	2.64	(16)	22	4.44	(12)	21	3.49	(15)	22	4.73	(15)	21	(22)	19
	23	4.00	(8)	23	2.63	(25)	23	4.42	(8)	23	3.40	(25)	23	4.71	(27)	23	(15)	18
	24	3.89	(14)	24	2.62	(7)	24	4.33	(28)	23	3.40	(11)	23	4.71	()	23	(16)	18
	25	3.87	(25)	25	2.61	(15)	24	4.33	(13)	25	3.33	(28)	25	4.63	(8)	25	(28)	17
	26	3.86	(26)	26	2.57	(27)	26	4.17	(25)	26	3.21	(16)	26	4.59	(22)	26	(13)	16
	27	3.74	(21)	27	2.15	(19)	27	3.98	(14)	27	3.14	(27)	27	4.55	(23)	27	(21)	14
	28	3.71	(29)	28	1.89	(13)	28	3.94	(15)	28	3.06	(19)	28	4.53	(25)	27	(23)	14
	29	3.56	(13)	29	1.87	(14)	29	3.77	(23)	29	3.00	(13)	29	4.25	(28)	29	(14)	13
	30	3.55	(28)	30	1.75	(28)	30	3.31	(21)	30	2.96	(21)	30	4.74	(29)	30	(25)	12

6.2.1 Minority Opinions

Although these national summary figures suggest a high degree of agreement among U.S. officers on appropriate and expected discipline, closer analysis reveals that for some of the conduct described in our survey, a substantial minority of officers differ with the majority opinion. Table 23 was constructed to identify this minority opinion in the national sample. For each case, each respondent's score on the "discipline WOULD receive scale" was subtracted from his or her score on the "discipline SHOULD receive scale." If the difference was greater than zero, this indicated that the respondent thought the expected discipline was too lenient. If the difference was less than zero, it indicated that the respondent thought the expected discipline was too harsh. If the difference was zero, it meant that the respondent thought the discipline expected was, in terms of severity, fair.

This analysis revealed that in the national sample, more than twenty percent (20%)of officers believed that the discipline they would receive in their agencies would be too harsh in four cases: Case 2-receiving free meals and discounts on their beats; Case 4-receiving holiday gifts from merchants on their beats; Case 8-covering up a DUI offense and minor accident by a police officer; and Case 10-using excessive force on a car thief after a foot pursuit. A substantial minority (18.6%) also thought that a supervisor who offered a line officer a holiday day off in exchange for tuning-up his personal automobile (Case 7) would be punished too leniently.

In each of the integrity profiles for agencies of sufficient sample size, we provided both a copy of Table 23 (see Appendix A, Table A4 in the individual agency integrity profiles) and a similarly constructed table (See Appendix A, Table A5) that permits each agency to identify the distribution of minority opinion in that agency. Included below as examples of these agency-specific tables are Tables 24 and 25 from the integrity profiles of Agencies 2 and 23, respectively.

We explored the possibility that the amount of dissatisfaction with the severity of discipline in a police agency was related in some systematic way to the overall environment of integrity in the agency. We created indices measuring leniency, harshness, and combinations of both leniency and harshness but were unable to find any consistent relationship between any of these indices and our measures of the integrity of the agency. As a consequence we limited our suggested interpretations of the national data (presented in Table 23), as well as the agency-specific data included in each integrity profile, to emphasizing the value of recognizing the presence of a significant minority opinion. Each integrity profile contains the following statement:

> Although these national summary figures suggest a high degree of agreement among U.S. officers on appropriate and expected discipline, closer analysis reveals that for some of the conduct described in our survey a substantial minority of officers differ with the majority opinion. Table A4 below was constructed to identify this

minority opinion in the national sample by comparing the difference between officers' scores on the "discipline SHOULD receive" and "discipline WOULD receive" questions.

This analysis found that, in our national sample, more than twenty percent of officers believed that the discipline they would receive in their agencies would be *too harsh in four cases*: Case 2 - receiving free meals and discounts on their beats; Case 4 - receiving holiday gifts from merchants on their beats; Case 8 - covering up a DUI offense and minor accident by a police officer; and Case 10 - using excessive force on a car thief after a foot pursuit. A substantial minority (18.6%) also thought that a supervisor who offered a line officer a holiday day off in exchange for the officer's tuning up the supervisor's personal automobile (Case 7) would be punished too leniently.

We performed the same analysis on the responses about discipline from the officers we surveyed in your agency. ***Overall, we found that the majority of officers in your agency thought that the severity of discipline in your agency was fair.*** However, we urge you to attend to the fact that, as was the case with the national sample, there is a substantial minority of officers who do not think that the level of discipline in your agency is appropriate. More than twenty percent of officers in your agency believe that the discipline that would be given in Cases _____ would be too harsh and more than twenty percent believed that in Case(s), it would be too lenient.

These findings do not mean that disciplinary policies in your agency should be altered in the direction suggested by this minority opinion. They do suggest that this minority opinion may be a factor to be dealt with when administering discipline at current levels in your agency.

6.2.2 *Differences in Line Officer, Supervisor, and Administrative Opinion about Appropriate and Expected Discipline*

In describing differences of opinion about discipline within individual police agencies, we also included in each large and very large agency's integrity profiles a table that displayed separately the mean, standard deviation, and mode of the opinions of supervisors, administrators, and line officers for each of the eleven cases. (Sample sizes were too small in all other agencies to make this data meaningful.) This information was provided to make it possible to identify not only differences between line officers, supervisors, and administration on disciplinary matters, but also to identify differences of opinion within each of these groups.

Table 23: U.S. Police Officer Opinions on the Fairness of the Severity of Discipline in their Agencies: Percent of U.S. Police Officers Finding Discipline in their Agencies Too Harsh, Too Lenient, or Fair, by Case

CASE / DISCIPLINE	1 - Off Duty Security System Business	2 - Free Meals, Discounts on Beat	3 - Bribe from Speeding Motorist	4 - Holiday Gifts from Merchants	5 - Crime Scene Theft of Watch	6 - Auto Repair Shop 5% Kickback	7 - Supervisor: Holiday for Tune-up	8 - Cover-Up of Police DUI Accident	9 - Drinks to Ignore Late Bar Closing	10 - Excessive Force on Car Thief	11 - Theft from Found Wallet
Too Harsh	13.1%	**26.4%**	9.4%	**27.0%**	3.4%	12.5%	10.3%	**30.3%**	13.4%	**21.5%**	6.9%
Fair	83.9%	64.6%	78.7%	66.3%	89.0%	79.8%	71.1%	62.9%	78.3%	71.7%	83.6%
Too Lenient	2.9%	9.0%	11.9%	6.7%	7.6%	7.7%	**18.6%**	6.8%	8.3%	6.9%	9.5%

Table 24: Opinions of Officers in Your Agency about the Fairness of Discipline: Percent Finding Discipline Too Harsh, Too Lenient, or Fair, by Case, Agency 2

CASE / DISCIPLINE	1 - Off Duty Security System Business	2 - Free Meals, Discounts on Beat	3 - Bribe from Speeding Motorist	4 - Holiday Gifts from Merchants	5 - Crime Scene Theft of Watch	6 - Auto Repair Shop 5% Kickback	7 - Supervisor: Holiday for Tune-up	8 - Cover-Up of Police DUI Accident	9 - Drinks to Ignore Late Bar Closing	10 - Excessive Force on Car Thief	11 - Theft from Found Wallet
Too Harsh	**20.1%**	**31.2%**	7.6%	**33.1%**	1.7%	12.4%	7.3%	**36.0%**	11.0%	18.0%	5.1%
Fair	77.3%	56.8%	79.5%	59.3%	91.1%	78.2%	67.8%	58.6%	79.1%	75.3%	81.4%
Too Lenient	2.6%	11.1%	12.9%	7.6%	7.2%	9.3%	**24.9%**	5.4%	9.9%	6.7%	13.5%

TABLE 25: Opinions of Officers in Your Agency about the Fairness of Discipline: Percent Finding Discipline Too Harsh, Too Lenient, or Fair, by Case, Agency 23

CASE / DISCIPLINE	1 - Off Duty Security System Business	2 - Free Meals, Discounts on Beat	3 - Bribe from Speeding Motorist	4 - Holiday Gifts from Merchants	5 - Crime Scene Theft of Watch	6 - Auto Repair Shop 5% Kickback	7 - Supervisor: Holiday for Tune-up	8 - Cover-Up of Police DUI Accident	9 - Drinks to Ignore Late Bar Closing	10 - Excessive Force on Car Thief	11 - Theft from Found Wallet
Too Harsh	7.7%	**22.7%**	9.7%	**23.9%**	9.4%	16.7%	11.9%	**21.9%**	18.4%	**22.4%**	13.3%
Fair	91.0%	70.1%	82.8%	71.8%	83.1%	78.4%	75.0%	73.2%	70.9%	74.4%	81.2%
Too Lenient	1.3%	7.1%	7.4%	4.2%	7.5%	9.9%	10.1%	5.0%	10.7%	3.2%	5.5%

Three matters of some importance may be explored by examining the data presented in this table. If it is assumed that supervisors and administrative officers are accurate predictors of the discipline the various types of behavior described in the cases would actually receive, it is possible to assess how well the agency does in communicating its disciplinary threat by comparing line officer with supervisor and administrator answers to the discipline WOULD receive question.

Second, by comparing discipline SHOULD receive answers with the supervisor and administrative WOULD receive answers, it is also possible to assess the level of line officer support for discipline in each case.

Third, comparison of the differences in line officer, supervisor, or administrator SHOULD and WOULD responses as well as the standard deviation associated with each of the mean scores may reveal the diversity of opinion about appropriate and expected discipline at each of these levels in a police agency.

Tables 26 and 27 below are taken from the integrity profiles of Agencies 2 and 23, respectively. While they provide valuable information of the type described above, extracting that information from those tables requires a systematic effort at reading them. It was not reasonable to assume that the typical police reader would make this effort without both urging and guidance. Therefore, In the integrity profile of each agency that included a table of this type, the following introduction to the table was included.

> Table A6:() displays the means, standard deviations, and modes for answers to the discipline "should" receive and "would" receive questions for line officers, supervisors, and administrators in your agency. This table can provide answers to three very important questions about discipline in your agency.
>
> The first question this table can help you answer is "*Do officers throughout your agency agree on the disciplinary consequences of the behavior we asked about in the survey?*" To answer this question you should compare the "Discipline WOULD receive" answers from line officers, supervisors, and administrators. In a police agency in which line officers, supervisors, and administrators all shared a strong common understanding of what discipline would be given to an officer who engaged in the conduct described in each case, the modal "would" receive answers would be identical, the value of means would all be very close (within 0.2 - 0.4), and the standard deviations would all be fairly small (less than 1.00).

Because the vast majority of the cases we asked about in our survey concern conduct of patrol officers, you should pay particular attention to those occasions on which line officers estimate the discipline they would receive as substantially less than the estimates of supervisors and administrators. This difference means that your agency is not effectively communicating its disciplinary threat to line officers in that case.

The second question that this table can help answer is, *"In each case, what is the level of support for discipline among line officers, supervisors, and administrators?"* To answer this question you should compare the "discipline should receive" and "discipline would receive" answers for each group. As was the case with the first question, in a police agency in which line officers, supervisors, and administrators all share a common understanding about appropriate discipline, the mean scores should be very close, the standard deviations should be small, and the modal discipline should be the same for each case.

As you examine these three "discipline should receive" and "discipline would receive" columns, you should make note not only of any large difference (0.5 or more in the mean scores), but where and in what direction that difference is. Such differences may express express a demand at one or more levels in your agency for either an increase or a decrease in the level of punishment.

The third question this table can help answer is *"How uniform is opinion about discipline within officer, supervisor, and administra-tive ranks in your agency?"* To answer this question you must examine the standard deviation scores throughout the table. Roughly speaking, scores well below 1.0 suggest very strong consensus, scores around 1.0 suggest some difference of opinion, and scores of 1.3 or higher probably merit attention. Standard deviations of 1.3 or higher indicate that with respect to the case in question, there is substantial difference of opinion about discipline.

Because it is sometimes very difficult to detect a pattern in these standard deviation scores we suggest that as you read through the table you circle or otherwise highlight each standard deviation score of 1.3 or more. (Round all scores of 1.26 or more to 1.3 and treat them as if they were equivalent to 1.3). There are 66 cells in the table and a few standard deviation scores of 1.3 or higher are probably to be expected, particularly with respect to low level types of misconduct. (Off-Duty Security Business, Free meals, Holiday gifts, or Police Discounts).

Table 26 - Discipline: Means, Standard Deviations, and Modal Responses from Line Officers, Supervisors, and Administrators in Your Agency, Agency 2

	Line Officers		Supervisors		Administrators	
Case # & Description	Discipline SHOULD Receive **Mean: Std. Dev: Mode**	Discipline WOULD Receive **Mean: Std. Dev: Mode**	Discipline SHOULD Receive **Mean: Std. Dev: Mode**	Discipline WOULD Receive Mean: Std. Dev: Mode	Discipline SHOULD Receive Mean: Std. Dev: Mode	Discipline WOULD Receive Mean: Std. Dev: Mode
Case 1 Off Duty Alarm System Business	$\bar{x}$ = 1.42 S. D. = 0. 89 None	$\bar{x}$ = 1.70 S. D.= 1.06 None	$\bar{x}$ = 1.61 S.D. = 0.93 None	$\bar{x}$ = 1.62 S.D. = 0.93 None	$\bar{x}$ = 3.12 S.D. = 1.56 Verbal Rep.	$\bar{x}$ = 2.00 S. D.= 1.37 None
Case 2 Free Meals and Discounts on Beat	$\bar{x}$ = 2.40 S. D. = 0.95 Verbal Rep.	$\bar{x}$ = 2.76 S. D.= 0.95 Writn. Rep.	$\bar{x}$ = 3.02 S.D. = 1.00 Writn. Rep.	$\bar{x}$ = 2.79 S.D. = 0.97 Writn. Rep.	$\bar{x}$ = 3.12 S.D. = 1.54 Verbal Rep.	$\bar{x}$ = 2.88 S. D.= 1.56 Verbal Rep.
Case 3 Bribe from Speed ing Motorist	$\bar{x}$ = 4.92 S. D. = 1.02 Dismiss	$\bar{x}$ = 4.86 S.D. = 1.12 Dismiss	$\bar{x}$ = 5.43 S.D. = 0.91 Dismiss	$\bar{x}$ = 5.12 S.D. = 1.06 Dismiss	$\bar{x}$ = 5.06 S.D. = 1.09 Dismiss	$\bar{x}$ = 4.59 S. D.= 1.23 Dismiss
Case 4 Holiday Gifts from Merchants	$\bar{x}$ = 2.67 S. D. = 1.24 Writn. Rep.	$\bar{x}$ = 3.10 S. D.= 1.23 Writn. Rep.	$\bar{x}$ = 2.98 S.D. = 1.05 Writn. Rep.	$\bar{x}$ = 2.95 S.D. = 1.09 Writn. Rep.	$\bar{x}$ = 3.29 S.D. = 0.98 Suspension	$\bar{x}$ = 3.29 S. D.= 0.92 Writn. Rep.
Case 5 Theft of Watch from Crime Scene	$\bar{x}$ = 5.82 S. D. = 0.59 Dismiss	$\bar{x}$ = 5.71 S.D. = 0.77 Dismiss	$\bar{x}$ = 5.93 S.D. =0.37 Dismiss	$\bar{x}$ = 5.86 S.D. = 0.52 Dismiss	$\bar{x}$ = 5.65 S.D. =0.79 Dismiss	$\bar{x}$ = 5.53 S. D.= 0.87 Dismiss
Case 6 Auto Repair Shop 5% Kickback	$\bar{x}$ = 4.38 S.D. = 1.17 Suspension	$\bar{x}$ = 4.46 S.D. = 1.15 Suspension	$\bar{x}$ = 4.58 S.D. = 1.08 Suspension	$\bar{x}$ = 4.40 S.D. = 1.08 Suspension	$\bar{x}$ = 5.00 S.D. = 1.00 Susp./Dism.	$\bar{x}$ = 4.88 S. D.= 0.99 Suspension
Case 7 Supervisor: Holiday Off for Auto Tune Up	$\bar{x}$ = 3.52 S. D.= 1.24 Writn. Rep.	$\bar{x}$ = 3.17 S.D. = 1.28 Writn. Rep.	$\bar{x}$ = 3.86 S.D. =1.17 Writn. Rep	$\bar{x}$ = 3.51 S.D. = 1.20 Writn. Rep.	$\bar{x}$ = 3.94 S.D. = 1.30 Demotion	$\bar{x}$ =3.47 S. D.= 1.28 Writn. Rep. Suspension
Case 8 Cover Up of Officer DUI Incident	$\bar{x}$ = 2.79 S.D. = 1.15 Writn. Rep.	$\bar{x}$ = 3.32 S.D. = 1.09 Suspension	$\bar{x}$ = 3.18 S.D. = 0.97 Writn. Rep.	$\bar{x}$ = 3.39 S.D. = 0.76 Suspension	$\bar{x}$ = 3.29 S.D. = 1.05 Writn. Rep	$\bar{x}$ = 3.29 S. D.= 1.10 Writn. Rep
Case 9 Free Drinks to Ignore Late Bar	$\bar{x}$ = 4.01 S. D. = 0.95 Suspension	$\bar{x}$ = 4.07 S. D.= 0.98 Suspension	$\bar{x}$ = 4.52 S.D. = 0.53 Suspension	$\bar{x}$ = 4.23 S.D. = 0.87 Suspension	$\bar{x}$ = 4.35 S.D. = 1.13 Suspension	$\bar{x}$ = 4.18 S. D.= 1.13 Suspension
Case 10 Excessive Force on Car Thief	$\bar{x}$ = 3.95 S. D. = 0.99 Suspension	$\bar{x}$ = 4.15 S.D. = 0.89 Suspension	$\bar{x}$ = 4.12 S.D. =0.76 Suspension	$\bar{x}$ = 3.91 S.D. = 0.35 Suspension	$\bar{x}$ = 4.17 S.D. = 0.73 Suspension	$\bar{x}$ = 3.88 S. D.= 0.48 Suspension
Case 11 Theft from found Wallet	$\bar{x}$ = 5.34 S. D.= 1.03 Dismiss	$\bar{x}$ = 5.18 S.D. = 1.06 Dismiss	$\bar{x}$ = 5.80 S.D. = 0.65 Dismiss	$\bar{x}$ = 5.61 S.D. = 0.89 Dismiss	$\bar{x}$ = 5.76 S.D. = 0.66 Dismiss	$\bar{x}$ = 5.41 S. D.= 0.94 Dismiss

Table 27 - Discipline: Means, Standard Deviations, and Modal Responses from Line Officers, Supervisors, and Administrators in Your Agency, Agency 23

	Line Officers		Supervisors		Administrators	
Case # & Description	Discipline SHOULD Receive Mean: Std. Dev: Mode:	Discipline WOULD Receive Mean: Std. Dev: Mode	Discipline SHOULD Receive Mean: Std. Dev: Mode	Discipline WOULD Receive Mean: Std. Dev: Mode	Discipline SHOULD Receive Mean: Std. Dev: Mode	Discipline WOULD Receive Mean: Std. Dev: Mode
Case 1 Off Duty Alarm System Business	$\bar{x}$ =1.22 S.D. = 0.63 None	$\bar{x}$ = 1.34 S.D. = 0.81 None	$\bar{x}$ = 1.34 S.D. = 0.91 None	$\bar{x}$ = 1.27 S.D. = 0.87 None	$\bar{x}$ = 1.56 S.D. = 1.29 None	$\bar{x}$ = 1.56 S. D.= 1.29 None
Case 2 Free Meals and Discounts on Beat	$\bar{x}$ = 2.24 S.D. = 1.04 Verbal Rep.	$\bar{x}$ = 2.48 S.D. = 1.10 Verbal Rep.	$\bar{x}$ = 2.70 S.D. = 1.01 Verbal Rep.	$\bar{x}$ = 2.72 S.D. = 0.91 Verbal Rep.	$\bar{x}$ = 2.50 S.D. = 1.25 Verbal Rep.	$\bar{x}$ = 2.61 S. D.= 1.50 Verbal Rep.
Case 3 Bribe from Speeding Motorist	$\bar{x}$ = 4.36 S.D. = 1.26 Suspension	$\bar{x}$ = 4.38 S.D. = 1.17 Suspension	$\bar{x}$ = 4.91 S.D. = 1.39 Dismiss	$\bar{x}$ = 4.84 S.D. = 1.40 Dismiss	$\bar{x}$ = 4.44 S.D. = 1.46 Suspension	$\bar{x}$ = 4.39 S. D.= 1.38 Suspension
Case 4 Holiday Gifts from Merchants	$\bar{x}$ = 2.53 S.D. = 1.40 Verbal Rep.	$\bar{x}$ = 2.86 S.D. = 1.35 Verbal Rep.	$\bar{x}$ = 2.96 S.D. = 1.35 Verbal Rep.	$\bar{x}$ = 2.98 S.D. = 1.36 Verbal Rep.	$\bar{x}$ = 2.39 S.D. = 0.98 Writn. Rep.	$\bar{x}$ = 2.72 S. D.= 1.07 Writn. Rep.
Case 5 Theft of Watch from Crime Scene	$\bar{x}$ = 4.83 S.D. = 1.20 Dismiss	$\bar{x}$ = 4.87 S.D. = 1.18 Dismiss	$\bar{x}$ = 5.34 S.D. = 1.18 Dismiss	$\bar{x}$ = 5.27 S.D. = 1.15 Dismiss	$\bar{x}$ = 4.94 S.D. = 1.39 Dismiss	$\bar{x}$ = 4.83 S. D.= 1.38 Dismiss
Case 6 Auto Repair Shop 5% Kickback	$\bar{x}$ = 3.65 S.D. = 1.48 Suspension	$\bar{x}$ = 3.84 S.D. = 1.40 Suspension	$\bar{x}$ = 4.29 S.D. = 1.33 Suspension	$\bar{x}$ = 4.35 S.D. = 1.29 Suspension	$\bar{x}$ = 3.56 S.D. = 1.50 Suspension	$\bar{x}$ = 3.83 S.D. = 1.29 Suspension
Case 7 Supervisor: Holiday Off for Auto Tune Up	$\bar{x}$ = 3.47 S.D. = 1.35 Writn Rep. Suspension	$\bar{x}$ = 3.51 S.D. = 1.32 Suspension	$\bar{x}$ = 3.73 S.D. = 1.23 Suspension	$\bar{x}$ = 3.61 S.D. =1.28 Suspension	$\bar{x}$ = 3.67 S.D. = 1.24 Suspension	$\bar{x}$ = 3.50 S. D.= 1.20 Writn. Rep.
Case 8 Cover Up of Officer DUI Incident	$\bar{x}$ = 2.53 S.D. = 1.55 None	$\bar{x}$ = 2.82 S.D. = 1.53 None	$\bar{x}$ = 2.79 S.D. = 1.28 Writn. Rep.	$\bar{x}$ = 2.88 S.D. = 1.26 Writn. Rep.	$\bar{x}$ = 3.39 S.D. = 1.19 None	$\bar{x}$ = 2.44 S. D.= 1.20 None / Writn. Rep.
Case 9 Free Drinks to Ignore Late Bar	$\bar{x}$ = 3.11 S.D. = 1.28 Writn. Rep.	$\bar{x}$ = 3.24 S.D. = 1.36 Suspension	$\bar{x}$ = 3.50 S.D. = 1.13 Suspension	$\bar{x}$ = 3.57 S.D. = 1.11 Suspension	$\bar{x}$ = 3.22 S.D. = 0.94 Suspension	$\bar{x}$ = 3.11 S. D.= 1.02 Suspension
Case 10 Excessive Force on Car Thief	$\bar{x}$ = 3.09 S.D. = 1.51 Verbal Rep.	$\bar{x}$ = 3.42 S.D. = 1.48 Suspension	$\bar{x}$ = 3.52 S.D. = 1.32 Suspension	$\bar{x}$ = 3.75 S.D. = 1.37 Suspension	$\bar{x}$ = 3.22 S.D. = 1.06 Suspension	$\bar{x}$ = 3.11 S. D.= 1.08 Suspension
Case 11 Theft from found Wallet	$\bar{x}$ = 4.03 S.D. = 1.33 Suspension	$\bar{x}$ = 4.15 S.D. = 1.29 Suspension	$\bar{x}$ = 4.73 S.D. = 1.09 Suspension	$\bar{x}$ = 4.84 S.D. = 1.14 Dismiss	$\bar{x}$ = 4.00 S.D. = 1.37 Suspension	$\bar{x}$ = 4.00 S. D.= 1.37 Suspension

> It should, however, be a matter of serious concern if you find high standard deviation in fifteen, twenty, or even more cases. Of particular concern should be patterns of high standard deviations in the "discipline would receive" columns (indicating substantial ambiguity about expected discipline); patterns of high standard deviations that extend across an entire, or nearly an entire row (indicating a general disagreement or confusion within your agency as to how the conduct in question should and would be disciplined); and high standard deviations in supervisors' and administrators' scores referring to very serious misconduct such as bribery and theft (indicating ambiguity among senior ranks about how these serious offenses should or would be treated.

If these recommended examinations of the line officer, supervisor, and administrative responses are performed on the two sample tables above, it is only this last inspection that yields any sharp differences. In both Agency 2 and Agency 23, officers at every rank are about equal in their ability to predict the discipline they would receive for the conduct described in each case. Moreover, the relative level of support for discipline, measured by thedifference between SHOULD and WOULD comparisons is also similar. However, standard deviations that were greater than or equal to 1.3 were found in only 7 of the 66 cells in the table reporting the responses from the Integrity Profile of Agency 2 (Table 26). In sharp contrast, the disciplinary responses of Agency 23 yielded standard deviations of 1.3 or more in 37 out of a possible 66 cells (Table 27). Among administrators in Agency 23 there was substantial disagreement not only about how an officer who ran an off- duty security business *should and would* be disciplined, but the same levels of divergent opinion existed about the appropriate and expected discipline for a police officer who accepted a bribe or a kickback or stole from a found wallet or crime scene. Not surprisingly, the same levels of variation in opinion reign among both supervisors and line officers in Agency 23.

6.2.3 *Comparative Disciplinary Severity: Ranking of Individual Agencies*

The discipline section of each agency's integrity profile closed with a summary statement on the overall disciplinary environment in the agency. It reported where that agency ranked among all thirty agencies surveyed with respect to answers to both the "discipline should receive" and "discipline would receive" questions. This ranking was arrived at by using a procedure identical to the one employed to establish the seriousness rankings discussed in the previous section. For each of the discipline questions a table was constructed that rank ordered the mean scores of each agency on each case. One point was awarded if an agency's mean score on a question placed it among the bottom third of agencies; two points were awarded for scoring among the middle third of agencies on each case; and three points were awarded for scoring among the top third of agencies in each case. These points were then added, making possible summary scores ranging from 11 for an agency that ranked among the bottom third of agencies on every case and 33 for an agency that ranked among the top third of agencies in every case. All agencies were then rank ordered from highest (#1) to lowest (#30) based on these summary scores.

Using this method of rank ordering agencies, Agency 2 received a score of 29 out of a possible 33 points on the "discipline should receive" questions and 31 out of a possible 33 points on the "discipline would receive" questions. These scores placed Agency 2 in a two way tie for second place among the thirty agencies surveyed. Agency 23 received a score of 16 out of a possible 33 points on the "discipline should receive" questions and 20 out of a possible 33 points on the "discipline would receive" questions. These scores placed Agency 23 in a three way tie for 23 place among the thirty agencies surveyed on the "discipline should receive" questions and in a two way tie for 18th position among the thirty agencies surveyed on the "discipline would receive" questions.

The following passages are excerpted from the integrity profiles of Agencies 2 and 23. They reflect how we reported the disciplinary rankings to agencies that scored well and scored poorly on the discipline section of the survey.

Agency 2:

> Finally, we urge you to look very carefully at Table A2 (2), and in particular the mean disciplinary scores of officers in your agency assigned to each of the eleven cases. Compare them to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which your agency differs from most other agencies with respect to the severity of discipline. You will find, overall, that ***your officers rated the cases we asked about as deserving a higher degree of discipline than officers from other agencies***. When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of discipline scores, *your agency came out in a tie for 2nd place out of 30 agencies in terms of officers' estimates of the discipline they thought cases should receive and in a tie for second place out of 30 agencies in terms of officers' estimates of discipline they thought cases would receive.*
>
> This is *well above average* for all of the U.S. police agencies we surveyed. It indicates not only a high level of intolerance of corruption and abuse among the administration in your agency but also a strong support for relatively strict discipline for corruption and abuse throughout your entire agency.

Agency 23:

> Finally, we urge you to look very carefully at Table A2 (23), and in particular the mean disciplinary scores officers in your agency assigned to each of the eleven cases. Compare them to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which your agency differs from most other agencies with respect to discipline. You will find, overall, that ***your officers rated the cases we asked about as deserving a degree of discipline that was lower than officers from other agencies***. When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (#

30) in terms of discipline scores, *your agency came out in a three way tie for 23rd place out of 30 agencies in terms of officers' estimates of the discipline they thought cases should receive and in 16th place out of 30 agencies in terms of officers' estimates of discipline they thought cases would receive.*

The "discipline should receive" score is *well below average* for all of the U.S. police agencies we surveyed. As it indicates support only for a relatively low level of discipline for corruption and abuse in your agency, it ought to cause some concern. Your agency's "discipline would receive" score is about average for the agencies we surveyed. This means that officers in your agency expect about the *same amount* of discipline as do officers in the average agency we surveyed.

6.3 - *Individual Agency Similarities and Differences in Willingness to Report*

The discussion of the willingness to report scores in each agency's integrity profile begins by emphasizing that the willingness-to-report scores constitute a description of the Code as it exists in that agency. Each integrity profile contains the following introductory passage:

Table A3( ) above summarize the responses of officers in your agency, as well as those of officers in similar agencies and in the national sample, to the two "willingness-to-report" questions:

"Do you think YOU would report a fellow police officer who engaged in this behavior?"

and

"Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?"

These questions were asked of all eleven cases and the responses to these questions could range from 1 to 5. A response of "1" meant "definitely would NOT" report and a response of "5" meant "definitely WOULD" report.

The answers to these questions are of critical importance and they should be studied closely. They describe what has sometimes been called the "Blue Curtain," "The Police Code of Silence," or, simply, "The Code." All three expressions, as you are probably aware, refer to the willingness of officers to remain silent about the misconduct of other police officers.

Our research shows that the Code is, overall, very strong in most of the police agencies we surveyed. On our five point scale, the mean score of all officers own willingness to report exceeded 4.0 in only three of the eleven cases, one

involving bribery and the other two involving theft. When the national sample of officers were asked how likely most other officers in their agency were to report misconduct, only one case-Case 5 (involving theft of a watch from a crime scene), earned a mean value higher than 4.0. We should note, however, that the strength of the Code varies dramatically between agencies. In some agencies most officers appear to be willing to tolerate in silence almost any misconduct by fellow officers. In others officers run a substantial risk of being reported by fellow officers for even relatively low levels of misconduct.

We urge you to look very carefully at the mean willingness-to-report scores officers in your agency assigned to each of the eleven cases. They describe in numerical detail the contours of the Code as it exists in your agency. You should also compare the mean scores in your agency to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which the Code in your agency differs from most other agencies.

6.3.1 - *The Contours of The Code Among Line Officers*

In the integrity profiles of agencies with a sample size of 50 or more line officers, we included a table that displayed a frequency distribution of line officer responses to the question that asked about their own willingness to report the behavior described in each case. The rationale for including this information is not only that the presence of supervisors and administrators in an agency's sample might artificially increase willingness-to-report scores but also that a close inspection of such a table permits a more precise description of an agency's Code.

We have reproduced below the tables from the integrity profiles of agencies 2 and 23 (Tables 28 and 29). All agencies in which a similar frequency distribution table was included received the following explanation of its potential value and suggestions about how to read it:

Because The Code dictates what an officer should or should not report to supervisors or administrators, focusing on line officer responses to the willingness to report questions is probably most helpful in answering two critical questions:

What type of misconduct by fellow police officers will most police officers in your agency NOT report?

and

What type of misconduct by fellow police officers WILL most police officers in your agency report?

The answers to these questions may be found by carefully looking at Table A7 below (Tables 28 and 29 here). It displays the number and percent of line officers in your agency who gave each of the five possible responses to the question about

> how willing they would be to report the behavior described in each case. In order to determine what behavior most officers in your agency will not report, we suggest that you look at the percentage figures in columns 1 and 2 of Table A7. If the sum of those percentages in any row in those two columns exceeds 50%, you should conclude that the behavior described will NOT be reported by most officers in your agency. To determine what behavior most officers in your agency will report, we suggest that you look at the percentage scores in columns 4 and 5 of Table A7. If the sum of the percentages in any row in those two columns exceeds 50%, you should conclude that the behavior described will be reported by most officers in your agency.

Examination of the frequency distributions in Tables 28 and 29 (from agencies 2 and 23) using the recommended criteria finds that in Agency 2 most officers would NOT report the behavior described in Case 1, Case 2, Case 4, and Case 8. They WOULD report the behavior described in Case 5, Case 6, Case 9, Case 10, and Case 11. In contrast, there is NO case that the majority of officers in Agency 23 would report, and with the exceptions of Case 3 and 5, a majority of officers say they would NOT report the behavior described in the scenarios.

In all of the integrity profiles that contained these frequency distribution tables, the discussion of them concluded with the following statement:

> While the Code exists in some form in all police agencies, it is the responsibility of every police administration to attempt to confine the behavior it covers. In examining the willingness-to-report responses from line officers in your agency, the failure of a majority of officers to say that they would report a kickback deal (Case 7); a bribery (Case 3); or a theft (Cases 5 and 11) should be regarded with particular concern. This concern should rise dramatically, if, in any of these cases, a majority of line officers declare that they would not report such behavior.

6.3.2 - Individual Agency Willingness to Report Ranking

The willingness-to-report section of each agency's integrity profile closed with a summary statement on the overall willingness of officers to report misconduct in the agency. It reported where that agency ranked among the thirty agencies surveyed with respect to answers to both the officer's own willingness to report and the willingness of other officer's to report misconduct questions. This ranking was arrived at by using a procedure identical to the one employed to establish the seriousness and discipline rankings discussed in the previous sections. For each of the willingness-to-report

Table 28: Your Agency Response Profile - Line Officer Estimates of their OWN Willingness to Report, Agency 2

SCORE Case # & Description	Definitely Not (1) % (#)	2 % (#)	3 % (#)	4 % (#)	Definitely Yes (5) % (#)	TOTALS % (#)
Case 1 Off Duty Alarm System Business	77.1% (225)	9.9% (29)	7.2% (21)	2.7% (8)	3.1% (9)	100% (292)
Case 2 Free Meals and Discounts on Beat	44% (129)	20.5% (60)	18.8% (55)	9.6% (28)	7.2% (21)	100% (293)
Case 3 Bribe from Speeding Motorist	2% (6)	1.4% (4)	5.4% (16)	15.6% (46)	75.6% (223)	100% (295)
Case 4 Holiday Gifts from Merchants	30.6% (90)	21.4% (63)	24.5% (72)	11.6% (34)	11.9% (35)	100% (294)
Case 5 Theft of Watch from Crime Scene	1% (3)	0% (0)	.7% (2)	4.7% (14)	93.6% (277)	100% (296)
Case 6 Auto Repair Shop 5% Kickback	4.1% (12)	3.7% (11)	11.8% (35)	21.6% (64)	58.8% (174)	100% (296)
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	11.3% (33)	13.7% (40)	20.5% (60)	20.1% (59)	34.5% (101)	100% (293)
Case 8 Cover Up of Officer DUI Incident	33.8% (99)	19.8% (58)	21.5% (63)	12.6% (37)	12.3% (36)	100% (293)
Case 9 Free Drinks to Ignore Late Bar	4.7% (14)	7.1% (21)	13.9% (41)	23.3% (69)	51% (151)	100% (296)
Case 10 Excessive Force on Car Thief	4.1% (12)	10.2% (30)	17.7% (52)	23.8% (70)	44.2% (130)	100% (294)
Case 11 Theft from found Wallet	2.7% (8)	1% (3)	3.4% (10)	10.2% (30)	82.7% (244)	100% (295)

Table 29: Your Agency Response Profile - Line Officer Estimates of their OWN Willingness to Report, Agency 23

SCORE Case # & Description	Definitely Not (1) % (#)	2 % (#)	3 % (#)	4 % (#)	Definitely Yes (5) % (#)	TOTALS % (#)
Case 1 Off Duty Alarm System Business	89.8% (239)	4.9% (13)	2.3% (6)	.4% (1)	2.6% (7)	100% (266)
Case 2 Free Meals and Discounts on Beat	67.8% (181)	13.5% (36)	10.1% (27)	2.2% (6)	6.4% (17)	100% (267)
Case 3 Bribe from Speeding Motorist	34.7% (92)	10.9% (29)	17.4% (46)	9.8% (26)	27.2% (72)	100% (265)
Case 4 Holiday Gifts from Merchants	61.7% (163)	11% (29)	10.6% (28)	5.7% (15)	11% (29)	100% (264)
Case 5 Theft of Watch from Crime Scene	28.8% (76)	9.8% (26)	12.9% (34)	12.5% (33)	36% (95)	100% (264)
Case 6 Auto Repair Shop 5% Kickback	42.2% (111)	13.3% (35)	13.7% (36)	9.1% (24)	21.7% (57)	100% (263)
Case 7 Supervisor Offers Holiday Off for Auto Tune Up%	44.5% (118)	12.1% (32)	12.1% (32)	9.8% (26)	21.5% (57)	100% (265)
Case 8 Cover Up of Officer DUI Incident	62.7% (165)	7.6% (20)	10.3% (27)	5.7% (15)	13.7% (36)	100% (263)
Case 9 Free Drinks to Ignore Late Bar	48.7% (129)	11.3% (30)	13.2% (35)	8.3% (22)	18.5% (49)	100% (265)
Case 10 Excessive Force on Car Thief	49.2% (131)	10.2% (27)	13.9% (37)	7.5% (20)	19.2% (51)	100% (266)
Case 11 Theft from found Wallet	37.8% (101)	12.4% (33)	11.6% (31)	11.2% (30)	27% (72)	100% (267)

questions a table was constructed that rank ordered the mean scores of each agency on each case. One point was awarded for scoring among the bottom third of agencies on each case; two points were awarded for scoring among the middle third of agencies on each case; and three points were awarded for scoring among the top third of agencies in each case. These points were then added making possible summary scores ranging from 11 for an agency that ranked among the bottom third of agencies on every case to 33 for an agency that ranked among the top third of agencies in every case. All agencies were then rank ordered from highest (#1) to lowest (#30) based on these summary scores.

Using this method Agency 2 received a score of 31 out of a possible 33 points on the "own willingness to report" questions and 29 out of a possible 33 points on the "most officers' willingness to report" questions. These scores place Agency 2 in 3rd place among the thirty agencies surveyed for the own willingness to report answers and in a three way tie for 7th place for their responses about most officers willingness to report. Agency 23 received a score of 16 out of a possible 33 points on both the "officer's own willingness to report" and "most officer's willingness to report questions. These scores placed Agency 23 in 23rd place among the thirty agencies surveyed on the "own willingness to report" questions and in a four way tie for 21st position among the thirty agencies we surveyed on the "most officers' willingness to report" questions.

The following passages are excerpted from the integrity profiles of Agencies 2 and 23. They reflect how we reported the disciplinary rankings to agencies that scored well and scored poorly on the willingness-to-report section of the survey.

Agency 2:

> When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of their willingness-to- report scores, *your agency came out in 3rd place out of 30 agencies in terms of officers' estimates of their own willingness to report the behavior described in the eleven cases. Their answers to the question about what behavior they thought most officers in your agency would be willing to report placed your agency in a two way tie for 7th place out of all 30 agencies we surveyed.*
>
> These scores indicate that officers in your agency are much less willing than officers in most agencies we surveyed to tolerate corruption and abuse in silence. The Code is under control in your agency and provides an environment that strongly discourages misconduct. It is a very positive finding of which everyone in your agency is entitled to be proud.

Agency 23:

> When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of their willingness-to- report scores, *your agency came out in 23rd place out of 30 agencies in terms of officers' estimates of their*

> *own willingness to report the behavior described in the eleven cases. Their answers to the question about what behavior they thought most officers in your agency would be willing to report placed your agency in a four way tie for 21st place out of all 30 agencies we surveyed.*
>
> These scores indicate that officers in your agency are much more willing than officers in most agencies we surveyed to tolerate corruption and abuse in silence. The Code is very strong in your agency and provides an environment in which misconduct of all types can flourish. It is a very troubling finding with which everyone in your agency should be seriously concerned.

Agencies whose overall scores on willingness to report placed them in the middle third of agencies we surveyed were presented their rank position in the same form as the high and low ranked agencies. The interpretive paragraph in their profiles reads as follows:

> These scores indicate that officers in your agency are about as willing as officers in most agencies we surveyed to tolerate corruption and abuse in silence. The stronger the Code in any police agency the more attractive that agency becomes to misconduct of all types. We urge you to interpret this finding as neither positive nor negative, but as a reminder that your police agency continues to have an affirmative obligation to contain and reduce the domain of the "Code."

6.4 - *Integrity Profiles: Agency Summary Profiles and Composite Integrity Scores*

Each integrity profile closed with a section that attempted to summarize the central findings about seriousness, discipline, and willingness to report in each agency. Moreover, we sought to express this individual agency summary in such a way as to make possible a general standardized comparison with summaries of the findings from all other agencies we surveyed. Two measures, one displayed graphically and the other a composite numeric ranking were the vehicles developed to express this standardized comparison.

6.4.1 *Agency Summary Profiles*

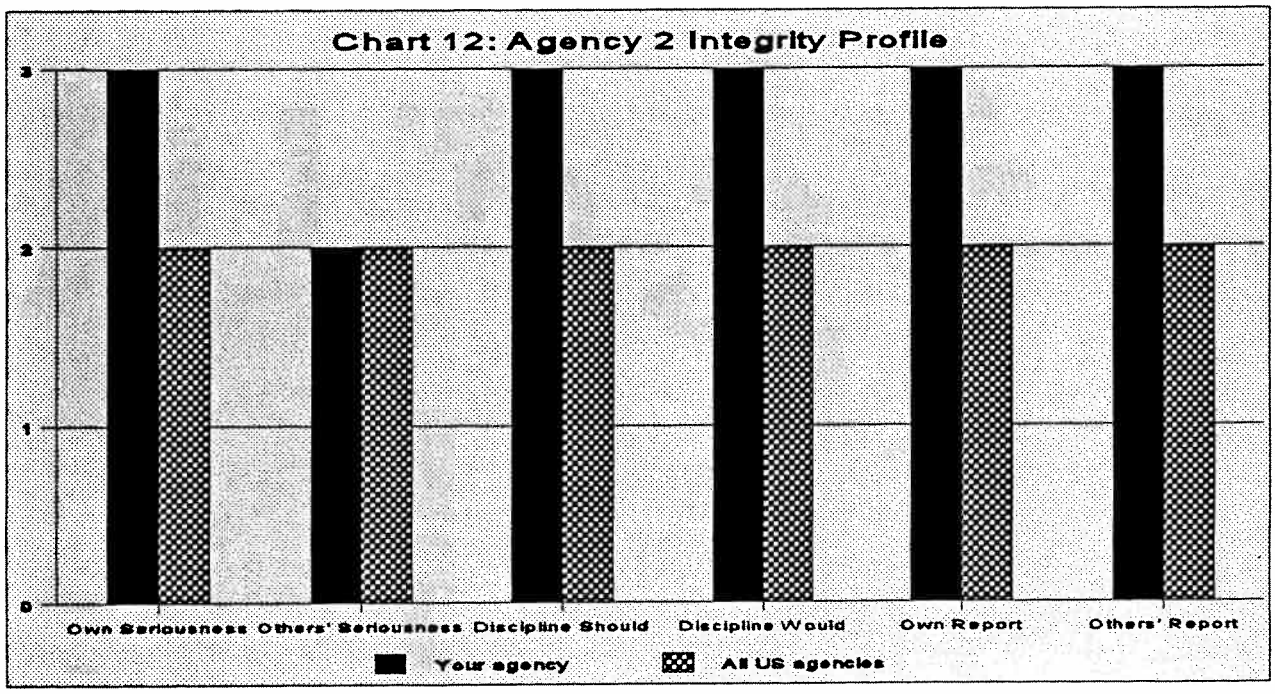
Examples of the graphic measures are excerpted from the integrity profiles of Agencies 2 and 23 (Charts 12 and 13, respectively). They and others like them were composed by awarding an individual agency a score of one point if the summary score of an agency's answers to a category of questions placed it among the bottom third of agencies we surveyed, two points if it placed in the middle third, and three points in the top third. The method we used to arrive at these summary rankings has been described in detail in earlier discussions of the seriousness, discipline, and willingness to report.

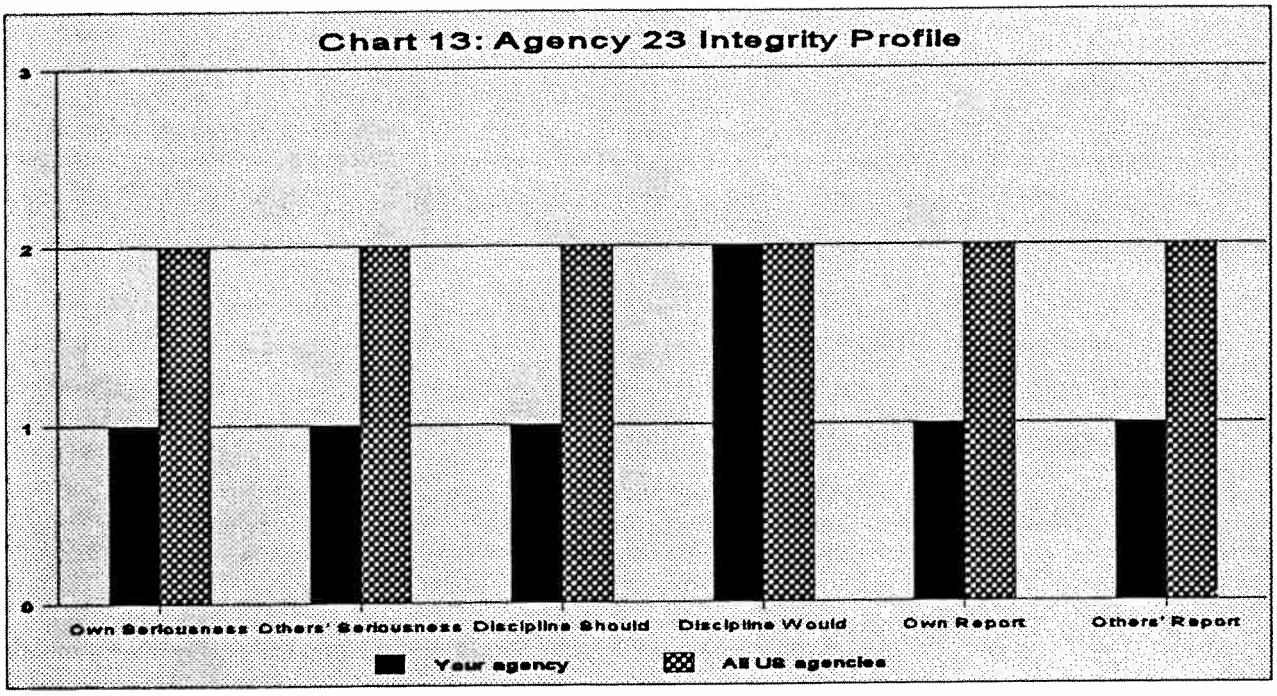
On the same chart we also include a graphic depiction of the integrity score of the national sample. Had we used the same procedure to arrive at a representation of it that we used for individual agencies, treating it as if it were merely one large agency and

awarding it one, two, or three points if its summary score placed it among the bottom, middle, or top third of agencies surveyed, that score would have disproportionally represented the scores from large agencies. It would do so because such a score would be based on the mean score of a ranking of *individuals* (many more of whom are found in the samples from large and very large agencies) while the individual agency scores are all based on a relative ranking of the means of the national sample of *agencies*. For this reason instead of using the mean score of *individual* respondents in the national sample we used the summary score of the *median agency* in the national sample to represent it. By definition, this choice of representing the national sample by the summary score of its median agency earned it a score of "2" in all categories. This is so because the median agency score, both on any individual question and on the sum of all questions, will always fall in the middle third of agencies surveyed. We believe that this representation makes the most sense to readers who, for any given category of question, can easily see if their agency scored above, below, or about the same as other agencies in the sample.

6.4.2 - *Composite Integrity Scores*

The second summary measure with which we closed each agency's integrity profile reported its overall ranking among the thirty agencies surveyed. This ranking was computed by awarding each agency one point if its answers to a category of questions placed it among the bottom third of agencies surveyed, two points if it placed in the middle third, and three points if it placed in the top third. These points were then summed and all thirty agencies were rank ordered on the basis of these summary scores. As there were six questions, two about seriousness, two about discipline, and two about willingness to report, these composite summary scores could range from six for an agency that ranked in the bottom third of all agencies on all six questions to eighteen for an agency that





ranked in the top third of all agencies on all six questions. Table 30 (see Appendix A; labeled A8 in the integrity profiles) displays the total composite score, the component scores that were summed to arrive at the total composite score, and the final ranking of all thirty agencies surveyed. All integrity profiles contained a copy of this table, the graphic depiction of their summary profile, and an explanation of their meaning. That explanation was of the following form:

> Summary - We believe that you may find it helpful to have an overall picture of the integrity profile of your agency as it emerged from our survey. Chart A1 () provides such a picture. It depicts how your agency stacks up against all other agencies we surveyed on each of the six questions asked about all eleven cases. If your agency scored among the bottom third of agencies we surveyed on a question it was awarded one point, two if it scored in the middle third, and three if it scored among the top third. These scores are displayed an Chart 1 with your agency's scores represented by the solid black bar and the mid-point agency in our national sample represented by the checkered bar. This chart summarizes, at a glance, whether your agency scored above, below, or about the same as other agencies we surveyed.
>
> By using this same 1, 2, 3 point system to rate each agency's answers to each question, it made it possible not only to assign each agency an overall integrity profile score but rank each agency with respect to all the others we surveyed. These scores could range from a maximum of 18 for an agency that scored among the top third of agencies on all six questions to a minimum of 6 for an agency that scored in the bottom third of agencies on all six questions.

Table: 30 Composite Seriousness, Discipline, and Willingness to Report Scores Rank Ordered by Total Agency Integrity Profile Score

AGENCY	OWN OPINION OF SERIOUSNESS	OTHERS' OPINION OF SERIOUSNESS	DISCIPLINE SHOULD RECEIVE	DISCIPLINE WOULD RECEIVE	OWN WILLINGNESS TO REPORT	OTHERS' WILLINGNESS TO REPORT	INTEGRITY PROFILE RANK SCORE
1	3	3	3	3	3	3	1 18
3	3	3	3	3	3	3	1 18
4	3	3	3	3	3	3	1 18
6	3	3	3	3	3	3	1 18
10	3	3	3	3	3	3	1 18
17	3	3	3	3	3	3	1 18
30	3	3	3	3	3	3	1 18
2	3	2	3	3	3	3	8 17
18	2	2	3	3	3	3	9 16
7	3	2	2	2	3	3	10 15
11	3	3	2	2	2	2	11 14
12	3	3	3	1	2	2	11 14
5	2	2	2	3	2	2	13 13
19	3	2	2	2	2	2	13 13
20	3	2	2	2	2	2	13 13
29	2	3	2	1	2	2	16 12
26	3	2	2	2	1	1	17 11
27	2	2	2	1	2	2	17 11
24	2	2	1	1	2	2	19 10
21	1	1	2	3	1	1	20 9
22	1	1	2	2	1	2	20 9
9	2	1	2	1	1	1	22 8
16	1	1	1	1	2	2	22 8
13	1	2	1	1	1	1	24 7
14	1	1	1	2	1	1	24 7
15	1	1	1	1	2	1	24 7
23	1	1	1	2	1	1	24 7
25	1	1	1	2	1	1	24 7
8	1	1	1	1	1	1	29 6
28	1	1	1	1	1	1	29 6

Table A8 below shows how we arrived at the total summary score for your agency as well as the total summary score for all of the other agencies we surveyed. It also shows where this total summary score ranked your agency among the thirty agencies we surveyed.

In closing we should like to emphasize that the survey and the measures we created to describe our findings do *NOT* measure the amount or extent of corruption in your agency. They *ARE* a measure of the culture of integrity in your agency. They do *NOT* identify either corrupt or honest individual officers nor do they provide any evidence whatsoever of any type of abusive or dishonest practice, past, present, or future. They *DO* describe in a fairly precise and specific way the levels and the areas in which the culture of your agency makes it likely to resist or tolerate certain types of misconduct on the part of its employees. Hopefully, they will serve as both a reminder and a guide - a reminder that enhancing the culture of integrity should be a major goal of police administration and a guide to where in any particular agency those efforts should be directed. We hope that this information proves useful to you and thank your agency for participating in this research project.

7.0 - *A Final Note on the Measurement of Police Integrity*

This project is an attempt to measure police integrity. We should like to close this report with a brief consideration of some of the fundamental theoretical and methodological issues raised by this measurement effort. The most fundamental involves the core concept of police integrity itself. Having used the concept throughout the study and claimed to have measured it, a definition is both appropriate and overdue.

Police integrity is the normative inclination among police to resist temptations to abuse the rights and privileges of their occupation. Both temptations to abuse those rights and privileges as well as inclinations not to do so may spring from many sources. The resistance to those temptations that is unique to police integrity is the belief that doing so would be wrong. Such a belief is essentially different from a fear of getting caught and punished or a calculation that the risk would not be worth the reward. Although both the fear of discovery and punishment and rational calculation of advantage may contribute to the development of integrity, the distinguishing feature of integrity itself is that it exerts a *moral* pressure to resist temptation.

The concept of police integrity may be applied to an individual or group of police officers, a single police agency, the entire occupation of police, or some part of it. Although the questionnaire employed in our study might well tell us something about the integrity of an individual respondent, it was designed to measure police integrity at occupational, organizational, and institutional levels. It does so by probing what we believe to be three normative and proportionate reflections of police integrity: perceptions of

offense seriousness, willingness to punish, and willingness to report. Our theory holds that all three of these reflections of police integrity are also reflections of the extent to which a police culture is tolerant of officers who abuse the rights and privileges of their position.

Implicit in this theory is the proposition that the more serious police respondents thought the behavior we asked about to be and the more willing they were to punish and report it, the higher the level of police integrity. In the extreme case, this proposition would force the conclusion that a police agency in which all police officers thought that even accepting a free cup of coffee was an extremely serious offense, would all report it and every other offense, and unanimously thought that dismissal was the punishment that offense and every other should and would receive would be the pinnacle of police integrity. In the sense that an occupational culture more intolerant of police abuse of the rights and privileges of the police office would be virtually unimaginable, that conclusion would be true. It is, however, most unlikely that a police agency of such extreme proportions could exist anywhere but in imagination.

The reason that no real-world police agency is likely to approach that extreme is that the noble norms of police integrity must compete with both other noble norms as well as practical considerations. The norms of integrity compete with and are tempered by norms that urge forgiveness, mercy, loyalty, reciprocity, tolerance, gratitude, compassion, and proportion. Both simple economics and practical politics can take their toll on overzealous integrity as well. Can any real world police agency afford to waste its investment in the training of a police officer or discard the value of an officer with an otherwise unblemished record who accepts a free cup of coffee? Can any real world police agency defend such a dismissal if it must justify it in an appeal to a higher authority?

Although we are aware that these and other norms and considerations affect the evolution and the practice of police integrity, the objective of this project was limited to an attempt to measure it. Our research effort is totally silent both on the question of why police integrity takes the shape it does as well as how that shape may change or be changed. We believe that the ability to measure police integrity will prove extremely helpful in such efforts.

The approach we have taken to the measurement of police integrity does make an additional theoretical assumption that ought to be made explicit, if for no other reason that doing so may stimulate a fruitful line of further research. In our attempt to measure police integrity, we presented our police respondents with scenarios that, with one exception, described police officers succumbing to a single category of temptation. All but one of the case scenarios described a case of corruption - the abuse of their police position *for gain*.

Police integrity is the normative inclination among police to resist any and all temptations to abuse the rights and privileges of their occupation, not only the temptations

of gain. Our claim to have measured police integrity is thus subject to the critique that what we have measured is not police integrity but merely that part of it that resists corruption. Will police who steal, accept bribes or take kickbacks also succumb to the temptations to lie in court, forge records, fabricate evidence, or make unwarranted searches or unjustified arrests even though gain provides no motive for doing so? Will police who lie in court, forge records, fabricate evidence, or make unwarranted searches or unjustified arrests resist temptations to steal, accept bribes, or take kickbacks? Or will the same integrity that inclines police to resist the temptations of corruption also incline them to resist temptations to abuse their rights and privileges in most other ways and for most other reasons as well? All of these questions (and their answers) now appear quite visible on the near research horizon.

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Appendix I

Agency Integrity Profiles

Agencies 1-15

Measuring Police Integrity
August 1997

Agency No. 1
Integrity Profile

Some time ago members of your agency participated in a national survey of police officer opinions about the severity of certain types of misconduct, the punishment they believed that misconduct deserved, and their willingness to report that misconduct. This report profiles the responses of officers in your agency and permits you to compare the responses from your agency not only with the national results but with the results from agencies that are similar in size to your agency.

The Survey

In all we surveyed 3235 U.S. police officers from thirty different police agencies. The survey described eleven different scenarios. They are displayed in Figure 1 on the following page. You will recall that we asked the same six questions about each of these eleven scenarios. Two questions dealt with the **seriousness** of the behavior described in the scenarios; two with the **discipline** it should or would receive; and two with the **willingness to report** such behavior.

1. How serious do YOU consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

2. How serious do MOST POLICE OFFICERS IN YOUR AGENCY consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

3. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think SHOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

4. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think WOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

5. Do you think YOU would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

6. Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

Figure 1: Case-Scenarios

Case 1 . A police officer runs his own private business in which he sells and installs security devices, such as alarms, special locks, etc. He does this work during his off-duty hours.

Case 2. A police officer routinely accepts free meals, cigarettes, and other items of small value from merchants on his beat. He does not solicit these gifts and is careful not to abuse the generosity of those who give gifts to him.

Case 3. A police officer stops a motorist for speeding. The officer agrees to accept a personal gift of half of the amount of the fine in exchange for not issuing a citation.

Case 4. A police officer is widely liked in the community, and on holidays local merchants and restaurant and bar owners show their appreciation for his attention by giving him gifts of food and liquor.

Case 5. A police officer discovers a burglary of a jewelry shop. The display cases are smashed and it is obvious that many items have been taken. While searching the shop, he takes a watch, worth about two days pay for that officer. He reports that the watch had been stolen during the burglary.

Case 6. A police officer has a private arrangement with a local auto body shop to refer the owners of the cars damaged in the accidents to the shop. In exchange for each referral, he receives a payment of 5% of the repair bill from the shop owner.

Case 7. A police officer, who happens to be a very good auto mechanic, is scheduled to work during coming holidays. A supervisor offers to give him these days off, if he agrees to tune-up his supervisor's personal car. Evaluate the SUPERVISOR'S behavior.

Case 8. At 2 A.M. a police officer, who is on duty, is driving his patrol car on a deserted road. He sees a vehicle that has been driven off the road and is stuck in a ditch. He approaches the vehicle and observes that the driver is not hurt but is obviously intoxicated. He also finds that the driver is a police officer. Instead of reporting this accident and offense he transports the driver to his home.

Case 9. A police officer finds a bar on his beat which is still serving drinks a half hour past its legal closing time. Instead of reporting this violation, the police officer agrees to accept a couple of free drinks from the owner.

Case 10. Two police officers on foot patrol surprise a man who is attempting to break into an automobile. The man flees. They chase him for about two blocks before apprehending him by tackling him and wrestling him to the ground. After he is under control both officers punch him a couple of times in the stomach as punishment for fleeing and resisting.

Case 11. A police officer finds a wallet in a parking lot. It contains the amount of money equivalent to a full-day's pay for that officer. He reports the wallet as lost property, but keeps the money for himself.

On Tables A1, A2, and A3 below we report the mean and standard deviation[1] of the answers officers from your agency gave with respect to each of the eleven case scenarios. We have also provided the rank order of the cases and, in the case of discipline, the modal or most frequently given response. Moreover, in order to let you compare the answers given by officers in your agency with those given by officers in other agencies, we provide in the same tables the same measures from agencies of similar size to your agency as well as from our national sample. To make comparison easier we summarize the two responses about **Seriousness** in Table A1, the two responses about **Discipline** in Table A2, and the two responses about **Willingness to Report** in Table A3. The number in parentheses following the table numbers in this report is an identifying number we have assigned to your agency.

What Can be Learned About Your Agency From the Survey? How do Officers in Your Agency Differ in Their Responses from Officers in the National Survey and Officers from Similar Agencies?

Seriousness

Let's first consider the responses reported in Table A1. They deal with the two "seriousness" questions: the officers' OWN estimate of seriousness and the estimate of how serious OTHER officers in your agency would regard the behavior described in each case.

Officers in your agency as well as officers in similar agencies and in the national sample consistently <u>underestimate</u> how serious other police officers in their agencies regard the incidents of misconduct we asked about in the survey.

The first thing you should notice is that officers in your agency consistently **<u>UNDERESTI-MATE</u>** how serious most officers in your agency regard the behavior described in the cases in the survey. You will note that we found the same thing to be true in agencies that were similar to your agency as well as in the national sample. This finding could suggest that even though the survey was confidential, officers who filled out the surveys may have tried to make themselves "look good" (perhaps to themselves?) by saying that their own personal estimates of seriousness were higher than they actually were. This is a possibility, but there is another that is also worth considering.

That possibility is that the "police culture" discourages individual officers from disclosing their true feelings about the misconduct of other officers. If this is so, then our finding about your agency,

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For those of you who may be unfamiliar with these measures: the mean is simply the mathematical average, as is, for example, a batting average in baseball. The standard deviation is a measure of the dispersion of scores around the mean. A very low standard deviation would mean that the vast majority of people selected the same or almost the same answer; a high standard deviation would mean that there was considerable difference among people in how they answered this question.

Seriousness of Misconduct

Table A1 (01) - Agency Response Profile - Seriousness Rank, Mean, and Standard Deviation of Responses, Large Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	Seriousness Own Opinion	Seriousness Other Opinion	Seriousness Own Opinion	Seriousness Other Opinion	Seriousness Own Opinion	Seriousness Other Opinion
Case 1 Off Duty Alarm System Business	Rank=1 Mean= 1.56 SD=1.14	Rank=1 Mean=1.36 SD=1.09	Rank=1 Mean=1.41 SD= 0.95	Rank=1 Mean=1.43 SD= 0.90	Rank=1 Mean=1.46 SD=0.94	Rank=1 Mean=1.48 SD=0.87
Case 2 Free Meals and Discounts on Beat	Rank=3.5 Mean= 3.59 SD=1.33	Rank=2 Mean=3.26 SD= 1.12	Rank=2 Mean=3.08 SD= 1.33	Rank=2 Mean=2.82 SD= 1.19	Rank=2 Mean=2.60 SD=1.33	Rank=2 Mean=2.31 SD=1.17
Case 3 Bribe from Speeding Motorist	Rank=10 Mean=4.96 SD=0.19	Rank=10 Mean=4.91 SD=0.28	Rank=10 Mean=4.97 SD= 0.23	Rank=10 Mean=4.90 SD= 0.35	Rank=10 Mean=4.50 SD=0.90	Rank=10 Mean=4.81 SD=0.52
Case 4 Holiday Gifts from Merchants	Rank=2 Mean= 3.57 SD= 1.26	Rank=3 Mean= 3.41 SD= 1.15	Rank=4 Mean=3.36 SD=1.31	Rank=4 Mean=3.19 SD=1.24	Rank=3 Mean=2.84 SD=1.38	Rank=3 Mean=2.64 SD=1.28
Case 5 Theft of Watch from Crime Scene	Rank=11 Mean= 4.99 SD=0.11	Rank=11 Mean=4.97 SD=0.18	Rank=11 Mean=4.98 SD=0.21	Rank=11 Mean=4.93 SD= 0.32	Rank=11 Mean=4.95 SD=0.32	Rank=11 Mean=4.88 SD=0.45
Case 6 Auto Repair Shop 5% Kickback	Rank=8 Mean=4.60 SD=0.78	Rank=8 Mean= 4.54 SD=0.77	Rank=7 Mean=4.62 SD=0.92	Rank=8 Mean=4.47 SD= 0.83	Rank=7 Mean=4.50 SD=0.90	Rank=7 Mean=4.25 SD=0.98
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Rank=6 Mean= 4.20 SD=1.01	Rank=6 Mean=4.08 SD=1.00	Rank=5 Mean=4.21 SD=1.02	Rank=5 Mean=4.04 SD=1.07	Rank=6 Mean=4.18 SD=1.04	Rank=6 Mean=3.96 SD=1.10
Case 8 Cover Up of Officer DUI Incident	Rank=3.5 Mean= 3.59 SD= 1.29	Rank=4 Mean= 3.44 SD= 1.28	Rank=3 Mean=3.20 SD=1.37	Rank=3 Mean=3.13 SD= 1.29	Rank=4 Mean=3.03 SD=1.39	Rank=4 Mean=2.86 SD=1.27
Case 9 Free Drinks to Ignore Late Bar	Rank=7 Mean= 4.59 SD=0.73	Rank=7 Mean= 4.40 SD= 0.85	Rank=8 Mean=4.65 SD=0.69	Rank=7 Mean=4.46 SD= 0.85	Rank=8 Mean=4.54 SD=0.90	Rank=8 Mean=4.28 SD=1.02
Case 10 Excessive Force on Car Thief	Rank=5 Mean= 4.15 SD=1.11	Rank=5 Mean=3.84 SD= 1.12	Rank=6 Mean=4.39 SD=1.03	Rank=6 Mean=4.16 SD= 1.10	Rank=5 Mean=4.05 SD=1.23	Rank=5 Mean=3.70 SD=1.26
Case 11 Theft from found Wallet	Rank=9 Mean=4.90 SD=0.44	Rank=9 Mean=4.83 SD=0.53	Rank=9 Mean=4.89 SD=0.49	Rank=9 Mean=4.77 SD=0.65	Rank=9 Mean=4.85 SD=0.54	Rank=9 Mean=4.69 SD= 0.72

Discipline

Table A2 (01) - Agency Response Profile - Discipline: Mean, Standard Deviation, and Modal Responses, Large Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive
Case 1 Off Duty Alarm System Business	Mean=1.55 SD=1.23 Mode: None	Mean=1.80 SD=1.48 Mode: None	Mean=1.26 SD=0.82 Mode: None	Mean=1.42 SD=1.02 Mode: None	Mean=1.33 SD=0.82 Mode: None	Mean=1.51 SD=1.02 Mode: None
Case 2 Free Meals and Discounts on Beat	Mean=3.24 SD=1.26 Mode: Verbal Reprimand	Mean=3.84 SD=1.12 Mode: Suspension	Mean=2.51 SD=1.16 Mode: Verbal Reprimand	Mean=2.81 SD=1.18 Mode:Verbal Reprimand	Mean=2.13 SD=1.03 Mode:Verbal Reprimand	Mean=2.37 SD=1.09 Mode:Verbal Reprimand
Case 3 Bribe from Speeding Motorist	Mean=5.41 SD=0.90 Mode: Dismissal	Mean=5.61 SD=0.71 Mode: Dismissal	Mean=5.17 SD=1.05 Mode: Dismissal	Mean=5.19 SD=1.03 Mode: Dismissal	Mean=4.97 SD=1.89 Mode: Dismissal	Mean=4.90 SD=1.18 Mode: Dismissal**
Case 4 Holiday Gifts from Merchants	Mean=3.50 SD=1.37 Mode: Suspension	Mean=4.05 SD=1.19 Mode: Suspension	Mean=3.02 SD=1.31 Mode:Written Reprimand***	Mean=3.37 SD=1.22 Mode: Suspension	Mean=2.53 SD=1.26 Mode:Verbal Reprimand	Mean=2.82 SD=1.27 Mode:Written Reprimand
Case 5 Theft of Watch from Crime Scene	Mean=5.92 SD=0.35 Mode: Dismissal	Mean=5.91 SD=0.40 Mode: Dismissal	Mean=5.77 SD=0.65 Mode: Dismissal	Mean=5.75 SD=0.68 Mode: Dismissal	Mean=5.66 SD=0.80 Mode: Dismissal	Mean=5.57 SD=0.87 Mode: Dismissal
Case 6 Auto Repair Shop 5% Kickback	Mean=4.95 SD=1.24 Mode: Dismissal	Mean=5.15 SD=1.12 Mode: Dismissal	Mean=4.64 SD=1.27 Mode: Dismissal	Mean=4.75 SD=1.24 Mode: Dismissal	Mean=4.40 SD=1.30 Mode: Suspension	Mean=4.46 SD=1.25 Mode: Suspension
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Mean=4.01 SD=1.38 Mode: 5?	Mean=4.13 SD=1.29 Mode: 5?	Mean=3.70 SD=1.31 Mode:Written Reprimand	Mean=3.59 SD=1.33 Mode:Written Reprimand	Mean=3.59 SD=1.21 Mode:*	Mean=3.43 SD=1.24 Mode:*
Case 8 Cover Up of Officer DUI Incident	Mean=3.71 SD=1.44 Mode: Suspension	Mean=4.28 SD=1.34 Mode: Suspension	Mean=2.90 SD=1.35 Mode: Suspension	Mean=3.24 SD=1.36 Mode: Suspension	Mean=2.81 SD=1.31 Mode: Suspension	Mean=3.20 SD=1.30 Mode: Suspension
Case 9 Free Drinks to Ignore Late Bar	Mean=4.69 SD=1.14 Mode: Suspension	Mean=4.87 SD=1.00 Mode: Suspension	Mean=4.26 SD=1.14 Mode: Suspension	Mean=4.35 SD=1.08 Mode: Suspension	Mean=4.01 SD=1.16 Mode: Suspension	Mean=4.08 SD=1.14 Mode: Suspension
Case 10 Excessive Force on Car Thief	Mean=4.18 SD=1.27 Mode: Suspension	Mean=4.48 SD=1.09 Mode: Suspension	Mean=4.13 SD=1.29 Mode: Suspension	Mean=4.33 SD=1.20 Mode: Suspension	Mean=3.76 SD=1.28 Mode: Suspension	Mean=3.99 SD=1.23 Mode: Suspension
Case 11 Theft from found Wallet	Mean=5.59 SD=0.82 Mode: Dismissal	Mean=5.68 SD=0.70 Mode: Dismissal	Mean=5.29 SD=1.10 Mode: Dismissal	Mean=5.27 SD=1.07 Mode: Dismissal	Mean=5.08 SD=1.18 Mode: Dismissal	Mean=5.03 SD=1.18 Mode: Dismissal

* 29.7% of the sample indicated a written reprimand while 27.5% indicated a period of suspension. For the discipline would responses, the respective distributions were 30.0% and 28.5%.
** 41.3% of the respondents indicated that a period of suspension would be the discipline administered. However, 47.6% indicated that dismissal should be the discipline administered.
*** 45.8% indicated suspension would be the discipline, while 42.6% indicated dismissal would be the discipline.
# While the modal response was for no discipline (29.4%), 29% indicated a verbal reprimand should be administered and 23.6% indicated a written reprimand should be the discipline.
**** Percent indicating would be a written reprimand and percent indicating discipline would be a period of suspension were virtually identical, 32.2% and 32.8%, respectively.
@ 26.1% indicated a written reprimand should be the discipline administered.

Willingness to Report

Table A3 (01) - Agency Response Profile - Willingness to Report, Large Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	OWN Willingness to Report	OTHERS Willingness to Report	OWN Willingness to Report	OTHERS Willingness to Report	OWN Willingness to Report	OTHERS Willingness to Report
Case 1 Off Duty Alarm System Business	Rank=1 Mean=1.54 SD=1.22	Rank=1 Mean=1.75 SD=1.28	Rank=1 Mean=1.31 SD=0.90	Rank=1 Mean=1.45 SD=0.95	Rank=1 Mean=1.37 SD=0.94	Rank=1 Mean=1.46 SD=0.91
Case 2 Free Meals and Discounts on Beat	Rank=2 Mean=2.91 SD=1.44	Rank=2 Mean=2.98 SD=1.25	Rank=2 Mean=2.35 SD=1.41	Rank=2 Mean=2.29 SD=1.25	Rank=2 Mean=1.94 SD=1.27	Rank=2 Mean=1.82 SD=1.08
Case 3 Bribe from Speeding Motorist	Rank=9 Mean=4.46 SD=1.06	Rank=9 Mean=4.43 SD=0.82	Rank=9 Mean=4.35 SD=1.17	Rank=9 Mean=4.20 SD=1.03	Rank=9 Mean=4.92 SD=1.15	Rank=9 Mean=4.85 SD=1.14
Case 4 Holiday Gifts from Merchants	Rank=4 Mean=3.26 SD=1.34	Rank=4 Mean=3.26 SD=1.21	Rank=3 Mean=2.82 SD=1.42	Rank=3 Mean=3.19 SD=1.24	Rank=4 Mean=2.36 SD=1.41	Rank=4 Mean=2.28 SD=1.25
Case 5 Theft of Watch from Crime Scene	Rank=11 Mean=4.75 SD=0.83	Rank=11 Mean=4.77 SD=0.53	Rank=11 Mean=4.64 SD=0.92	Rank=11 Mean=4.55 SD=0.88	Rank=11 Mean=4.53 SD=1.06	Rank=11 Mean=4.34 SD=1.03
Case 6 Auto Repair Shop 5% Kickback	Rank=8 Mean=4.26 SD=1.21	Rank=8 Mean=4.21 SD=1.01	Rank=7 Mean=4.11 SD=1.26	Rank=7 Mean=4.00 SD=1.15	Rank=8 Mean=3.95 SD=1.36	Rank=8 Mean=3.71 SD=1.25
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Rank=5 Mean=3.70 SD=1.39	Rank=6 Mean=3.58 SD=1.25	Rank=4 Mean=3.57 SD=1.45	Rank=4 Mean=3.47 SD=1.33	Rank=6 Mean=3.45 SD=1.45	Rank=6 Mean=3.29 SD=1.34
Case 8 Cover Up of Officer DUI Incident	Rank=3 Mean=3.06 SD=1.49	Rank=3 Mean=3.04 SD=1.31	Rank=7 Mean=4.11 SD=1.26	Rank=7 Mean=4.00 SD=1.15	Rank=3 Mean=2.34 SD=1.45	Rank=3 Mean=2.28 SD=1.25
Case 9 Free Drinks to Ignore Late Bar	Rank=7 Mean=4.13 SD=1.17	Rank=7 Mean=3.98 SD=1.09	Rank=6 Mean=3.91 SD=1.30	Rank=6 Mean=3.75 SD=1.24	Rank=7 Mean=3.73 SD=1.42	Rank=7 Mean=3.47 SD=1.32
Case 10 Excessive Force on Car Thief	Rank=6 Mean=3.72 SD=1.35	Rank=5 Mean=3.49 SD=1.20	Rank=5 Mean=3.89 SD=1.37	Rank=5 Mean=3.60 SD=1.28	Rank=5 Mean=3.39 SD=1.51	Rank=5 Mean=3.07 SD=1.38
Case 11 Theft from found Wallet	Rank=10 Mean=4.56 SD=0.97	Rank=10 Mean=4.49 SD=0.81	Rank=10 Mean=4.44 SD=1.10	Rank=10 Mean=4.29 SD=1.06	Rank=10 Mean=4.23 SD=1.26	Rank=10 Mean=3.96 SD=1.25

similar agencies, and the national sample suggests that there is a greater amount of intolerance for misconduct in police agencies than even most police officers realize. If this is true an officer, supervisor, or administrator who stands up against misconduct may well find more support than he or she expects.

Officers in your agency rank ordered the seriousness of misconduct quite similarly to officers in our national sample.

The next thing you may notice about Table A1 is that the ranking offered by officers in your agency of their views of the seriousness of the behavior described in each case was very similar to the national ranking. What this means is that **officers in your agency share an understanding of the *relative seriousness*** of the types of misconduct described in the survey that was very similar to police officers across the United States.

Relative seriousness, reflected in the way in which the cases are rank ordered is, however, quite different from absolute seriousness which is reflected in the mean scores. Police officers in different agencies often gave very different answers to how serious they considered the behavior described in each of the cases to be.

How Your Agency Compares with Other Agencies on Seriousness

We urge you to look very carefully at the mean seriousness scores officers in your agency assigned to each of the eleven cases and compare them to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which your agency differs from most other agencies. You will find, overall, that ***your officers consistently rated the cases we asked about as MORE serious than officers from other agencies***. When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of seriousness scores, *your agency came out in a three way tie for 6th place of 30 agencies in terms of officer's own estimates of seriousness and in a two way tie for 3rd place out of 30 in terms of officer's estimates of how serious most officers in your agency would rate them.*

You should be pleased by these findings. The best way we know to control corruption and abuse in any police agency is to create an environment among officers in that agency that is intolerant of it. A key component of such an environment is the belief among officers that such behavior is wrong. Officers in your agency feel more strongly about the seriousness of the behavior we asked them about than do officers in at least two thirds of the agencies we surveyed.

Discipline

The answers for the two discipline questions, "What discipline, if any, do you think this behavior SHOULD receive?" and "What discipline, if any, do you think this behavior WOULD receive?" are reported in Table A2. We found in our national sample a very high degree of agreement among police officers on the answers to these questions.

What this finding means is that, nationally, police officers believe that the discipline that would

actually be given in their departments for the types of offenses we asked about in our survey was fair, at least in terms of its severity..We did not ask any questions about disciplinary procedures or process in our survey. Thus we cannot say anything about how officers in your agency regard the fairness of the process or procedure of discipline. We did ask officers for their opinions about the appropriate severity of discipline. **Discipline in your agency is seen to be fair, at least with respect to its severity.**. In ten out of the eleven incidents we asked about, the discipline most officers thought **should** be given was the discipline that they thought **would be** given.

Minority Opinions

Although these national summary figures suggest a high degree of agreement among U.S. officers on appropriate and expected discipline, closer analysis reveals that for some of the conduct described in our survey a substantial minority of officers differ with the majority opinion. Table A4 below was constructed to identify this minority opinion in the national sample by comparing the difference between officers' scores on the "discipline SHOULD receive" and "discipline WOULD receive" questions.

This analysis found that, in our national sample, more than twenty percent of officers believed that the discipline they would receive in their agencies would be ***too harsh in four cases***: Case 2 - receiving free meals and discounts on their beats; Case 4 - receiving holiday gifts from merchants on their beats; Case 8 - covering up a DUI offense and minor accident by a police officer; and Case 10 - using excessive force on a car thief after a foot pursuit. A substantial minority (18.6%) also thought that a supervisor who offered a line officer a holiday day off in exchange for the officer's tuning up the supervisor's personal automobile (Case 7) would be punished too leniently.

We performed the same analysis on the responses about discipline from the officers we surveyed in your agency. ***Overall, we found that the majority of officers in your agency thought that the severity of discipline in your agency was fair***. However, we urge you to attend to the fact that, as was the case with the national sample, there is a substantial minority of officers who do not think that the level of discipline in your agency is appropriate. More than twenty percent of officers in your agency believe that the discipline that would be given in Cases 2, 4, 8, and 10 would be too harsh and in no case did more than twenty percent believe it would be too lenient.

These findings do not mean that disciplinary policies in your agency should be altered in the direction suggested by this minority opinion. They do suggest that this minority opinion may be a factor to be dealt with when administering discipline at current levels in your agency.

TABLE A4: U.S. Police Officer Opinions on the Fairness of the Severity of Discipline in their Agencies: Percent of U.S. Police Officers Finding Discipline in their Agencies Too Harsh, Too Lenient, or Fair, by Case

CASE / DISCIPLINE	1 - Off Duty Security System Business	2 - Free Meals, Discounts on Beat	3 - Bribe from Speeding Motorist	4 - Holiday Gifts from Merchants	5 - Crime Scene Theft of Watch	6 - Auto Repair Shop 5% Kickback	7 - Super-visor: Holi-day for Tune-up	8 - Cover-Up of Police DUI Accident	9 - Drinks to Ignore Late Bar Closing	10 - Excessive Force on Car Thief	11 - Theft from Found Wallet
Too Harsh	13.1%	**26.4%**	9.4%	**27.0%**	3.4%	12.5%	10.3%	**30.3%**	13.4%	**21.5%**	6.9%
Fair	83.9%	64.6%	78.7%	66.3%	89.0%	79.8%	71.1%	62.9%	78.3%	71.7%	83.6%
Too Lenient	2.9%	9.0%	11.9%	6.7%	7.6%	7.7%	**18.6%**	6.8%	8.3%	6.9%	9.5%

TABLE A5:(01) Opinions of Officers in Your Agency about the Fairness of Discipline: Percent Finding Discipline Too Harsh, Too Lenient, or Fair, by Case

CASE / DISCIPLINE	1 - Off Duty Security System Business	2 - Free Meals, Discounts on Beat	3 - Bribe from Speeding Motorist	4 - Holiday Gifts from Merchants	5 - Crime Scene Theft of Watch	6 - Auto Repair Shop 5% Kickback	7 - Super-visor: Holi-day for Tune-up	8 - Cover-Up of Police DUI Accident	9 - Drinks to Ignore Late Bar Closing	10 - Excessive Force on Car Thief	11 - Theft from Found Wallet
Too Harsh	14.6%	**36.3%**	15.8%	**31.4%**	0.6%	15.1%	18.4%	**36.1%**	18.5%	**22.2%**	7.6%
Fair	84.1%	56.1%	81.0%	66.0%	98.1%	79.2%	74.1%	57.4%	74.5%	72.8%	91.1%
Too Lenient	1.3%	7.6%	3.2%	2.6%	1.3%	5.7%	7.6%	6.5%	7.0%	5.1%	1.3%

Comparing the Opinions on Discipline of Line Officers, Supervisors, and Administrators in Your Agency

For a variety of reasons, it is probably helpful to break down this information even further. We have found that it is helpful to separate out the responses of line officers from those of supervisors and administrators. Table A6 displays the means, standard deviations, and modes for answers to the discipline "should" receive and "would" receive questions for line officers, supervisors, and administrators in your agency. This table can provide answers to three very important questions about discipline in your agency.

The first question this table can help you answer is ***"Do officers throughout your agency agree on the disciplinary consequences of the behavior we asked about in the survey?"*** To answer this question you should compare the "Discipline WOULD receive" answers from line officers, supervisors, and administrators. In a police agency in which line officers, supervisors, and administrators all shared a strong common understanding of what discipline would be given to an officer who engaged in the conduct described in each case, the modal "would" receive answers would be identical, the value of means would all be very close (within 0.2 - 0.4), and the standard deviations would all be fairly small (less than 1.00).

Because the vast majority of the cases we asked about in our survey concern conduct of patrol officers, you should pay particular attention to those occasions on which line officers estimate the discipline they would receive as substantially less than the estimates of supervisors and administrators. This difference means that your agency is not effectively communicating its disciplinary threat to line officers in that case.

The second question that this table can help answer is, ***"In each case, what is the level of support for discipline among line officers, supervisors, and administrators?"*** To answer this question you should compare the "discipline SHOULD receive" and "discipline WOULD receive" answers for each group. As was the case with the first question, in a police agency in which line officers, supervisors, and administrators all share a common understanding about appropriate discipline, the mean scores should be very close, the standard deviations should be small, and the modal discipline should be the same for each case.

As you examine these three "discipline SHOULD receive" and "discipline WOULD receive" columns you should make note not only of any large difference (0.5 or more in the mean scores) but where and in what direction that difference is. Such differences may express a demand at one or more levels in your agency for either an increase or a decrease in the level of punishment.

The third question this table can help answer is ***"How uniform is opinion about discipline within officer, supervisor, and administrative ranks in your agency?"*** To answer this question you must examine the standard deviation scores throughout the table. Roughly speaking, scores well below 1.0 suggest very strong consensus, scores around 1.0 suggest some difference of opinion, and scores of 1.3 or higher probably merit attention. Standard deviations of 1.3 or higher indicate that

Table A6:(1) - Discipline: Means, Standard Deviations, and Modal Responses from Line Officers, Supervisors, and Administrators in Your Agency

Case # & Description	**Line Officers**		**Supervisors**		**Administrators**	
	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive
Case 1 Off Duty Alarm System Business	Mean= 1.60 S. D =1.27 Mode= None	Mean=1.97 S. D =1.60 Mode=None	Mean=1.53 S. D =1.24 Mode=None	Mean=1.60 S. D =1.29 Mode=None	Mean=1.2 S. D =0.45 Mode=None	Mean=1.20 S. D.=0.45 Mode=None
Case 2 Free Meals and Discounts on Beat	Mean=2.95 S. D =1.18 Mode= Verbal Reprimand	Mean= 3.77 S. D =1.18 Mode= Demotion	Mean=3.52 S. D =1.20 Mode= Suspension	Mean=3.82 S. D =1.00 Mode= Suspension	Mean=4.80 S. D =1.30 Mode= Dismissal	Mean=5.00 S. D.=1.00 Mode= Suspension
Case 3 Bribe from Speeding Motorist	Mean= 5.21 S. D =0.95 Mode=Dismissal	Mean=5.67 S. D =0.73 Mode= Dismissal	Mean=5.64 S. D =0.78 Mode= Dismissal	Mean=5.64 S. D =0.72 Mode= Dismissal	Mean=6.00 S. D =0.00 Mode= Dismissal	Mean=6.00 S. D.=0.00 Mode= Dismissal
Case 4 Holiday Gifts from Merchants	Mean=3.19 S. D =1.32 Mode= Suspension	Mean=3.90 S. D =1.20 Mode= Suspension	Mean=3.84 S. D =1.32 Mode= Suspension	Mean=4.19 S. D =1.15 Mode= Suspension	Mean=5.20 S. D =1.10 Mode= Dismissal	Mean=5.20 S. D.=1.10 Mode= Dismissal
Case 5 Theft of Watch from Crime Scene	Mean= 5.89 S. D =0.41 Mode=Dismissal	Mean=5.86 S. D =0.48 Mode=Dismissal	Mean=5.97 S. D =0.26 Mode= Dismissal	Mean=5.97 S. D =0.26 Mode= Dismissal	Mean=6.00 S. D =0.00 Mode= Dismissal	Mean=6.00 S. D.=0.00 Mode= Dismissal
Case 6 Auto Repair Shop 5% Kickback	Mean=4.72 S. D =1.34 Mode=Dismissal	Mean=5.02 S. D =1.20 Mode=Dismissal	Mean=5.20 S. D =1.03 Mode= Dismissal	Mean=5.27 S. D =1.01 Mode= Dismissal	Mean=5.80 S. D =0.45 Mode= Dismissal	Mean=5.80 S. D.=0.45 Mode= Dismissal
Case 7 Supervisor: Holiday Off for Auto Tune Up	Mean= 3.65 S. D =1.47 Mode=Demotion	Mean= 3.85 S. D =1.40 Mode=Demotion	Mean=4.41 S. D =1.00 Mode= Demotion	Mean=4.43 S. D =0.98 Mode= Demotion	Mean=5.40 S. D =0.89 Mode= Dismissal	Mean=5.40 S. D.=0.89 Mode= Dismissal
Case 8 Cover Up of Offficer DUI Incident	Mean=3.57 S. D =1.50 Mode=Suspension	Mean=4.17 S. D =1.43 Mode= Suspension	Mean=3.75 S. D =1.31 Mode= Suspension	Mean=4.32 S. D =1.16 Mode= Suspension	Mean=5.40 S. D =0.89 Mode= Dismissal	Mean=5.80 S. D.=0.45 Mode= Dismissal
Case 9 Free Drinks to Ignore Late Bar	Mean=4.45 S. D =1.22 Mode=Suspension	Mean= 4.77 S. D =1.04 Mode= Suspension	Mean=4.98 S. D =0.92 Mode= Dismissal	Mean=4.95 S. D =0.94 Mode= Dismissal	Mean=5.80 S. D =0.45 Mode= Dismissal	Mean=5.80 S. D.=0.45 Mode= Dismissal
Case 10 Excessive Force on Car Thief	Mean=4.13 S. D =1.30 Mode=Suspension	Mean=4.49 S. D =1.17 Mode= Suspension	Mean=4.22 S. D =1.22 Mode= Suspension	Mean=4.45 S. D =0.94 Mode= Suspension	Mean=4.40 S. D =1.67 Mode= Suspension	Mean=4.40 S. D.=1.67 Mode= Suspension
Case 11 Theft from found Wallet	Mean=5.46 S. D =0.91 Mode=Dismissal	Mean= 5.59 S. D =0.77 Mode=Dismissal	Mean=5.76 S. D =0.65 Mode= Dismissal	Mean=5.79 S. D =0.59 Mode= Dismissal	Mean=6.00 S. D =0.00 Mode= Dismissal	Mean=6.00 S. D.=0.00 Mode= Dismissal

with respect to the case in question, there is substantial difference of opinion about discipline.

Because it is sometimes very difficult to detect a pattern in these standard deviation scores we suggest that as you read through the table you circle or otherwise highlight each standard deviation score of 1.3 or more. (Round all scores of 1.26 or more to 1.3 and treat them as if they were equivalent to 1.3). There are 66 cells in the table and a few standard deviation scores of 1.3 or higher are probably to be expected, particularly with respect to low level types of misconduct. (Off-Duty Security Business, Free meals, Holiday gifts, or Police Discounts).

It should, however, be a matter of serious concern if you find high standard deviation in fifteen, twenty, or even more cases. Of particular concern should be patterns of high standard deviations in the "discipline would receive" columns (indicating substantial ambiguity about expected discipline); patterns of high standard deviations that extend across an entire, or nearly an entire row (indicating a general disagreement or confusion within your agency as to how the conduct in question should and would be disciplined); and high standard deviations in supervisors' and administrators' scores referring to very serious misconduct such as bribery and theft (indicating ambiguity among senior ranks about how these serious offenses should or would be treated.

How Your Agency Compares with Other Agencies on Discipline

Finally, we urge you to look very carefully at Table A2 once again, and in particular at the mean disciplinary scores officers in your agency assigned to each of the eleven cases. Compare them to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which your agency differs from most other agencies with respect to the severity of discipline. You will find, overall, that ***your officers rated the cases we asked about as deserving a higher degree of discipline than officers from other agencies***. When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of discipline scores, *your agency came out in **1st place out of 30** agencies in terms of officers' estimates of the discipline they thought cases should receive and in **1st place out of 30** agencies in terms of officers' estimates of discipline they thought cases would receive.*

This is *well above average* for all of the U.S. police agencies we surveyed. It indicates not only a high level of intolerance of corruption and abuse among the administration in your agency but also a strong support for relatively strict discipline for corruption and abuse throughout your entire agency.

Willingness to Report

Table A3 above summarizes the responses of officers in your agency, as well as those of officers in similar agencies and in the national sample, to the two "willingness-to-report" questions:

"Do you think YOU would report a fellow police officer who engaged in this behavior?"

and

> "Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?"

These questions were asked of all eleven cases and the responses to these questions could range from 1 to 5. A response of "1" meant "definitely would NOT" report and a response of "5" meant "definitely WOULD report."

The answers to these questions are of critical importance and we urge you to study them closely. They describe what has sometimes been called the "Blue Curtain" or the "Police Code of Silence." Both expressions, as you are probably aware, refer to the willingness of officers to remain silent about the misconduct of other police officers.

Our research shows that The Code is, overall, very strong in most of the police agencies we surveyed. On the five point scale, the mean score of all officers own willingness to report exceeded 4.0 in only three of the eleven cases, one involving bribery and the other two involving theft. When the national sample of officers were asked how likely most other officers in their agency were to report misconduct, only one case - Case 5 (involving theft of a watch from a crime scene), earned a mean value higher than 4.0. We should note, however, that the strength of The Code varies dramatically between agencies. In some agencies most officers appear to be willing to tolerate in silence almost any misconduct by fellow officers. In others officers run a substantial risk of being reported by fellow officers for even relatively low levels of misconduct.

We urge you to look very carefully at the mean willingness-to-report scores officers in your agency assigned to each of the eleven cases. They describe in numerical detail the contours of The Code as it exists in your agency. You should also compare the mean scores in your agency to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which The Code in your agency differs from most other agencies.

The Contours of The Code among Line Officers in Your Agency

Because The Code dictates what an officer should or should not report to supervisors or administrators, focusing on line officer responses to the willingness to report questions is probably most helpful in answering two critical questions:

> **What type of misconduct by fellow police officers will most police officers in your agency NOT report?**
>
> **and**
>
> **What type of misconduct by fellow police officers WILL most police officers in your agency report?**

The answers to these questions may be found by carefully looking at Table A7 below. It displays the number and percent of line officers in your agency who gave each of the five possible responses to the question about how willing they would be to report the behavior described in each

Table A7(1) - Your Agency Response Profile - Line Officer Estimates of their OWN Willingness to Report

SCORE Case # & Description	Definitely Not (1) % (#)	2 % (#)	3 % (#)	4 % (#)	Definitely Yes (5) % (#)	TOTALS % (#)
Case 1 Off Duty Alarm System Business	79.8% (79)	7.1% (7)	5.1% (5)	0% (0)	8.1% (8)	100% (99)
Case 2 Free Meals and Discounts on Beat	34% (34)	20% (20)	21% (21)	13% (13)	12% (12)	100% (100)
Case 3 Bribe from Speeding Motorist	7.9% (8)	2% (2)	13.9% (14)	14.9% (15)	61.4% (62)	100% (101)
Case 4 Holiday Gifts from Merchants	23.5% (23)	17.3% (17)	21.4% (21)	25.5% (25)	12.2% (12)	100% (98)
Case 5 Theft of Watch from Crime Scene	5% (5)	2% (2)	3% (3)	8% (8)	82% (82)	100% (100)
Case 6 Auto Repair Shop 5% Kickback	11% (11)	6% (6)	13% (13)	17% (17)	53% (53)	100% (100)
Case 7 Supervisor Offers Holiday Off for Auto Tune Up%	17.8% (18)	14.9% (15)	21.8% (22)	15.8% (16)	29.7% (30)	100% (101)
Case 8 Cover Up of Offficer DUI Incident	28% (28)	18% (18)	13% (13)	23% (23)	18% (18)	100% (100)
Case 9 Free Drinks to Ignore Late Bar	8.9% (9)	6.9% (7)	17.8% (18)	25.7% (26)	40.6% (41)	100% (101)
Case 10 Excessive Force on Car Thief	10.9% (11)	11.9% (12)	21.8% (22)	17.8% (18)	37.6% (38)	100% (101)
Case 11 Theft from found Wallet	5.9% (6)	2% (2)	11.9% (12)	10.9% (11)	69.3% (70)	100% (101)

case. In order to determine what behavior most officers in your agency will not report, we suggest that you look at the percentage figures in columns 1 and 2 of Table A7. If the sum of those percentages in any row in those two columns exceeds 50%, you should conclude that the behavior described will NOT be reported by most officers in your agency. To determine what behavior most officers in your agency will report, we suggest that you look at the percentage scores in columns 4 and 5 of Table A7. If the sum of the percentages in any row in those two columns exceeds 50%, you should conclude that the behavior described will be reported by most officers in your agency.

While The Code exists in some form in all police agencies, it is the responsibility of every police administration to attempt to confine the behavior it covers. In examining the willingness-to-report responses from line officers in your agency, the failure of a majority of officers to say that they would report a kickback deal (Case 7); a bribery (Case 3); or a theft (Cases 5 and 11) should be regarded with particular concern. This concern should rise dramatically, if, in any of these cases, a majority of line officers declare that they would not report such behavior.

How Your Agency Compares with Other Agencies on Willingness to Report Misconduct

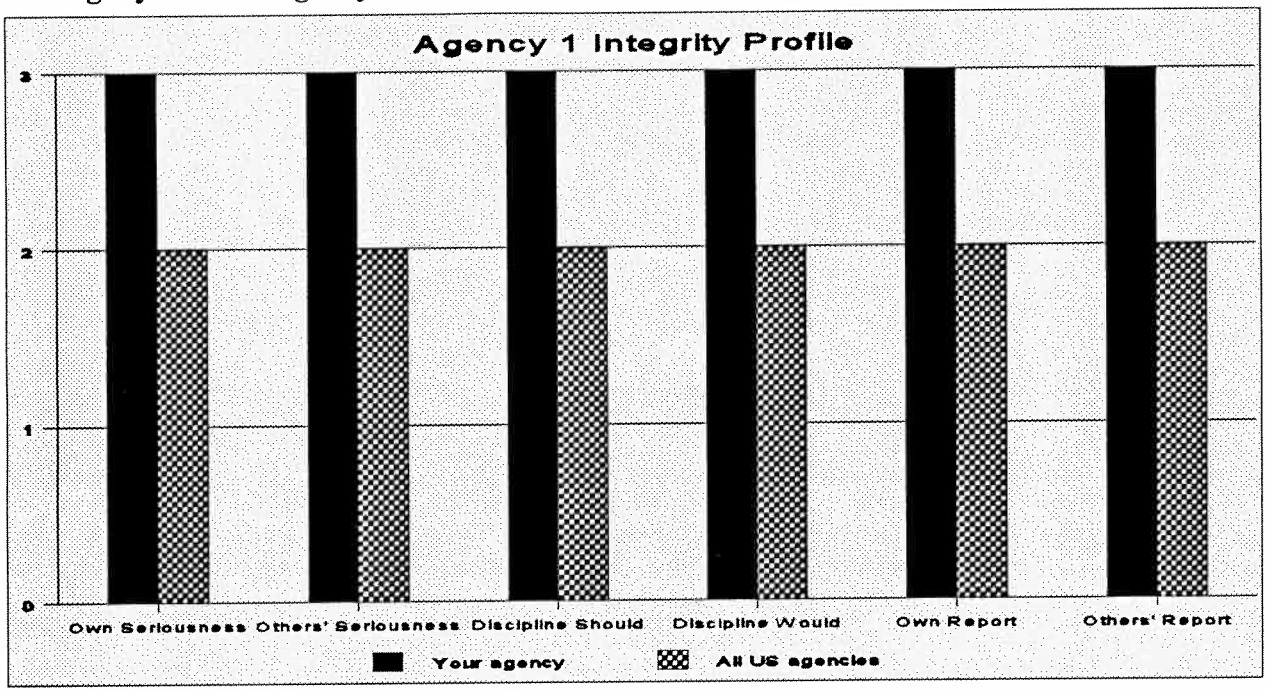
When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of their willingness-to-report scores, *your agency came out in a two way tie for sixth place out of 30 agencies in terms of officers' estimates of their own willingness to report the behavior described in the eleven cases. Their answers to the question about what behavior they thought most officers in your agency would be willing to report placed your agency in a tie for third place out of all 30 agencies we surveyed.*

These scores indicate that officers in your agency are much less willing than officers in most agencies we surveyed to tolerate corruption and abuse in silence. The Code is under control in your agency and provides an environment that strongly discourages misconduct. It is a very positive finding of which everyone in your agency is entitled to be proud.

Summary

We believe that you may find it helpful to have an overall picture of the integrity profile of your agency as it emerged from our survey. Chart A1 provides such a picture. It depicts how your agency stacks up against all other agencies we surveyed on each of the six questions asked about all eleven cases. If your agency scored among the bottom third of agencies we surveyed on a question it was awarded one point, two if it scored in the middle third, and three if it scored among the top third. These scores are displayed an Chart 1 with your agency's scores represented by the solid black bar and the mid-point agency in our national sample represented by the checkered bar. This chart summarizes, at a glance, whether your agency scored above, below, or about the same as other agencies we surveyed.

Integrity Profile: Agency 1



By using this same 1, 2, 3 point system to rate each agency's answers to each question, it made it possible not only to assign each agency an overall integrity profile score but rank each agency with respect to all the others we surveyed. These scores could range from a maximum of 18 for an agency that scored among the top third of agencies on all six questions to a minimum of 6 for an agency that scored in the bottom third of agencies on all six questions.

Table A8 below shows how we arrived at the total summary score for your agency as well as the total summary score for all of the other agencies we surveyed. It also shows where this total summary score ranked your agency among the thirty agencies we surveyed.

In closing we should like to emphasize that the survey and the measures we created to describe our findings do *NOT* measure the amount or extent of corruption in your agency. They *ARE* a measure of the culture of integrity in your agency. They do *NOT* identify either corrupt or honest individual officers nor do they provide any evidence whatsoever of any type of abusive or dishonest practice, past, present, or future. They *DO* describe in a fairly precise and specific way the levels and the areas in which the culture of your agency makes it likely to resist or tolerate certain types of misconduct on the part of its employees. Hopefully, they will serve as both a reminder and a guide - a reminder that enhancing the culture of integrity should be a major goal of police administration and a guide to where in any particular agency those efforts should be directed. We hope that this information proves useful to you and thank your agency for participating in this research project.

Table A8 - Composite Seriousness, Discipline, and Willingness to Report Scores. Rank Ordered by Total Agency Integrity Profile Score

Agency	Own Opinion of Seriousness	Others' Opinion of Seriousness	Discipline SHOULD Receive	Discipline WOULD Receive	Own Willingness to Report	Others' Willingness to Report	Integrity Profile Rank Score
1	3	3	3	3	3	3	1 18
3	3	3	3	3	3	3	1 18
4	3	3	3	3	3	3	1 18
6	3	3	3	3	3	3	1 18
10	3	3	3	3	3	3	1 18
17	3	3	3	3	3	3	1 18
30	3	3	3	3	3	3	1 18
2	3	2	3	3	3	3	8 17
18	2	2	3	3	3	3	9 16
7	3	2	2	2	3	3	10 15
11	3	3	2	2	2	2	11 14
12	3	3	3	1	2	2	11 14
5	2	2	2	3	2	2	13 13
19	3	2	2	2	2	2	13 13
20	3	2	2	2	2	2	13 13
29	2	3	2	1	2	2	16 12
26	3	2	2	2	1	1	17 11
27	2	2	2	1	2	2	17 11
24	2	2	1	1	2	2	19 10
21	1	1	2	3	1	1	20 9
22	1	1	2	2	1	2	20 9
9	2	1	2	1	1	1	22 8
16	1	1	1	1	2	2	22 8
13	1	2	1	1	1	1	24 7
14	1	1	1	2	1	1	24 7
15	1	1	1	1	2	1	24 7
23	1	1	1	2	1	1	24 7
25	1	1	1	2	1	1	24 7
8	1	1	1	1	1	1	29 6
28	1	1	1	1	1	1	29 6

Agency No. 2
Integrity Profile

Some time ago members of your agency participated in a national survey of police officer opinions about the severity of certain types of misconduct, the punishment they believed that misconduct deserved, and their willingness to report that misconduct. This report profiles the responses of officers in your agency and permits you to compare the responses from your agency not only with the national results but with the results from agencies that are similar in size to your agency.

The Survey

In all we surveyed 3235 U.S. police officers from thirty different police agencies. The survey described eleven different scenarios. They are displayed in Figure 1 on the following page. You will recall that we asked the same six questions about each of these eleven scenarios. Two questions dealt with the **seriousness** of the behavior described in the scenarios; two with the **discipline** it should or would receive; and two with the **willingness to report** such behavior.

1. How serious do YOU consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

2. How serious do MOST POLICE OFFICERS IN YOUR AGENCY consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

3. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think SHOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

4. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think WOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

5. Do you think YOU would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

6. Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

Figure 1: Case-Scenarios

Case 1. A police officer runs his own private business in which he sells and installs security devices, such as alarms, special locks, etc. He does this work during his off-duty hours.

Case 2. A police officer routinely accepts free meals, cigarettes, and other items of small value from merchants on his beat. He does not solicit these gifts and is careful not to abuse the generosity of those who give gifts to him.

Case 3. A police officer stops a motorist for speeding. The officer agrees to accept a personal gift of half of the amount of the fine in exchange for not issuing a citation.

Case 4. A police officer is widely liked in the community, and on holidays local merchants and restaurant and bar owners show their appreciation for his attention by giving him gifts of food and liquor.

Case 5. A police officer discovers a burglary of a jewelry shop. The display cases are smashed and it is obvious that many items have been taken. While searching the shop, he takes a watch, worth about two days pay for that officer. He reports that the watch had been stolen during the burglary.

Case 6. A police officer has a private arrangement with a local auto body shop to refer the owners of the cars damaged in the accidents to the shop. In exchange for each referral, he receives a payment of 5% of the repair bill from the shop owner.

Case 7. A police officer, who happens to be a very good auto mechanic, is scheduled to work during coming holidays. A supervisor offers to give him these days off, if he agrees to tune-up his supervisor's personal car. Evaluate the SUPERVISOR'S behavior.

Case 8. At 2 A.M. a police officer, who is on duty, is driving his patrol car on a deserted road. He sees a vehicle that has been driven off the road and is stuck in a ditch. He approaches the vehicle and observes that the driver is not hurt but is obviously intoxicated. He also finds that the driver is a police officer. Instead of reporting this accident and offense he transports the driver to his home.

Case 9. A police officer finds a bar on his beat which is still serving drinks a half hour past its legal closing time. Instead of reporting this violation, the police officer agrees to accept a couple of free drinks from the owner.

Case 10. Two police officers on foot patrol surprise a man who is attempting to break into an automobile. The man flees. They chase him for about two blocks before apprehending him by tackling him and wrestling him to the ground. After he is under control both officers punch him a couple of times in the stomach as punishment for fleeing and resisting.

Case 11. A police officer finds a wallet in a parking lot. It contains the amount of money equivalent to a full-day's pay for that officer. He reports the wallet as lost property, but keeps the money for himself.

On Tables A1, A2, and A3 below we report the mean and standard deviation[1] of the answers officers from your agency gave with respect to each of the eleven case scenarios. We have also provided the rank order of the cases and, in the case of discipline, the modal or most frequently given response. Moreover, in order to let you compare the answers given by officers in your agency with those given by officers in other agencies, we provide in the same tables the same measures from agencies of similar size to your agency as well as from our national sample. To make comparison easier we summarize the two responses about **Seriousness** in Table A1, the two responses about **Discipline** in Table A2, and the two responses about **Willingness to Report** in Table A3. The number in parentheses following the table numbers in this report is an identifying number we have assigned to your agency.

What Can be Learned About Your Agency From the Survey? How do Officers in Your Agency Differ in Their Responses from Officers in the National Survey and Officers from Similar Agencies?

Seriousness

Let's first consider the responses reported in Table A1. They deal with the two "seriousness" questions: the officers' OWN estimate of seriousness and the estimate of how serious OTHER officers in your agency would regard the behavior described in each case.

Officers in your agency as well as officers in similar agencies and in the national sample consistently <u>underestimate</u> how serious other police officers in their agencies regard the incidents of misconduct we asked about in the survey.

The first thing you should notice is that officers in your agency consistently **<u>UNDERESTI-MATE</u>** how serious most officers in your agency regard the behavior described in the cases in the survey. You will note that we found the same thing to be true in agencies that were similar to your agency as well as in the national sample. This finding could suggest that even though the survey was confidential, officers who filled out the surveys may have tried to make themselves "look good" (perhaps to themselves?) by saying that their own personal estimates of seriousness were higher than they actually were. This is a possibility, but there is another that is also worth considering.

That possibility is that the "police culture" discourages individual officers from disclosing their true feelings about the misconduct of other officers. If this is so, then our finding about your agency,

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[1] For those of you who may be unfamiliar with these measures: the mean is simply the mathematical average, as is, for example, a batting average in baseball. The standard deviation is a measure of the dispersion of scores around the mean. A very low standard deviation would mean that the vast majority of people selected the same or almost the same answer; a high standard deviation would mean that there was considerable difference among people in how they answered this question.

Seriousness of Misconduct

Table A1 (02)- Agency Response Profile - Seriousness Rank, Mean, and Standard Deviation of Responses, Very Large Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	Seriousness Own Opinion	Seriousness Other Officers	Seriousness Own Opinion	Seriousness Other Opinion	Seriousness Own Opinion	Seriousness Other Officers
Case 1 Off Duty Alarm System Business	Rank=1 Mean=1.57 SD=1.04	Rank=1 Mean=1.51 SD=0.86	Rank=1 Mean=1.48 SD=0.95	Rank=1 Mean=1.49 SD=0.87	Rank=1 Mean=1.46 SD=0.94	Rank=1 Mean=1.48 SD=0.87
Case 2 Free Meals and Discounts on Beat	Rank=2 Mean=3.04 SD=1.28	Rank=2 Mean=2.53 SD=1.12	Rank=2 Mean=2.34 SD=1.30	Rank=2 Mean=2.08 SD=1.12	Rank=2 Mean=2.60 SD=1.33	Rank=2 Mean=2.31 SD=1.17
Case 3 Bribe from Speeding Motorist	Rank=9.5 Mean=4.94 SD=0.36	Rank=9 Mean=4.82 SD=0.50	Rank=10 Mean=4.91 SD=0.41	Rank=10 Mean=4.78 SD=0.54	Rank=10 Mean=4.50 SD=0.90	Rank=10 Mean=4.81 SD=0.52
Case 4 Holiday Gifts from Merchants	Rank=3 Mean=3.07 SD= 1.31	Rank=3 Mean=2.73 SD=1.19	Rank=3 Mean=2.65 SD=1.36	Rank=3 Mean=2.45 SD=1.25	Rank=3 Mean=2.84 SD=1.38	Rank=3 Mean=2.64 SD=1.28
Case 5 Theft of Watch from Crime Scene	Rank=11 Mean=4.97 SD=0.32	Rank=11 Mean=4.93 SD=0.38	Rank=11 Mean=4.95 SD=0.36	Rank=11 Mean=4.88 SD=0.46	Rank=11 Mean=4.95 SD=0.32	Rank=11 Mean=4.88 SD=0.45
Case 6 Auto Repair Shop 5% Kickback	Rank=7 Mean=4.58 SD=0.77	Rank=7 Mean=4.31 SD=0.90	Rank=7 Mean=4.46 SD=0.92	Rank=7 Mean=4.20 SD=1.01	Rank=7 Mean=4.50 SD=0.90	Rank=7 Mean=4.25 SD=0.98
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Rank=5 Mean=4.16 SD=1.01	Rank=5 Mean=3.85 SD=1.10	Rank=6 Mean=4.14 SD=1.05	Rank=6 Mean=3.90 SD= 1.11	Rank=6 Mean=4.18 SD=1.04	Rank=6 Mean=3.96 SD=1.10
Case 8 Cover Up of Officer DUI Incident	Rank=4 Mean=3.16 SD=1.27	Rank=4 Mean=2.80 SD=1.13	Rank=4 Mean=2.97 SD=1.38	Rank=4 Mean=2.81 SD=1.25	Rank=4 Mean=3.03 SD=1.39	Rank=4 Mean=2.86 SD=1.27
Case 9 Free Drinks to Ignore Late Bar	Rank=8 Mean=4.68 SD=0.65	Rank=8 Mean=4.32SD =0.86	Rank=8 Mean=4.52 SD=0.93	Rank=8 Mean=4.25 SD= 1.04	Rank=8 Mean=4.54 SD=0.90	Rank=8 Mean=4.28 SD=1.02
Case 10 Excessive Force on Car Thief	Rank=6 Mean=4.45 SD=0.87	Rank=6 Mean=4.01 SD=0.99	Rank=5 Mean=4.01 SD=1.23	Rank=5 Mean=3.64 SD=1.22	Rank=5 Mean=4.05 SD=1.23	Rank=5 Mean=3.70 SD=1.26
Case 11 Theft from found Wallet	Rank=9.5 Mean=4.94 SD=0.39	Rank=10 Mean=4.83 SD=051	Rank=9 Mean=4.85 SD=0.54	Rank=9 Mean=4.68 SD=0.71	Rank=9 Mean=4.85 SD=0.54	Rank=9 Mean=4.69 SD=0.72

Discipline

Table A2 (02) - Agency Response Profile - Discipline: Mean, Standard Deviation, and Modal Responses, Very Large Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive
Case 1 Off Duty Alarm System Business	Mean=1.47 SD=0.93 Mode: None	Mean=1.70 SD=1.05 Mode: None	Mean=1.38 SD=0.87 Mode: None	Mean=1.59 SD=1.08 Mode: None	Mean=1.33 SD=0.82 Mode: None	Mean=1.51 SD=1.02 Mode: None
Case 2 Free Meals and Discounts on Beat	Mean=2.50 SD=0.99 Mode:Verbal Reprimand	Mean=2.77 SD=0.95 Mode:Written Reprimand	Mean=1.97 SD=0.97 Mode:Verbal Reprimand	Mean=2.22 SD=1.05 Mode:Verbal Reprimand	Mean=2.13 SD=1.03 Mode:Verbal Reprimand	Mean=2.37 SD=1.09 Mode:Verbal Reprimand
Case 3 Bribe from Speeding Motorist	Mean=5.02 SD=1.09 Mode: Dismissal	Mean=4.90 SD=1.11 Mode: Dismissal	Mean=4.85 SD=1.17 Mode: Dismissal	Mean=4.76 SD=1.15 Mode: Suspension@	Mean=4.97 SD=1.89 Mode: Dismissal	Mean=4.90 SD=1.18 Mode: Dismissal**
Case 4 Holiday Gifts from Merchants	Mean=2.73 SD=1.22 Mode:Written Reprimand	Mean=3.07 SD=1.20 Mode:Written Reprimand	Mean=2.37 SD=1.22 Mode:#	Mean=2.68 SD=1.26 Mode:Written Reprimand	Mean=2.53 SD=1.26 Mode:Verbal Reprimand	Mean=2.82 SD=1.27 Mode:Written Reprimand
Case 5 Theft of Watch from Crime Scene	Mean=5.85 SD=0.55 Mode: Dismissal	Mean=5.73 SD=0.74 Mode: Dismissal	Mean=5.63 SD=0.83 Mode: Dismissal	Mean=5.53 SD=0.91 Mode: Dismissal	Mean=5.66 SD=0.80 Mode: Dismissal	Mean=5.57 SD=0.87 Mode: Dismissal
Case 6 Auto Repair Shop 5% Kickback	Mean=4.41 SD=1.15 Mode: Suspension	Mean=4.45 SD=1.13 Mode: Suspension	Mean=4.34 SD=1.29 Mode: Suspension	Mean=4.39 SD=1.23 Mode: Suspension	Mean=4.40 SD=1.30 Mode: Suspension	Mean=4.46 SD=1.25 Mode: Suspension
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Mean=3.58 SD=1.23 Mode:Written Reprimand	Mean=3.24 SD=1.28 Mode:Written Reprimand	Mean=3.57 SD=1.18 Mode: Suspension	Mean=3.40 SD=1.21 Mode:****	Mean=3.59 SD=1.21 Mode:*	Mean=3.43 SD=1.24 Mode:*
Case 8 Cover Up of Officer DUI Incident	Mean=2.85 SD=1.13 Mode:Written Reprimand	Mean=3.33 SD=1.04 Mode: Suspension	Mean=2.82 SD=1.30 Mode: Suspension***	Mean=3.29 SD=1.26 Mode: Suspension	Mean=2.81 SD=1.31 Mode: Suspension	Mean=3.20 SD=1.30 Mode: Suspension
Case 9 Free Drinks to Ignore Late Bar	Mean=4.10 SD=0.98 Mode: Suspension	Mean=4.11 SD=0.98 Mode: Suspension	Mean=3.97 SD=1.15 Mode: Suspension	Mean=4.03 SD=1.14 Mode: Suspension	Mean=4.01 SD=1.16 Mode: Suspension	Mean=4.08 SD=1.14 Mode: Suspension
Case 10 Excessive Force on Car Thief	Mean=3.97 SD=0.96 Mode: Suspension	Mean=4.11 SD=0.83 Mode: Suspension	Mean=3.72 SD=1.25 Mode: Suspension	Mean=4.00 SD=1.16 Mode: Suspension	Mean=3.76 SD=1.28 Mode: Suspension	Mean=3.99 SD=1.23 Mode: Suspension
Case 11 Theft from found Wallet	Mean=5.42 SD=0.99 Mode: Dismissal	Mean=5.24 SD=1.05 Mode: Dismissal	Mean=5.08 SD=1.18 Mode: Dismissal	Mean=5.00 SD=1.17 Mode: Dismissal	Mean=5.08 SD=1.18 Mode: Dismissal	Mean=5.03 SD=1.18 Mode: Dismissal

* 29.7% of the sample indicated a written reprimand while 27.5% indicated a period of suspension. For the discipline would responses, the respective distributions were 30.0% and 28.5%.
** 41.3% of the respondents indicated that a period of suspension would be the discipline administered. However, 47.6% indicated that dismissal should be the discipline administered.
*** 45.8% indicated suspension would be the discipline, while 42.6% indicated dismissal would be the discipline.
# While the modal response was for no discipline (29.4%), 29% indicated a verbal reprimand should be administered and 23.6% indicated a written reprimand should be the discipline.
**** Percent indicating would be a written reprimand and percent indicating discipline would be a period of suspension were virtually identical, 32.2% and 32.8%, respectively.
@ 26.1% indicated a written reprimand should be the discipline administered.

Willingness to Report

Table A3 (02) - Agency Response Profile - Willingness to Report, Very Large Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	OWN Willingness to Report	OTHERS Willingness to Report	OWN Willingness to Report	OTHERS Willingness to Report	OWN Willingness to Report	OTHERS Willingness to Report
Case 1 Off Duty Alarm System Business	Rank=1 Mean=1.57 SD=1.13	Rank=1 Mean=1.52 SD=0.88	Rank=1 Mean=1.40 SD=0.96	Rank=1 Mean=1.46 SD=0.87	Rank=1 Mean=1.37 SD=0.94	Rank=1 Mean=1.46 SD=0.91
Case 2 Free Meals and Discounts on Beat	Rank=2 Mean=2.42 SD=1.41	Rank=2 Mean=2.07 SD=1.07	Rank=2 Mean=1.75 SD=1.16	Rank=2 Mean=1.63 SD=0.95	Rank=2 Mean=1.94 SD=1.27	Rank=2 Mean=1.82 SD=1.08
Case 3 Bribe from Speeding Motorist	Rank=9 Mean=4.67 SD=0.78	Rank=9 Mean=4.23 SD=0.88	Rank=9 Mean=4.19 SD=1.25	Rank=9 Mean=3.87 SD=1.17	Rank=9 Mean=4.92 SD=1.15	Rank=9 Mean=4.85 SD=1.14
Case 4 Holiday Gifts from Merchants	Rank=4 Mean=2.74 SD=1.44	Rank=4 Mean=2.49 SD=1.19	Rank=3 Mean=2.19 SD=1.36	Rank=3 Mean=2.11 SD=1.19	Rank=4 Mean=2.36 SD=1.41	Rank=4 Mean=2.28 SD=1.25
Case 5 Theft of Watch from Crime Scene	Rank=11 Mean=4.92 SD=0.43	Rank=11 Mean=4.63 SD=0.63	Rank=11 Mean=4.56 SD=1.04	Rank=11 Mean=4.32 SD=1.03	Rank=11 Mean=4.53 SD=1.06	Rank=11 Mean=4.34 SD=1.03
Case 6 Auto Repair Shop 5% Kickback	Rank=8 Mean=4.38 SD=1.01	Rank=8 Mean=3.92 SD=1.03	Rank=5 Mean=3.36 SD=1.34	Rank=8 Mean=3.68 SD=1.25	Rank=8 Mean=3.95 SD=1.36	Rank=8 Mean=3.71 SD=1.25
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Rank=5 Mean=3.68 SD=1.35	Rank=5 Mean=3.34 SD=1.26	Rank=6 Mean=3.40 SD=1.44	Rank=6 Mean=3.20 SD=1.33	Rank=6 Mean=3.45 SD=1.45	Rank=6 Mean=3.29 SD=1.34
Case 8 Cover Up of Officer DUI Incident	Rank=3 Mean=2.67 SD=1.44	Rank=3 Mean=2.40 SD=1.11	Rank=4 Mean=2.33 SD=1.44	Rank=4 Mean=2.27 SD=1.23	Rank=3 Mean=2.34 SD=1.45	Rank=3 Mean=2.28 SD=1.25
Case 9 Free Drinks to Ignore Late Bar	Rank=7 Mean=4.21 SD=1.12	Rank=7 Mean=3.79 SD=1.10	Rank=8 Mean=3.75 SD=1.40	Rank=7 Mean=3.47 SD=1.30	Rank=7 Mean=3.73 SD=1.42	Rank=7 Mean=3.47 SD=1.32
Case 10 Excessive Force on Car Thief	Rank=6 Mean=4.02 SD=1.18	Rank=6 Mean=3.44 SD=1.16	Rank=7 Mean=3.67 SD=1.50	Rank=5 Mean=3.04 SD=1.34	Rank=5 Mean=3.39 SD=1.51	Rank=5 Mean=3.07 SD=1.38
Case 11 Theft from found Wallet	Rank=10 Mean=4.74 SD=0.76	Rank=10 Mean=4.38 SD=0.87	Rank=10 Mean=4.23 SD=1.25	Rank=10 Mean=3.93 SD=1.25	Rank=10 Mean=4.23 SD=1.26	Rank=10 Mean=3.96 SD=1.25

similar agencies, and the national sample suggests that there is a greater amount of intolerance for misconduct in police agencies than even most police officers realize. If this is true an officer, supervisor, or administrator who stands up against misconduct may well find more support than he or she expects.

Officers in your agency rank ordered the seriousness of misconduct quite similarly to officers in our national sample.

The next thing you may notice about Table A1 is that the ranking offered by officers in your agency of their views of the seriousness of the behavior described in each case was very similar to the national ranking. What this means is that **officers in your agency share an understanding of the *relative seriousness*** of the types of misconduct described in the survey that was very similar to police officers across the United States.

Relative seriousness, reflected in the way in which the cases are rank ordered is, however, quite different from absolute seriousness which is reflected in the mean scores. Police officers in different agencies often gave very different answers to how serious they considered the behavior described in each of the cases to be.

How Your Agency Compares with Other Agencies on Seriousness

We urge you to look very carefully at the mean seriousness scores officers in your agency assigned to each of the eleven cases and compare them to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which your agency differs from most other agencies. You will find, overall, that ***your officers consistently rated the cases we asked about as MORE serious than officers from other agencies***. When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of seriousness scores, *your agency came out in a five way tie for 10th place among the 30 agencies in terms of officer's own estimates of seriousness and in a three way tie for llth place among the 30 agencies in terms of officer's estimates of how serious most officers in your agency would rate them.*

You should be pleased by these findings. The best way we know to control corruption and abuse in any police agency is to create an environment among officers in that agency that is intolerant of it. A key component of such an environment is the belief among officers that such behavior is wrong. With respect to their own estimates of seriousness officers in your agency feel more strongly about the seriousness of the behavior we asked them about than do officers in at least two thirds of the agencies we surveyed.

Discipline

The answers for the two discipline questions, "What discipline, if any, do you think this behavior SHOULD receive?" and "What discipline, if any, do you think this behavior WOULD receive?" are reported in Table A2. We found in our national sample a very high degree of agreement among police officers on the answers to these questions.

What this finding means is that, nationally, police officers believe that the discipline that would actually be given in their departments for the types of offenses we asked about in our survey was fair, at least in terms of its severity. We did not ask any questions about disciplinary procedures or process in our survey. Thus we cannot say anything about how officers in your agency regard the fairness of the process or procedure of discipline. We did ask officers for their opinions about the appropriate severity of discipline. **Discipline in your agency is seen to be fair, at least with respect to its severity.**. In nine out of the eleven incidents we asked about, the discipline most officers thought **should** be given was the discipline that they thought **would be** given.

Minority Opinions

Although these national summary figures suggest a high degree of agreement among U.S. officers on appropriate and expected discipline, closer analysis reveals that for some of the conduct described in our survey a substantial minority of officers differ with the majority opinion. Table A4 below was constructed to identify this minority opinion in the national sample by comparing the difference between officers' scores on the "discipline SHOULD receive" and "discipline WOULD receive" questions.

This analysis found that, in our national sample, more than twenty percent of officers believed that the discipline they would receive in their agencies would be ***too harsh in four cases***: Case 2 - receiving free meals and discounts on their beats; Case 4 - receiving holiday gifts from merchants on their beats; Case 8 - covering up a DUI offense and minor accident by a police officer; and Case 10 - using excessive force on a car thief after a foot pursuit. A substantial minority (18.6%) also thought that a supervisor who offered a line officer a holiday day off in exchange for the officer's tuning up the supervisor's personal automobile (Case 7) would be punished too leniently.

We performed the same analysis on the responses about discipline from the officers we surveyed in your agency. ***Overall, we found that the majority of officers in your agency thought that the severity of discipline in your agency was fair***. However, we urge you to attend to the fact that, as was the case with the national sample, there is a substantial minority of officers who do not think that the level of discipline in your agency is appropriate. More than twenty percent of officers in your agency believe that the discipline that would be given in Cases 1, 2, 4 and 8 would be too harsh and more than twenty percent believed that in Case 7 it would be too lenient.

These findings do not mean that disciplinary policies in your agency should be altered in the direction suggested by this minority opinion. They do suggest that this minority opinion may be a factor to be dealt with when administering discipline at current levels in your agency.

TABLE A4: U.S. Police Officer Opinions on the Fairness of the Severity of Discipline in their Agencies: Percent of U.S. Police Officers Finding Discipline in their Agencies Too Harsh, Too Lenient, or Fair, by Case

CASE / DISCIPLINE	1 - Off Duty Security System Business	2 - Free Meals, Discounts on Beat	3 - Bribe from Speeding Motorist	4 - Holiday Gifts from Merchants	5 - Crime Scene Theft of Watch	6 - Auto Repair Shop 5% Kickback	7 - Super-visor: Holi-day for Tune-up	8 - Cover-Up of Police DUI Accident	9 - Drinks to Ignore Late Bar Closing	10 - Excessive Force on Car Thief	11 - Theft from Found Wallet
Too Harsh	13.1%	**26.4%**	9.4%	**27.0%**	3.4%	12.5%	10.3%	**30.3%**	13.4%	**21.5%**	6.9%
Fair	83.9%	64.6%	78.7%	66.3%	89.0%	79.8%	71.1%	62.9%	78.3%	71.7%	83.6%
Too Lenient	2.9%	9.0%	11.9%	6.7%	7.6%	7.7%	**18.6%**	6.8%	8.3%	6.9%	9.5%

TABLE A5:(02) Opinions of Officers in Your Agency about the Fairness of Discipline: Percent Finding Discipline Too Harsh, Too Lenient, or Fair, by Case

CASE / DISCIPLINE	1 - Off Duty Security System Business	2 - Free Meals, Discounts on Beat	3 - Bribe from Speeding Motorist	4 - Holiday Gifts from Merchants	5 - Crime Scene Theft of Watch	6 - Auto Repair Shop 5% Kickback	7 - Super-visor: Holi-day for Tune-up	8 - Cover-Up of Police DUI Accident	9 - Drinks to Ignore Late Bar Closing	10 - Excessive Force on Car Thief	11 - Theft from Found Wallet
Too Harsh	**20.1%**	**32.1%**	7.6%	**33.1%**	1.7%	12.4%	7.3%	**36.0%**	11.0%	18.0%	5.1%
Fair	77.3%	56.8%	79.5%	59.3%	91.1%	78.2%	67.8%	58.6%	79.1%	75.3%	81.4%
Too Lenient	2.6%	11.1%	12.9%	7.6%	7.2%	9.3%	**24.9%**	5.4%	9.9%	6.7%	13.5%

Comparing the Opinions on Discipline of Line Officers, Supervisors, and Administrators in Your Agency

For a variety of reasons, it is probably helpful to break down this information even further. We have found that it is helpful to separate out the responses of line officers from those of supervisors and administrators. Table A6 displays the means, standard deviations, and modes for answers to the discipline "should" receive and "would" receive questions for line officers, supervisors, and administrators in your agency. This table can provide answers to three very important questions about discipline in your agency.

The first question this table can help you answer is ***"Do officers throughout your agency agree on the consequences of the behavior we asked about in the survey?"*** To answer this question you should compare the "discipline WOULD receive" answers from line officers, supervisors, and administrators. In a police agency in which line officers, supervisors, and administrators all shared a strong common understanding of what discipline would be given to an officer who engaged in the conduct described in each case, the modal "would" receive answers would be identical, the value of means would all be very close (within 0.2 - 0.4), and the standard deviations would all be fairly small (less than 1.00).

Because the vast majority of the cases we asked about in our survey concern conduct of patrol officers, you should pay particular attention to those occasions on which line officers estimate the discipline they would receive as substantially less than the estimates of supervisors and administrators. This difference means that your agency is not effectively communicating its disciplinary threat to line officers in that case.

The second question that this table can help answer is, ***"In each case, what is the level of support for discipline among line officers, supervisors, and administrators?"*** To answer this question you should compare the "discipline SHOULD receive" and "discipline WOULD receive" answers for each group. As was the case with the first question, in a police agency in which line officers, supervisors, and administrators all share a common understanding about appropriate discipline, the mean scores should be very close, the standard deviations should be small, and the modal discipline should be the same for each case.

As you examine these three "discipline SHOULD receive" and "discipline WOULD d receive" columns you should make note not only of any large difference (0.5 or more in the mean scores) but where and in what direction that difference is. Such differences may express a demand at one or more levels in your agency for either an increase or a decrease in the level of punishment.

The third question this table can help answer is ***"How uniform is opinion about discipline within officer, supervisor, and administrative ranks in your agency?"*** To answer this question you must examine the standard deviation scores throughout the table. Roughly speaking, scores well below 1.0 suggest very strong consensus, scores around 1.0 suggest some difference of opinion, and scores of 1.3 or higher probably merit attention. Standard deviations of 1.3 or higher indicate that

Table A6:(2) - Discipline: Means, Standard Deviations, and Modal Responses from Line Officers, Supervisors, and Administrators in Your Agency

Case # & Description	**Line Officers**		**Supervisors**		**Administrators**	
	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive
Case 1 Off Duty Alarm System Business	Mean=1.42 S. D =0.89 Mode=None	Mean= 1.70 S. D =1.06 Mode=None	Mean=1.49 S. D =0.88 Mode=None	Mean=1.52 S. D =0.85 Mode=None	Mean=1.89 S. D =0.78 Mode= Verbal Reprimand	Mean=1.89 S. D.=0.78 Mode=Verbal Reprimand
Case 2 Free Meals and Discounts on Beat	Mean=2.40 S. D =0.95 Mode=Verbal Reprimand	Mean= 2.77 S. D =0.95 Mode=Written Reprimand	Mean=3.04 S. D =1.10 Mode=Written Reprimand	Mean=2.85 S. D =1.00 Mode=Written Reprimand	Mean=2.67 S. D =0.50 Mode= Written Reprimand	Mean=2.33 S. D.=0.71 Mode= Verbal Reprimand
Case 3 Bribe from Speeding Motorist	Mean=4.95 S. D =1.11 Mode= Dismissal	Mean=4.86 S. D =1.12 Mode= Suspension	Mean=5.45 S. D =0.90 Mode= Dismissal	Mean=5.15 S. D =1.06 Mode= Dismissal	Mean=5.11 S. D =1.05 Mode= Dismissal	Mean=4.67 S. D.=1.00 Mode= Suspension
Case 4 Holiday Gifts from Merchants	Mean= 2.67 S. D =1.25 Mode=Written Repromand	Mean=3.10 S. D =1.23 Mode=Written Reprimand	Mean=2.94 S. D =1.07 Mode=Verbal Reprimand	Mean=2.91 S. D =1.12 Mode=Written Reprimand	Mean=3.11 S. D =1.05 Mode= Suspension	Mean=3.11 S. D.=0.93 Mode= Written Reprimand
Case 5 Theft of Watch from Crime Scene	Mean=5.83 S. D =0.59 Mode= Suspension	Mean= 5.71 S. D =0.77 Mode= Suspension	Mean=6.00 S. D =0.00 Mode= Dismissal	Mean=5.91 S. D =0.41 Mode= Dismissal	Mean=5.56 S. D =0.88 Mode= Dismissal	Mean=5.56 S. D.=0.88 Mode= Dismissal
Case 6 Auto Repair Shop 5% Kickback	Mean=4.38 S. D =1.66 Mode= Suspension	Mean= 4.46 S. D =1.15 Mode= Suspension	Mean=4.67 S. D =1.12 Mode= Suspension	Mean=4.46 S. D =1.13 Mode= Suspension	Mean=4.33 S. D =1.00 Mode= Suspension	Mean=4.33 S. D.=1.00 Mode= Suspension
Case 7 Supervisor: Holiday Off for Auto Tune Up	Mean= 3.51 S. D =1.24 Mode=Written Reprimand	Mean= 3.17 S. D =1.28 Mode=Written Reprimand	Mean=3.91 S. D =1.17 Mode= Suspension	Mean=3.61 S. D =1.22 Mode= Written Reprimand	Mean=3.55 S. D =1.13 Mode= Written Reprimand	Mean=3.11 S. D.=1.05 Mode= Suspension
Case 8 Cover Up of Offficer DUI Incident	Mean=2.79 S. D =1.16 Mode=Written Reprimand	Mean=3.32 S. D =1.10 Mode= Suspension	Mean=3.15 S. D =1.00 Mode= Written Reprimand	Mean=3.36 S. D =0.76 Mode= Suspension	Mean=3.22 S. D =0.83 Mode= Suspension	Mean=3.4 S. D.=0.73 Mode= Suspension
Case 9 Free Drinks to Ignore Late Bar	Mean= 4.00 S. D =0.95 Mode= Suspension	Mean=4.07 S. D =0.98 Mode= Suspension	Mean=4.55 S. D =0.95 Mode= Suspension	Mean=4.26 S. D =0.82 Mode=Written Reprimand	Mean=4.44 S. D =0.88 Mode= Suspension	Mean=4.22 S. D.=1.09 Mode= Suspension
Case 10 Excessive Force on Car Thief	Mean= 3.95 S. D =0.99 Mode= Suspension	Mean= 4.15 S. D =0.89 Mode= Suspension	Mean=4.15 S. D =0.81 Mode= uspension	Mean=3.91 S. D =0.35 Mode= Suspension	Mean=3.89 S. D =0.33 Mode= Suspension	Mean=3.89 S. D.=0.33 Mode= Suspension
Case 11 Theft from found Wallet	Mean= 5.33 S. D =1.03 Mode= Dismissal	Mean=5.18 S. D =1.06 Mode= Dismissal	Mean=5.80 S. D =0.65 Mode= Dismissal	Mean=5.57 S. D =0.93 Mode= Dismissal	Mean=5.78 S. D =0.67 Mode= Dismissal	Mean=5.56 S. D.=0.88 Mode= Dismissal

with respect to the case in question, there is substantial difference of opinion about discipline.

Because it is sometimes very difficult to detect a pattern in these standard deviation scores we suggest that as you read through the table you circle or otherwise highlight each standard deviation score of 1.3 or more. (Round all scores of 1.26 or more to 1.3 and treat them as if they were equivalent to 1.3). There are 66 cells in the table and a few standard deviation scores of 1.3 or higher are probably to be expected, particularly with respect to low level types of misconduct. (Off-Duty Security Business, Free meals, Holiday gifts, or Police Discounts).

It should, however, be a matter of serious concern if you find high standard deviation in fifteen, twenty, or even more cases. Of particular concern should be patterns of high standard deviations in the "discipline WOULD receive" columns (indicating substantial ambiguity about expected discipline); patterns of high standard deviations that extend across an entire, or nearly an entire row (indicating a general disagreement or confusion within your agency as to how the conduct in question should and would be disciplined); and high standard deviations in supervisors' and administrators' scores referring to very serious misconduct such as bribery and theft (indicating ambiguity among senior ranks about how these serious offenses should or would be treated.

How Your Agency Compares with Other Agencies on Discipline

Finally, we urge you to look very carefully at Table A2 once again, and in particular at the mean disciplinary scores officers in your agency assigned to each of the eleven cases. Compare them to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which your agency differs from most other agencies with respect to the severity of discipline. You will find, overall, that ***your officers rated the cases we asked about as deserving a higher degree of discipline than officers from other agencies***. When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of discipline scores, *your agency came out in a three way tie for fourth place out of 30 agencies in terms of officers' estimates of the discipline they thought cases should receive and in a three way for 2nd place out of 30 agencies in terms of officers' estimates of discipline they thought cases would receive.*

This is *well above average* for all of the U.S. police agencies we surveyed. It indicates not only a high level of intolerance of corruption and abuse among the administration in your agency but also a strong support for relatively strict discipline for corruption and abuse throughout your entire agency.

Willingness to Report

Table A3 above summarizes the responses of officers in your agency, as well as those of officers in similar agencies and in the national sample, to the two "willingness-to-report" questions:

"Do you think YOU would report a fellow police officer who

engaged in this behavior?"

and

"Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?"

These questions were asked of all eleven cases and the responses to these questions could range from 1 to 5. A response of "1" meant "definitely would NOT" report and a response of "5" meant "definitely WOULD report."

The answers to these questions are of critical importance and we urge you to study them closely. They describe what has sometimes been called the "Blue Curtain" or the "Police Code of Silence." Both expressions, as you are probably aware, refer to the willingness of officers to remain silent about the misconduct of other police officers.

Our research shows that The Code is, overall, very strong in most of the police agencies we surveyed. On the five point scale, the mean score of all officers own willingness to report exceeded 4.0 in only three of the eleven cases, one involving bribery and the other two involving theft. When the national sample of officers were asked how likely most other officers in their agency were to report misconduct, only one case - Case 5 (involving theft of a watch from a crime scene) earned a mean value higher than 4.0. We should note, however, that the strength of The Code varies dramatically between agencies. In some agencies most officers appear to be willing to tolerate in silence almost any misconduct by fellow officers. In others officers run a substantial risk of being reported by fellow officers for even relatively low levels of misconduct.

We urge you to look very carefully at the mean willingness-to-report scores officers in your agency assigned to each of the eleven cases. They describe in numerical detail the contours of The Code as it exists in your agency. You should also compare the mean scores in your agency to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which The Code in your agency differs from most other agencies.

The Contours of The Code among Line Officers in Your Agency

Because The Code dictates what an officer should or should not report to supervisors or administrators, focusing on line officer responses to the willingness to report questions is probably most helpful in answering two critical questions:

What type of misconduct by fellow police officers will most police officers in your agency NOT report?

and

What type of misconduct by fellow police officers WILL most police officers in your agency report?

The answers to these questions may be found by carefully looking at Table A7 below. It displays the number and percent of line officers in your agency who gave each of the five possible responses to the question about how willing they would be to report the behavior described in each case. In order to determine what behavior most officers in your agency will not report, we suggest that you look at the percentage figures in columns 1 and 2 of Table A7. If the sum of those percentages in any row in those two columns exceeds 50%, you should conclude that the behavior described will NOT be reported by most officers in your agency. To determine what behavior most officers in your agency will report, we suggest that you look at the percentage scores in columns 4 and 5 of Table A7. If the sum of the percentages in any row in those two columns exceeds 50%, you should conclude that the behavior described will be reported by most officers in your agency.

While The Code exists in some form in all police agencies, it is the responsibility of every police administration to attempt to confine the behavior it covers. In examining the willingness-to-report responses from line officers in your agency, the failure of a majority of officers to say that they would report a kickback deal (Case 7); a bribery (Case 3); or a theft (Cases 5 and 11) should be regarded with particular concern. This concern should rise dramatically, if, in any of these cases, a majority of line officers declare that they would not report such behavior.

How Your Agency Compares with Other Agencies on Willingness to Report Misconduct

When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of their willingness-to-report scores, *your agency came out in 3rd place out of 30 agencies in terms of officers' estimates of their own willingness to report the behavior described in the eleven cases. Their answers to the question about what behavior they thought most officers in your agency would be willing to report placed your agency in a two way tie for 7th place out of all 30 agencies we surveyed.*

These scores indicate that officers in your agency are much less willing than officers in most agencies we surveyed to tolerate corruption and abuse in silence. The Code is under control in your agency and provides an environment that strongly discourages misconduct. It is a very positive finding of which everyone in your agency is entitled to be proud.

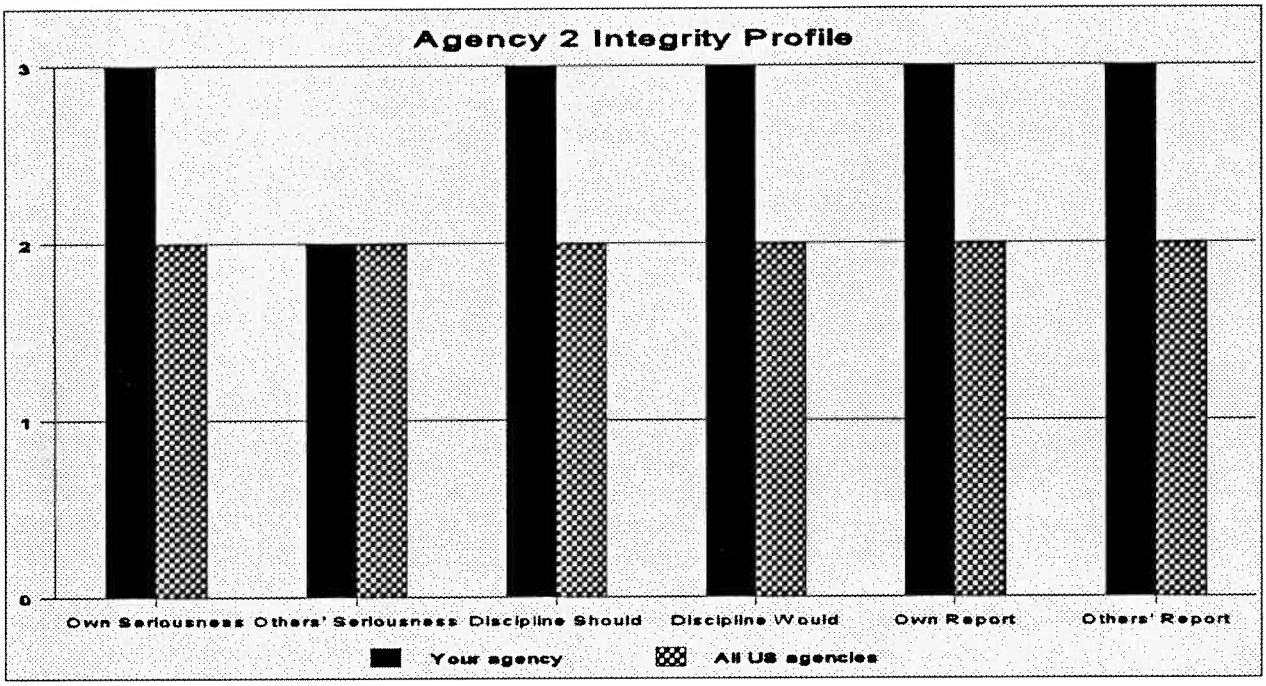
Summary

We believe that you may find it helpful to have an overall picture of the integrity profile of your agency as it emerged from our survey. Chart A1 provides such a picture. It depicts how your agency stacks up against all other agencies we surveyed on each of the six questions asked about all eleven cases. If your agency scored among the bottom third of agencies we surveyed on a question it was awarded one point, two if it scored in the middle third, and three if it scored among the top third. These scores are displayed an Chart 1 with your agency's scores represented by the solid black bar and the mid-point agency in our national sample represented by the checkered bar. This chart

Table A7(2) - Your Agency Response Profile - Line Officer Estimates of their OWN Willingness to Report

SCORE Case # & Description	Definitely Not (1) % (#)	2 % (#)	3 % (#)	4 % (#)	Definitely Yes (5) % (#)	TOTALS % (#)
Case 1 Off Duty Alarm System Business	77.1% (225)	9.9% (29)	7.2% (21)	2.7% (8)	3.1% (9)	100% (292)
Case 2 Free Meals and Discounts on Beat	44% (129)	20.5% (60)	18.8% (55)	9.6% (28)	7.2% (21)	100% (293)
Case 3 Bribe from Speeding Motorist	2% (6)	1.4% (4)	5.4% (16)	15.6% (46)	75.6% (223)	100% (295)
Case 4 Holiday Gifts from Merchants	30.6% (90)	21.4% (63)	24.5% (72)	11.6% (34)	11.9% (35)	100% (294)
Case 5 Theft of Watch from Crime Scene	1% (3)	0% (0)	.7% (2)	4.7% (14)	93.6% (277)	100% (296)
Case 6 Auto Repair Shop 5% Kickback	4.1% (12)	3.7% (11)	11.8% (35)	21.6% (64)	58.8% (174)	100% (296)
Case 7 Supervisor Offers Holiday Off for Auto Tune Up%	11.3% (33)	13.7% (40)	20.5% (60)	20.1% (59)	34.5% (101)	100% (293)
Case 8 Cover Up of Offficer DUI Incident	33.8% (99)	19.8% (58)	21.5% (63)	12.6% (37)	12.3% (36)	100% (293)
Case 9 Free Drinks to Ignore Late Bar	4.7% (14)	7.1% (21)	13.9% (41)	23.3% (69)	51% (151)	100% (296)
Case 10 Excessive Force on Car Thief	4.1% (12)	10.2% (30)	17.7% (52)	23.8% (70)	44.2% (130)	100% (294)
Case 11 Theft from found Wallet	2.7% (8)	1% (3)	3.4% (10)	10.2% (30)	82.7% (244)	100% (295)

Integrity Profile: Agency 2



summarizes, at a glance, whether your agency scored above, below, or about the same as other agencies we surveyed.

By using this same 1, 2, 3 point system to rate each agency's answers to each question, it made it possible not only to assign each agency an overall integrity profile score but rank each agency with respect to all the others we surveyed. These scores could range from a maximum of 18 for an agency that scored among the top third of agencies on all six questions to a minimum of 6 for an agency that scored in the bottom third of agencies on all six questions.

Table A8 below shows how we arrived at the total summary score for your agency as well as the total summary score for all of the other agencies we surveyed. It also shows where this total summary score ranked your agency among the thirty agencies we surveyed.

In closing we should like to emphasize that the survey and the measures we created to describe our findings do *NOT* measure the amount or extent of corruption in your agency. They *ARE* a measure of the culture of integrity in your agency. They do *NOT* identify either corrupt or honest individual officers nor do they provide any evidence whatsoever of any type of abusive or dishonest practice, past, present, or future. They *DO* describe in a fairly precise and specific way the levels and the areas in which the culture of your agency makes it likely to resist or tolerate certain types of misconduct on the part of its employees. Hopefully, they will serve as both a reminder and a guide - a reminder that enhancing the culture of integrity should be a major goal of police administration and a guide to where in any particular agency those efforts should be directed. We hope that this information proves useful to you and thank your agency for participating in this research project.

Table A8 - Composite Seriousness, Discipline, and Willingness to Report Scores. Rank Ordered by Total Agency Integrity Profile Score

AGENCY	OWN OPINION OF SERIOUSNESS	OTHERS' OPINION OF SERIOUSNESS	DISCIPLINE SHOULD RECEIVE	DISCIPLINE WOULD RECEIVE	OWN WILLINGNESS TO REPORT	OTHERS' WILLINGNESS TO REPORT	INTEGRITY PROFILE RANK SCORE
1	3	3	3	3	3	3	1 18
3	3	3	3	3	3	3	1 18
4	3	3	3	3	3	3	1 18
6	3	3	3	3	3	3	1 18
10	3	3	3	3	3	3	1 18
17	3	3	3	3	3	3	1 18
30	3	3	3	3	3	3	1 18
2	3	2	3	3	3	3	8 17
18	2	2	3	3	3	3	9 16
7	3	2	2	2	3	3	10 15
11	3	3	2	2	2	2	11 14
12	3	3	3	1	2	2	11 14
5	2	2	2	3	2	2	13 13
19	3	2	2	2	2	2	13 13
20	3	2	2	2	2	2	13 13
29	2	3	2	1	2	2	16 12
26	3	2	2	2	1	1	17 11
27	2	2	2	1	2	2	17 11
24	2	2	1	1	2	2	19 10
21	1	1	2	3	1	1	20 9
22	1	1	2	2	1	2	20 9
9	2	1	2	1	1	1	22 8
16	1	1	1	1	2	2	22 8
13	1	2	1	1	1	1	24 7
14	1	1	1	2	1	1	24 7
15	1	1	1	1	2	1	24 7
23	1	1	1	2	1	1	24 7
25	1	1	1	2	1	1	24 7
8	1	1	1	1	1	1	29 6
28	1	1	1	1	1	1	29 6

Agency No. 3
Integrity Profile

Some time ago members of your agency participated in a national survey of police officer opinions about the severity of certain types of misconduct, the punishment they believed that misconduct deserved, and their willingness to report that misconduct. This report profiles the responses of officers in your agency and permits you to compare the responses from your agency not only with the national results but with the results from agencies that are similar in size to your agency.

The Survey

In all we surveyed 3235 U.S. police officers from thirty different police agencies. The survey described eleven different scenarios. They are displayed in Figure 1 on the following page. You will recall that we asked the same six questions about each of these eleven scenarios. Two questions dealt with the **seriousness** of the behavior described in the scenarios; two with the **discipline** it should or would receive; and two with the **willingness to report** such behavior.

1. How serious do YOU consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

2. How serious do MOST POLICE OFFICERS IN YOUR AGENCY consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

3. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think SHOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

4. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think WOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

5. Do you think YOU would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

6. Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

Figure 1: Case-Scenarios

Case 1 A police officer runs his own private business in which he sells and installs security devices, such as alarms, special locks, etc. He does this work during his off-duty hours.

Case 2. A police officer routinely accepts free meals, cigarettes, and other items of small value from merchants on his beat. He does not solicit these gifts and is careful not to abuse the generosity of those who give gifts to him.

Case 3. A police officer stops a motorist for speeding. The officer agrees to accept a personal gift of half of the amount of the fine in exchange for not issuing a citation.

Case 4. A police officer is widely liked in the community, and on holidays local merchants and restaurant and bar owners show their appreciation for his attention by giving him gifts of food and liquor.

Case 5. A police officer discovers a burglary of a jewelry shop. The display cases are smashed and it is obvious that many items have been taken. While searching the shop, he takes a watch, worth about two days pay for that officer. He reports that the watch had been stolen during the burglary.

Case 6. A police officer has a private arrangement with a local auto body shop to refer the owners of the cars damaged in the accidents to the shop. In exchange for each referral, he receives a payment of 5% of the repair bill from the shop owner.

Case 7. A police officer, who happens to be a very good auto mechanic, is scheduled to work during coming holidays. A supervisor offers to give him these days off, if he agrees to tune-up his supervisor's personal car. Evaluate the SUPERVISOR'S behavior.

Case 8. At 2 A.M. a police officer, who is on duty, is driving his patrol car on a deserted road. He sees a vehicle that has been driven off the road and is stuck in a ditch. He approaches the vehicle and observes that the driver is not hurt but is obviously intoxicated. He also finds that the driver is a police officer. Instead of reporting this accident and offense he transports the driver to his home.

Case 9. A police officer finds a bar on his beat which is still serving drinks a half hour past its legal closing time. Instead of reporting this violation, the police officer agrees to accept a couple of free drinks from the owner.

Case 10. Two police officers on foot patrol surprise a man who is attempting to break into an automobile. The man flees. They chase him for about two blocks before apprehending him by tackling him and wrestling him to the ground. After he is under control both officers punch him a couple of times in the stomach as punishment for fleeing and resisting.

Case 11. A police officer finds a wallet in a parking lot. It contains the amount of money equivalent to a full-day's pay for that officer. He reports the wallet as lost property, but keeps the money for himself.

On Tables A1, A2, and A3 below we report the mean and standard deviation[1] of the answers officers from your agency gave with respect to each of the eleven case scenarios. We have also provided the rank order of the cases and, in the case of discipline, the modal or most frequently given response. Moreover, in order to let you compare the answers given by officers in your agency with those given by officers in other agencies, we provide in the same tables the same measures from agencies of similar size to your agency as well as from our national sample. To make comparison easier we summarize the two responses about **Seriousness** in Table A1, the two responses about **Discipline** in Table A2, and the two responses about **Willingness to Report** in Table A3. The number in parentheses following the table numbers in this report is an identifying number we have assigned to your agency.

What Can be Learned About Your Agency From the Survey? How do Officers in Your Agency Differ in Their Responses from Officers in the National Survey and Officers from Similar Agencies?

Seriousness

Let's first consider the responses reported in Table A1. They deal with the two "seriousness" questions: the officers' OWN estimate of seriousness and the estimate of how serious OTHER officers in your agency would regard the behavior described in each case.

Officers in your agency as well as officers in similar agencies and in the national sample consistently <u>underestimate</u> how serious other police officers in their agencies regard the incidents of misconduct we asked about in the survey.

The first thing you should notice is that officers in your agency consistently **<u>UNDERESTIMATE</u>** how serious most officers in your agency regard the behavior described in the cases in the survey. You will note that we found the same thing to be true in agencies that were similar to your agency as well as in the national sample. This finding could suggest that even though the survey was confidential, officers who filled out the surveys may have tried to make themselves "look good" (perhaps to themselves?) by saying that their own personal estimates of seriousness were higher than they actually were. This is a possibility, but there is another that is also worth considering.

That possibility is that the "police culture" discourages individual officers from disclosing their true feelings about the misconduct of other officers. If this is so, then our finding about your agency,

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[1] For those of you who may be unfamiliar with these measures: the mean is simply the mathematical average, as is, for example, a batting average in baseball. The standard deviation is a measure of the dispersion of scores around the mean. A very low standard deviation would mean that the vast majority of people selected the same or almost the same answer; a high standard deviation would mean that there was considerable difference among people in how they answered this question.

Seriousness of Misconduct

Table A1 (03) - Agency Response Profile - Seriousness Rank, Mean, and Standard Deviation of Responses, Large Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	Seriousness Own Opinion	Seriousness Other Opinion	Seriousness Own Opinion	Seriousness Other Opinion	Seriousness Own Opinion	Seriousness Other Opinion
Case 1 Off Duty Alarm System Business	Rank=1 Mean=1.32 SD=0.80	Rank=1 Mean=1.35 SD=0.75	Rank=1 Mean=1.41 SD= 0.95	Rank=1 Mean=1.43 SD= 0.90	Rank=1 Mean=1.46 SD=0.94	Rank=1 Mean=1.48 SD=0.87
Case 2 Free Meals and Discounts on Beat	Rank=2 Mean=2.99 SD=1.26	Rank=2 Mean=2.77 SD=1.16	Rank=2 Mean=3.08 SD= 1.33	Rank=2 Mean=2.82 SD= 1.19	Rank=2 Mean=2.60 SD=1.33	Rank=2 Mean=2.31 SD=1.17
Case 3 Bribe from Speeding Motorist	Rank=10 Mean=4.99 SD=0.11	Rank=10 Mean= 4.94 SD=0.24	Rank=10 Mean=4.97 SD= 0.23	Rank=10 Mean=4.90 SD= 0.35	Rank=10 Mean=4.50 SD=0.90	Rank=10 Mean=4.81 SD=0.52
Case 4 Holiday Gifts from Merchants	Rank=4 Mean=3.43 SD=1.28	Rank=4 Mean=3.25 SD=1.21	Rank=4 Mean=3.36 SD=1.31	Rank=4 Mean=3.19 SD=1.24	Rank=3 Mean=2.84 SD=1.38	Rank=3 Mean=2.64 SD=1.28
Case 5 Theft of Watch from Crime Scene	Rank=11 Mean=5.00 SD=0.00	Rank=11 Mean= 4.98 SD=0.15	Rank=11 Mean=4.98 SD=0.21	Rank=11 Mean=4.93 SD= 0.32	Rank=11 Mean=4.95 SD=0.32	Rank=11 Mean=4.88 SD=0.45
Case 6 Auto Repair Shop 5% Kickback	Rank=7 Mean=4.72 SD=0.63	Rank=7 Mean= 4.57 SD=0.71	Rank=7 Mean=4.62 SD=0.92	Rank=8 Mean=4.47 SD= 0.83	Rank=7 Mean=4.50 SD=0.90	Rank=7 Mean=4.25 SD=0.98
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Rank=5 Mean=4.28 SD=0.95	Rank=5 Mean=4.14 SD=0.98	Rank=5 Mean=4.21 SD=1.02	Rank=5 Mean=4.04 SD=1.07	Rank=6 Mean=4.18 SD=1.04	Rank=6 Mean=3.96 SD=1.10
Case 8 Cover Up of Officer DUI Incident	Rank=3 Mean=3.15 SD=1.33	Rank=3 Mean=3.11 SD=1.24	Rank=3 Mean=3.20 SD=1.37	Rank=3 Mean=3.13 SD= 1.29	Rank=4 Mean=3.03 SD=1.39	Rank=4 Mean=2.86 SD=1.27
Case 9 Free Drinks to Ignore Late Bar	Rank=8 Mean=4.78 SD=0.53	Rank=8 Mean= 4.64 SD=0.63	Rank=8 Mean=4.65 SD=0.69	Rank=7 Mean=4.46 SD= 0.85	Rank=8 Mean=4.54 SD=0.90	Rank=8 Mean=4.28 SD=1.02
Case 10 Excessive Force on Car Thief	Rank=6 Mean=4.69 SD=0.68	Rank=6 Mean=4.54 SD=0.75	Rank=6 Mean=4.39 SD=1.03	Rank=6 Mean=4.16 SD= 1.10	Rank=5 Mean=4.05 SD=1.23	Rank=5 Mean=3.70 SD=1.26
Case 11 Theft from found Wallet	Rank=9 Mean=4.95 SD=0.23	Rank=9 Mean= 4.90 SD=0.32	Rank=9 Mean=4.89 SD=0.49	Rank=9 Mean=4.77 SD=0.65	Rank=9 Mean=4.85 SD=0.54	Rank=9 Mean=4.69 SD= 0.72

Discipline

Table A2 (03) - Agency Response Profile - Discipline: Mean, Standard Deviation, and Modal Responses, Large Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive
Case 1 Off Duty Alarm System Business	Mean=1.14 SD=0.57 Mode: None	Mean=1.24 SD=0.70 Mode: None	Mean=1.26 SD=0.82 Mode: None	Mean=1.42 SD=1.02 Mode: None	Mean=1.33 SD=0.82 Mode: None	Mean=1.51 SD=1.02 Mode: None
Case 2 Free Meals and Discounts on Beat	Mean=2.30 SD=1.02 Mode:Verbal Reprimand	Mean=2.48 SD=0.97 Mode: Verbal Reprimand	Mean=2.51 SD=1.16 Mode: Verbal Reprimand	Mean=2.81 SD=1.18 Mode:Verbal Reprimand	Mean=2.13 SD=1.03 Mode:Verbal Reprimand	Mean=2.37 SD=1.09 Mode:Verbal Reprimand
Case 3 Bribe from Speeding Motorist	Mean=5.17 SD=1.06 Mode: Dismissal	Mean=5.12 SD=1.06 Mode: Dismissal	Mean=5.17 SD=1.05 Mode: Dismissal	Mean=5.19 SD=1.03 Mode: Dismissal	Mean=4.97 SD=1.89 Mode: Dismissal	Mean=4.90 SD=1.18 Mode: Dismissal**
Case 4 Holiday Gifts from Merchants	Mean=2.92 SD=1.22 Mode:Written Reprimand	Mean=3.16 SD=1.12 Mode: Suspension	Mean=3.02 SD=1.31 Mode:Written Reprimand***	Mean=3.37 SD=1.22 Mode: Suspension	Mean=2.53 SD=1.26 Mode:Verbal Reprimand	Mean=2.82 SD=1.27 Mode:Written Reprimand
Case 5 Theft of Watch from Crime Scene	Mean=5.85 SD=0.53 Mode: Dismissal	Mean=5.81 SD=0.58 Mode: Dismissal	Mean=5.77 SD=0.65 Mode: Dismissal	Mean=5.75 SD=0.68 Mode: Dismissal	Mean=5.66 SD=0.80 Mode: Dismissal	Mean=5.57 SD=0.87 Mode: Dismissal
Case 6 Auto Repair Shop 5% Kickback	Mean=4.66 SD=1.24 Mode: Dismissal	Mean=4.73 SD=1.21 Mode: Dismissal	Mean=4.64 SD=1.27 Mode: Dismissal	Mean=4.75 SD=1.24 Mode: Dismissal	Mean=4.40 SD=1.30 Mode: Suspension	Mean=4.46 SD=1.25 Mode: Suspension
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Mean=3.66 SD=1.28 Mode:Written Reprimand	Mean=3.44 SD=1.29 Mode:Written Reprimand	Mean=3.70 SD=1.31 Mode:Written Reprimand	Mean=3.59 SD=1.33 Mode:Written Reprimand	Mean=3.59 SD=1.21 Mode:*	Mean=3.43 SD=1.24 Mode:*
Case 8 Cover Up of Officer DUI Incident	Mean=2.64 SD=1.20 Mode: Suspension	Mean=2.88 SD=1.16 Mode: Suspension	Mean=2.90 SD=1.35 Mode: Suspension	Mean=3.24 SD=1.36 Mode: Suspension	Mean=2.81 SD=1.31 Mode: Suspension	Mean=3.20 SD=1.30 Mode: Suspension
Case 9 Free Drinks to Ignore Late Bar	Mean=4.20 SD=1.07 Mode: Suspension	Mean=4.23 SD=1.01 Mode: Suspension	Mean=4.26 SD=1.14 Mode: Suspension	Mean=4.35 SD=1.08 Mode: Suspension	Mean=4.01 SD=1.16 Mode: Suspension	Mean=4.08 SD=1.14 Mode: Suspension
Case 10 Excessive Force on Car Thief	Mean=4.34 SD=1.18 Mode: Suspension	Mean=4.46 SD=1.14 Mode: Suspension	Mean=4.13 SD=1.29 Mode: Suspension	Mean=4.33 SD=1.20 Mode: Suspension	Mean=3.76 SD=1.28 Mode: Suspension	Mean=3.99 SD=1.23 Mode: Suspension
Case 11 Theft from found Wallet	Mean=5.39 SD=0.98 Mode: Dismissal	Mean=5.32 SD=0.99 Mode: Dismissal	Mean=5.29 SD=1.10 Mode: Dismissal	Mean=5.27 SD=1.07 Mode: Dismissal	Mean=5.08 SD=1.18 Mode: Dismissal	Mean=5.03 SD=1.18 Mode: Dismissal

* 29.7% of the sample indicated a written reprimand while 27.5% indicated a period of suspension. For the discipline would responses, the respective distributions were 30.0% and 28.5%.
** 41.3% of the respondents indicated that a period of suspension would be the discipline administered. However, 47.6% indicated that dismissal should be the discipline administered.
*** 45.8% indicated suspension would be the discipline, while 42.6% indicated dismissal would be the discipline.
# While the modal response was for no discipline (29.4%), 29% indicated a verbal reprimand should be administered and 23.6% indicated a written reprimand should be the discipline.
**** Percent indicating would be a written reprimand and percent indicating discipline would be a period of suspension were virtually identical, 32.2% and 32.8%, respectively.
@ 26.1% indicated a written reprimand should be the discipline administered.

Willingness to Report

Table A3 (03) - Agency Response Profile - Willingness to Report, Large Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	OWN Willingness to Report	OTHERS Willingness to Report	OWN Willingness to Report	OTHERS Willingness to Report	OWN Willingness to Report	OTHERS Willingness to Report
Case 1 Off Duty Alarm System Business	Rank=1 Mean=1.22 SD=0.71	Rank=1 Mean=1.34 SD=0.77	Rank=1 Mean=1.31 SD=0.90	Rank=1 Mean=1.45 SD=0.95	Rank=1 Mean=1.37 SD=0.94	Rank=1 Mean=1.46 SD=0.91
Case 2 Free Meals and Discounts on Beat	Rank=2 Mean=2.27 SD=1.37	Rank=2 Mean=2.12 SD=1.17	Rank=2 Mean=2.35 SD=1.41	Rank=2 Mean=2.29 SD=1.25	Rank=2 Mean=1.94 SD=1.27	Rank=2 Mean=1.82 SD=1.08
Case 3 Bribe from Speeding Motorist	Rank=9 Mean=4.55 SD=0.92	Rank=9 Mean=4.34 SD=0.86	Rank=9 Mean=4.35 SD=1.17	Rank=9 Mean=4.20 SD=1.03	Rank=9 Mean=4.92 SD=1.15	Rank=9 Mean=4.85 SD=1.14
Case 4 Holiday Gifts from Merchants	Rank=4 Mean=2.82 SD=1.41	Rank=4 Mean=2.79 SD=1.21	Rank=3 Mean=2.82 SD=1.42	Rank=3 Mean=3.19 SD=1.24	Rank=4 Mean=2.36 SD=1.41	Rank=4 Mean=2.28 SD=1.25
Case 5 Theft of Watch from Crime Scene	Rank=11 Mean=4.82 SD=0.56	Rank=11 Mean=4.70 SD=0.60	Rank=11 Mean=4.64 SD=0.92	Rank=11 Mean=4.55 SD=0.88	Rank=11 Mean=4.53 SD=1.06	Rank=11 Mean=4.34 SD=1.03
Case 6 Auto Repair Shop 5% Kickback	Rank=8 Mean=4.29 SD=1.08	Rank=8 Mean=4.14 SD=1.01	Rank=7 Mean=4.11 SD=1.26	Rank=7 Mean=4.00 SD=1.15	Rank=8 Mean=3.95 SD=1.36	Rank=8 Mean=3.71 SD=1.25
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Rank=5 Mean=3.70 SD=1.39	Rank=5 Mean=3.59 SD=1.28	Rank=4 Mean=3.57 SD=1.45	Rank=4 Mean=3.47 SD=1.33	Rank=6 Mean=3.45 SD=1.45	Rank=6 Mean=3.29 SD=1.34
Case 8 Cover Up of Officer DUI Incident	Rank=3 Mean=2.39 SD=1.46	Rank=3 Mean=2.38 SD=1.25	Rank=7 Mean=4.11 SD=1.26	Rank=7 Mean=4.00 SD=1.15	Rank=3 Mean=2.34 SD=1.45	Rank=3 Mean=2.28 SD=1.25
Case 9 Free Drinks to Ignore Late Bar	Rank=6 Mean=4.06 SD=1.17	Rank=6 Mean=3.89 SD=1.14	Rank=6 Mean=3.91 SD=1.30	Rank=6 Mean=3.75 SD=1.24	Rank=7 Mean=3.73 SD=1.42	Rank=7 Mean=3.47 SD=1.32
Case 10 Excessive Force on Car Thief	Rank=7 Mean=4.27 SD=1.08	Rank=7 Mean=3.93 SD=1.07	Rank=5 Mean=3.89 SD=1.37	Rank=5 Mean=3.60 SD=1.28	Rank=5 Mean=3.39 SD=1.51	Rank=5 Mean=3.07 SD=1.38
Case 11 Theft from found Wallet	Rank=10 Mean=4.65 SD=0.79	Rank=10 Mean=4.88 SD=0.81	Rank=10 Mean=4.44 SD=1.10	Rank=10 Mean=4.29 SD=1.06	Rank=10 Mean=4.23 SD=1.26	Rank=10 Mean=3.96 SD=1.25

similar agencies, and the national sample suggests that there is a greater amount of intolerance for misconduct in police agencies than even most police officers realize. If this is true an officer, supervisor, or administrator who stands up against misconduct may well find more support than he or she expects.

Officers in your agency rank ordered the seriousness of misconduct quite similarly to officers in our national sample.

The next thing you may notice about Table A1 is that the ranking offered by officers in your agency of their views of the seriousness of the behavior described in each case was very similar to the national ranking. What this means is that **officers in your agency share an understanding of the *relative seriousness*** of the types of misconduct described in the survey that was very similar to police officers across the United States.

Relative seriousness, reflected in the way in which the cases are rank ordered is, however, quite different from absolute seriousness which is reflected in the mean scores. Police officers in different agencies often gave very different answers to how serious they considered the behavior described in each of the cases to be.

How Your Agency Compares with Other Agencies on Seriousness

We urge you to look very carefully at the mean seriousness scores officers in your agency assigned to each of the eleven cases and compare them to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which your agency differs from most other agencies. You will find, overall, that ***your officers consistently rated the cases we asked about as MORE serious than officers from other agencies***. When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of seriousness scores, *your agency came out in 5th place out of 30 agencies in terms of officer's own estimates of seriousness and in a two way tie for 3rd place out of 30 in terms of officer's estimates of how serious most officers in your agency would rate them.*

You should be pleased by these findings. The best way we know to control corruption and abuse in any police agency is to create an environment among officers in that agency that is intolerant of it. A key component of such an environment is the belief among officers that such behavior is wrong. Officers in your agency feel more strongly about the seriousness of the behavior we asked them about than do officers in at least two thirds of the agencies we surveyed.

Discipline

The answers for the two discipline questions, "What discipline, if any, do you think this behavior SHOULD receive?" and "What discipline, if any, do you think this behavior WOULD receive?" are reported in Table A2. We found in our national sample a very high degree of agreement among police officers on the answers to these questions.

What this finding means is that, nationally, police officers believe that the discipline that would actually be given in their departments for the types of offenses we asked about in our survey was fair, at least in terms of its severity. We did not ask any questions about disciplinary procedures or process in our survey. Thus we cannot say anything about how officers in your agency regard the fairness of the process or procedure of discipline. We did ask officers for their opinions about the appropriate severity of discipline. **Discipline in your agency is seen to be fair, at least with respect to its severity.**. In all eleven incidents we asked about, the discipline most officers thought **should** be given was the discipline that they thought **would be** given.

Minority Opinions

Although these national summary figures suggest a high degree of agreement among U.S. officers on appropriate and expected discipline, closer analysis reveals that for some of the conduct described in our survey a substantial minority of officers differ with the majority opinion. Table A4 below was constructed to identify this minority opinion in the national sample by comparing the difference between officers' scores on the "discipline SHOULD receive" and "discipline WOULD receive" questions.

This analysis found that, in our national sample, more than twenty percent of officers believed that the discipline they would receive in their agencies would be ***too harsh in four cases***: Case 2 - receiving free meals and discounts on their beats; Case 4 - receiving holiday gifts from merchants on their beats; Case 8 - covering up a DUI offense and minor accident by a police officer; and Case 10 - using excessive force on a car thief after a foot pursuit. A substantial minority (18.6%) also thought that a supervisor who offered a line officer a holiday day off in exchange for the officer's tuning up the supervisor's personal automobile (Case 7) would be punished too leniently.

We performed the same analysis on the responses about discipline from the officers we surveyed in your agency. ***Overall, we found that the majority of officers in your agency thought that the severity of discipline in your agency was fair***. However, we urge you to attend to the fact that, as was the case with the national sample, there is a substantial minority of officers who do not think that the level of discipline in your agency is appropriate. More than twenty percent of officers in your agency believe that the discipline that would be given in Cases 2, 4 and 8would be too harsh and more than twenty percent believed that in Case 7, it would be too lenient.

These findings do not mean that disciplinary policies in your agency should be altered in the direction suggested by this minority opinion. They do suggest that this minority opinion may be a factor to be dealt with when administering discipline at current levels in your agency.

TABLE A4: U.S. Police Officer Opinions on the Fairness of the Severity of Discipline in their Agencies: Percent of U.S. Police Officers Finding Discipline in their Agencies Too Harsh, Too Lenient, or Fair, by Case

CASE / DISCIPLINE	1 - Off Duty Security System Business	2 - Free Meals, Discounts on Beat	3 - Bribe from Speeding Motorist	4 - Holiday Gifts from Merchants	5 - Crime Scene Theft of Watch	6 - Auto Repair Shop 5% Kickback	7 - Super-visor: Holi-day for Tune-up	8 - Cover-Up of Police DUI Accident	9 - Drinks to Ignore Late Bar Closing	10 - Excessive Force on car Thief	11 - Theft from Found Wallet
Too Harsh	13.1%	**26.4%**	9.4%	**27.0%**	3.4%	12.5%	10.3%	**30.3%**	13.4%	**21.5%**	6.9%
Fair	83.9%	64.6%	78.7%	66.3%	89.0%	79.8%	71.1%	62.9%	78.3%	71.7%	83.6%
Too Lenient	2.9%	9.0%	11.9%	6.7%	7.6%	7.7%	**18.6%**	6.8%	8.3%	6.9%	9.5%

TABLE A5:(03) Opinions of Officers in Your Agency about the Fairness of Discipline: Percent Finding Discipline Too Harsh, Too Lenient, or Fair, by Case

CASE / DISCIPLINE	1 - Off Duty Security System Business	2 - Free Meals, Discounts on Beat	3 - Bribe from Speeding Motorist	4 - Holiday Gifts from Merchants	5 - Crime Scene Theft of Watch	6 - Auto Repair Shop 5% Kickback	7 - Super-visor: Holi-day for Tune-up	8 - Cover-Up of Police DUI Accident	9 - Drinks to Ignore Late Bar Closing	10 - Excessive Force on car Thief	11 - Theft from Found Wallet
Too Harsh	7.4%	**26.6%**	8.0%	**27.5%**	1.9%	10.8%	8.5%	**24.4%**	8.5%	14.5%	5.5%
Fair	91.6%	64.7%	82.1%	65.5%	94.6%	83.6%	70.4%	67.1%	86.4%	78.6%	85.0%
Too Lenient	1.1%	8.7%	9.9%	7.0%	3.5%	5.6%	**21.1%**	8.5%	5.1%	6.9%	9.4%

Comparing the Opinions on Discipline of Line Officers, Supervisors, and Administrators in Your Agency

For a variety of reasons, it is probably helpful to break down this information even further. We have found that it is helpful to separate out the responses of line officers from those of supervisors and administrators. Table A6 displays the means, standard deviations, and modes for answers to the discipline "should" receive and "would" receive questions for line officers, supervisors, and administrators in your agency. This table can provide answers to three very important questions about discipline in your agency.

The first question this table can help you answer is ***"Do officers throughout your agency agree on the consequences of the behavior we asked about in the survey?"*** To answer this question you should compare the "discipline WOULD receive" answers from line officers, supervisors, and administrators. In a police agency in which line officers, supervisors, and administrators all shared a strong common understanding of what discipline would be given to an officer who engaged in the conduct described in each case, the modal "would" receive answers would be identical, the value of means would all be very close (within 0.2 - 0.4), and the standard deviations would all be fairly small (less than 1.00).

Because the vast majority of the cases we asked about in our survey concern conduct of patrol officers, you should pay particular attention to those occasions on which line officers estimate the discipline they would receive as substantially less than the estimates of supervisors and administrators. This difference means that your agency is not effectively communicating its disciplinary threat to line officers in that case.

The second question that this table can help answer is, ***"In each case, what is the level of support for discipline among line officers, supervisors, and administrators?"*** To answer this question you should compare the "discipline SHOULD receive" and "discipline WOULD receive" answers for each group. As was the case with the first question, in a police agency in which line officers, supervisors, and administrators all share a common understanding about appropriate discipline, the mean scores should be very close, the standard deviations should be small, and the modal discipline should be the same for each case.

As you examine these three "discipline SHOULD receive" and "discipline WOULD d receive" columns you should make note not only of any large difference (0.5 or more in the mean scores) but where and in what direction that difference is. Such differences may express a demand at one or more levels in your agency for either an increase or a decrease in the level of punishment.

The third question this table can help answer is ***"How uniform is opinion about discipline within officer, supervisor, and administrative ranks in your agency?"*** To answer this question you must examine the standard deviation scores throughout the table. Roughly speaking, scores well below 1.0 suggest very strong consensus, scores around 1.0 suggest some difference of opinion, and scores of 1.3 or higher probably merit attention. Standard deviations of 1.3 or higher indicate that with respect to the case in question, there is substantial difference of opinion about discipline.

Table A6:(3) - Discipline: Means, Standard Deviations, and Modal Responses from Line Officers, Supervisors, and Administrators in Your Agency

Case # & Description	Line Officers		Supervisors		Administrators	
	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive
Case 1 Off Duty Alarm System Business	Mean=1.12 S. D =0.52 Mode=None	Mean= 1.23 S. D =0.69 Mode=None	Mean=1.16 S. D =0.70 Mode=None	Mean=1.17 S. D =0.58 Mode= None	Mean=1.63 S. D =1.19 Mode= None	Mean=1.75 S. D.=1.39 Mode=None
Case 2 Free Meals and Discounts on Beat	Mean=2.12 S. D =0.88 Mode=Verbal Reprimand	Mean= 2.39 S. D =0.90 Mode=Verbal Reprimand	Mean=2.90 S. D =1.20 Mode= Verbal Reprimand	Mean=2.71 S. D =1.10 Mode= Verbal Reprimand	Mean=3.88 S. D =1.36 Mode= Written Reprimand	Mean=3.50 S. D.=1.41 Mode=Written Reprimand
Case 3 Bribe from Speeding Motorist	Mean=5.01 S. D =1.09 Mode= Dismissal	Mean= 4.99 S. D =1.07 Mode= Dismissal	Mean=5.78 S. D =0.63 Mode= Dismissal	Mean=5.63 S. D =0.86 Mode= Dismissal	Mean=6.00 S. D =0.00 Mode= Dismissal	Mean=5.75 S. D.=0.71 Mode= Dismissal
Case 4 Holiday Gifts from Merchants	Mean=2.72 S. D =1.13 Mode= Written Reprimand	Mean= 3.04 S. D =1.08 Mode=Written Reprimand	Mean=3.66 S. D =1.36 Mode= Suspension	Mean=3.62 S. D =1.23 Mode= Suspension	Mean=4.00 S. D =0.00 Mode= Suspension	Mean=3.75 S. D.=0.46 Mode= Suspension
Case 5 Theft of Watch from Crime Scene	Mean=5.82 S. D =0.56 Mode= Dismissal	Mean= 5.79 S. D =0.60 Mode= Dismissal	Mean=5.95 S. D =0.38 Mode= Dismissal	Mean=5.86 S. D =0.56 Mode= Dismissal	Mean=6.00 S. D =0.00 Mode= Dismissal	Mean=6.00 S. D.=0.00 Mode= Dismissal
Case 6 Auto Repair Shop 5% Kickback	Mean= 4.51 S. D =1.24 Mode= Suspension	Mean=4.60 S. D =1.22 Mode= Suspension	Mean=5.33 S. D =0.98 Mode= Dismissal	Mean=5.31 S. D =0.97 Mode= Dismissal	Mean=5.14 S. D =1.07 Mode= Dismissal	Mean=5.00 S. D.=1.29 Mode= Dismissal
Case 7 Supervisor: Holiday Off for Auto Tune Up	Mean= 3.52 S. D =1.29 Mode= Written Reprimand	Mean= 3.30 S. D =1.29 Mode=Written Reprimand	Mean=4.20 S. D =1.05 Mode= Suspension	Mean=3.98 S. D =1.14 Mode= Suspension	Mean=4.71 S. D =0.76 Mode= Suspension	Mean=4.29 S. D.=0.76 Mode= Suspension
Case 8 Cover Up of Offficer DUI Incident	Mean=2.58 S. D =1.21 Mode= Suspension	Mean= 2.89 S. D =1.19 Mode= Suspension	Mean=2.80 S. D =1.08 Mode= Written Reprimand	Mean=2.77 S. D =1.09 Mode= Written Reprimand	Mean=3.50 S. D =0.53 Mode= Suspension	Mean=3.13 S. D.=0.83 Mode=Written Reprimand
Case 9 Free Drinks to Ignore Late Bar	Mean=4.09 S. D =1.05 Mode= Suspension	Mean= 4.17 S. D =0.98 Mode= Suspension	Mean=4.60 S. D =1.04 Mode= Suspension	Mean=4.46 S. D =1.08 Mode= Suspension	Mean=5.00 S. D =1.07 Mode= Suspension	Mean=4.5 S. D.=1.31 Mode= Suspension
Case 10 Excessive Force on Car Thief	Mean=4.19 S. D =1.17 Mode= Suspension	Mean= 4.38 S. D =1.15 Mode= Suspension	Mean=4.85 S. D =1.06 Mode= Suspension	Mean=4.77 S. D =1.03 Mode= Suspension	Mean=5.75 S. D =0.71 Mode= Dismissal	Mean=5.25 S. D.=1.04 Mode= Dismissal
Case 11 Theft from found Wallet	Mean=5.30 S. D =1.02 Mode= Dismissal	Mean= 5.25 S. D =1.02 Mode= Dismissal	Mean=5.75 S. D =0.66 Mode= Dismissal	Mean=5.58 S. D =0.81 Mode= Dismissal	Mean=6.00 S. D =0.00 Mode= Dismissal	Mean=5.75 S. D.=0.71 Mode= Dismissal

Because it is sometimes very difficult to detect a pattern in these standard deviation scores we suggest that as you read through the table you circle or otherwise highlight each standard deviation score of 1.3 or more. (Round all scores of 1.26 or more to 1.3 and treat them as if they were equivalent to 1.3). There are 66 cells in the table and a few standard deviation scores of 1.3 or higher are probably to be expected, particularly with respect to low level types of misconduct. (Off-Duty Security Business, Free meals, Holiday gifts, or Police Discounts).

It should, however, be a matter of serious concern if you find high standard deviation in fifteen, twenty, or even more cases. Of particular concern should be patterns of high standard deviations in the "discipline WOULD receive" columns (indicating substantial ambiguity about expected discipline); patterns of high standard deviations that extend across an entire, or nearly an entire row (indicating a general disagreement or confusion within your agency as to how the conduct in question should and would be disciplined); and high standard deviations in supervisors' and administrators' scores referring to very serious misconduct such as bribery and theft (indicating ambiguity among senior ranks about how these serious offenses should or would be treated.

How Your Agency Compares with Other Agencies on Discipline

Finally, we urge you to look very carefully at Table A2 once again, and in particular at the mean disciplinary scores officers in your agency assigned to each of the eleven cases. Compare them to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which your agency differs from most other agencies with respect to the severity of discipline. You will find, overall, that ***your officers rated the cases we asked about as deserving a higher degree of discipline than officers from other agencies***. When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of discipline scores, *your agency came out in a three way tie for 4th place among 30 agencies in terms of officers' estimates of the discipline they thought cases should receive and in a two way tie for fifth place among 30 agencies in terms of officers' estimates of discipline they thought cases would receive.*

This is *well above average* for all of the U.S. police agencies we surveyed. It indicates not only a high level of intolerance of corruption and abuse among the administration in your agency but also a strong support for relatively strict discipline for corruption and abuse throughout your entire agency.

Willingness to Report

Table A3 above summarizes the responses of officers in your agency, as well as those of officers in similar agencies and in the national sample, to the two "willingness-to-report" questions:

"Do you think YOU would report a fellow police officer who engaged in this behavior?"

and

"Do you think MOST POLICE OFFICERS IN YOUR

AGENCY would report a fellow police officer who engaged in this behavior?"

These questions were asked of all eleven cases and the responses to these questions could range from 1 to 5. A response of "1" meant "definitely would NOT" report and a response of "5" meant "definitely WOULD report."

The answers to these questions are of critical importance and we urge you to study them closely. They describe what has sometimes been called the "Blue Curtain" or the "Police Code of Silence." Both expressions, as you are probably aware, refer to the willingness of officers to remain silent about the misconduct of other police officers.

Our research shows that The Code is, overall, very strong in most of the police agencies we surveyed. On the five point scale, the mean score of all officers own willingness to report exceeded 4.0 in only three of the eleven cases, one involving bribery and the other two involving theft. When the national sample of officers were asked how likely most other officers in their agency were to report misconduct, only one case - Case 5 (involving theft of a watch from a crime scene) earned a mean value higher than 4.0. We should note, however, that the strength of The Code varies dramatically between agencies. In some agencies most officers appear to be willing to tolerate in silence almost any misconduct by fellow officers. In others officers run a substantial risk of being reported by fellow officers for even relatively low levels of misconduct.

We urge you to look very carefully at the mean willingness-to-report scores officers in your agency assigned to each of the eleven cases. They describe in numerical detail the contours of The Code as it exists in your agency. You should also compare the mean scores in your agency to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which The Code in your agency differs from most other agencies.

The Contours of The Code among Line Officers in Your Agency

Because The Code dictates what an officer should or should not report to supervisors or administrators, focusing on line officer responses to the willingness to report questions is probably most helpful in answering two critical questions:

What type of misconduct by fellow police officers will most police officers in your agency NOT report?

and

What type of misconduct by fellow police officers WILL most police officers in your agency report?

The answers to these questions may be found by carefully looking at Table A7 below. It displays the number and percent of line officers in your agency who gave each of the five possible responses to the question about how willing they would be to report the behavior described in each case. In order to determine what behavior most officers in your agency will not report, we suggest

Table A7(3) - Your Agency Response Profile - Line Officer Estimates of their OWN Willingness to Report

SCORE Case # & Description	Definitely Not (1) % (#)	2 % (#)	3 % (#)	4 % (#)	Definitely Yes (5) % (#)	TOTALS % (#)
Case 1 Off Duty Alarm System Business	90% (278)	3.9% (12)	4.5% (14)	1% (3)	.6% (2)	100% (309)
Case 2 Free Meals and Discounts on Beat	50.3% (156)	19.7% (61)	16.8% (52)	9% (28)	4.2% (13)	100% (310)
Case 3 Bribe from Speeding Motorist	2.9% (9)	3.6% (11)	8.5% (26)	15% (46)	69.9% (214)	100% (306)
Case 4 Holiday Gifts from Merchants	28.4% (86)	22.4% (68)	24.1% (73)	15.2% (46)	9.9% (30)	100% (303)
Case 5 Theft of Watch from Crime Scene	.3% (1)	1% (3)	4.9% (15)	7.8% (24)	86% (264)	100% (307)
Case 6 Auto Repair Shop 5% Kickback	4.5% (14)	5.5% (17)	13.9% (43)	22.6% (70)	53.5% (166)	100% (310)
Case 7 Supervisor Offers Holiday Off for Auto Tune Up%	12.6% (39)	11.7% (36)	20.4% (63)	21% (65)	34.3% (106)	100% (309)
Case 8 Cover Up of Offficer DUI Incident	46% (142)	20.4% (63)	14.6% (45)	8.4% (26)	10.7% (33)	100% (309)
Case 9 Free Drinks to Ignore Late Bar	4.6% (14)	11.5% (35)	16.8% (51)	24.7% (75)	42.4% (129)	100% (304)
Case 10 Excessive Force on Car Thief	4.6% (14)	5.5% (17)	14.7% (45)	20.8% (64)	64.4% (167)	100% (307)
Case 11 Theft from found Wallet	1.6% (5)	1.9% (6)	9.0% (28)	11.3% (35)	76.2% (237)	100% (311)

that you look at the percentage figures in columns 1 and 2 of Table A7. If the sum of those percentages in any row in those two columns exceeds 50%, you should conclude that the behavior described will NOT be reported by most officers in your agency. To determine what behavior most

officers in your agency will report, we suggest that you look at the percentage scores in columns 4 and 5 of Table A7. If the sum of the percentages in any row in those two columns exceeds 50%, you should conclude that the behavior described will be reported by most officers in your agency.

While The Code exists in some form in all police agencies, it is the responsibility of every police administration to attempt to confine the behavior it covers. In examining the willingness-to-report responses from line officers in your agency, the failure of a majority of officers to say that they would report a kickback deal (Case 7); a bribery (Case 3); or a theft (Cases 5 and 11) should be regarded with particular concern. This concern should rise dramatically, if, in any of these cases, a majority of line officers declare that they would not report such behavior.

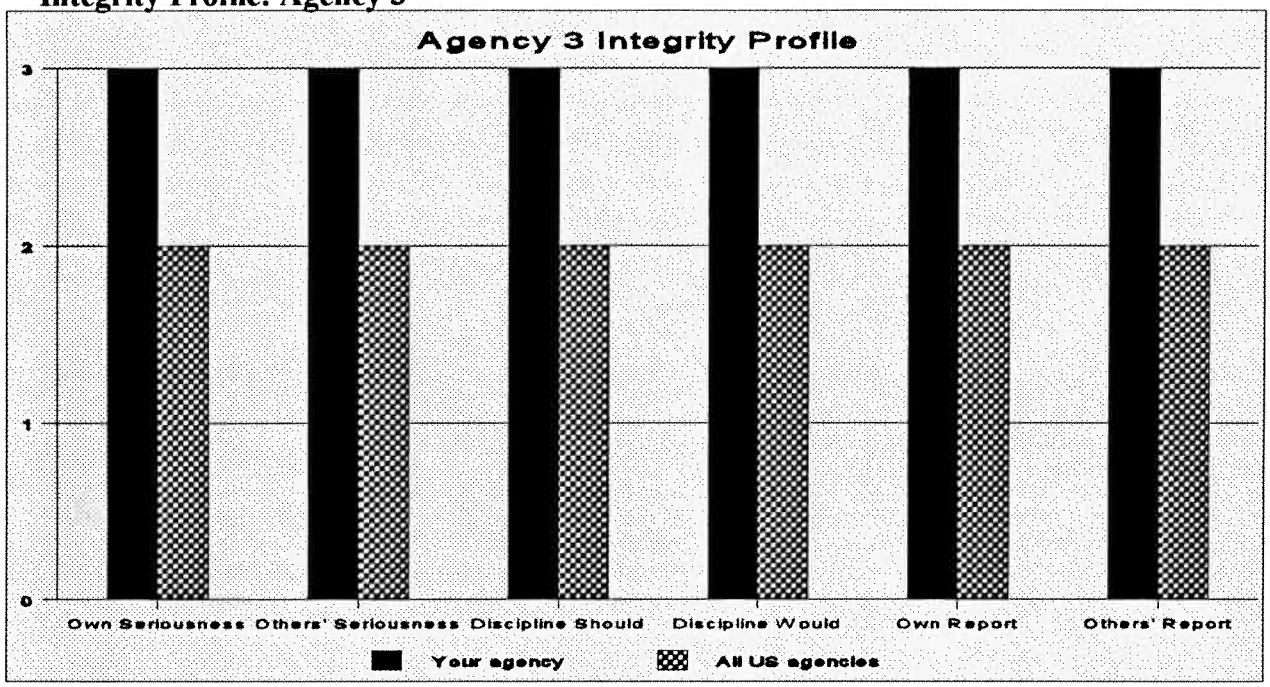
How Your Agency Compares with Other Agencies on Willingness to Report Misconduct

When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of their willingness-to-report scores, *your agency came out in a four way tie for 6th place among 30 agencies in terms of officers' estimates of their own willingness to report the behavior described in the eleven cases. Their answers to the question about what behavior they thought most officers in your agency would be willing to report placed your agency in a two way tie for 3rd place among all 30 agencies we surveyed.*

These scores indicate that officers in your agency are much less willing than officers in most agencies we surveyed to tolerate corruption and abuse in silence. The Code is under control in your agency and provides an environment that strongly discourages misconduct. It is a very positive finding of which everyone in your agency is entitled to be proud.

Summary

We believe that you may find it helpful to have an overall picture of the integrity profile of your agency as it emerged from our survey. Chart A1 provides such a picture. It depicts how your agency stacks up against all other agencies we surveyed on each of the six questions asked about all eleven cases. If your agency scored among the bottom third of agencies we surveyed on a question it was awarded one point, two if it scored in the middle third, and three if it scored among the top third. These scores are displayed an Chart 1 with your agency's scores represented by the solid black bar and the mid-point agency in our national sample represented by the checkered bar. This chart summarizes, at a glance, whether your agency scored above, below, or about the same as other agencies we surveyed.



By using this same 1, 2, 3 point system to rate each agency's answers to each question, it made it possible not only to assign each agency an overall integrity profile score but rank each agency with respect to all the others we surveyed. These scores could range from a maximum of 18 for an agency that scored among the top third of agencies on all six questions to a minimum of 6 for an agency that scored in the bottom third of agencies on all six questions.

Table A8 below shows how we arrived at the total summary score for your agency as well as the total summary score for all of the other agencies we surveyed. It also shows where this total summary score ranked your agency among the thirty agencies we surveyed.

In closing we should like to emphasize that the survey and the measures we created to describe our findings do *NOT* measure the amount or extent of corruption in your agency. They *ARE* a measure of the culture of integrity in your agency. They do *NOT* identify either corrupt or honest individual officers nor do they provide any evidence whatsoever of any type of abusive or dishonest practice, past, present, or future. They *DO* describe in a fairly precise and specific way the levels and the areas in which the culture of your agency makes it likely to resist or tolerate certain types of misconduct on the part of its employees. Hopefully, they will serve as both a reminder and a guide - a reminder that enhancing the culture of integrity should be a major goal of police administration and a guide to where in any particular agency those efforts should be directed. We hope that this information proves useful to you and thank your agency for participating in this research project.

Table A8 - Composite Seriousness, Discipline, and Willingness to Report Scores. Rank Ordered by Total Agency Integrity Profile Score

AGENCY	WN OPINION OF SERIOUSNESS	OTHERS' OPINION OF SERIOUSNESS	DISCIPLINE SHOULD RECEIVE	DISCIPLINE WOULD RECEIVE	OWN WILLINGNESS TO REPORT	OTHERS' WILLINGNESS TO REPORT	INTEGRITY PROFILE RANK SCORE
1	3	3	3	3	3	3	1 18
3	3	3	3	3	3	3	1 18
4	3	3	3	3	3	3	1 18
6	3	3	3	3	3	3	1 18
10	3	3	3	3	3	3	1 18
17	3	3	3	3	3	3	1 18
30	3	3	3	3	3	3	1 18
2	3	2	3	3	3	3	8 17
18	2	2	3	3	3	3	9 16
7	3	2	2	2	3	3	10 15
11	3	3	2	2	2	2	11 14
12	3	3	3	1	2	2	11 14
5	2	2	2	3	2	2	13 13
19	3	2	2	2	2	2	13 13
20	3	2	2	2	2	2	13 13
29	2	3	2	1	2	2	16 12
26	3	2	2	2	1	1	17 11
27	2	2	2	1	2	2	17 11
24	2	2	1	1	2	2	19 10
21	1	1	2	3	1	1	20 9
22	1	1	2	2	1	2	20 9
9	2	1	2	1	1	1	22 8
16	1	1	1	1	2	2	22 8
13	1	2	1	1	1	1	24 7
14	1	1	1	2	1	1	24 7
15	1	1	1	1	2	1	24 7
23	1	1	1	2	1	1	24 7
25	1	1	1	2	1	1	24 7
8	1	1	1	1	1	1	29 6
28	1	1	1	1	1	1	29 6

Agency No. 4
Integrity Profile

Some time ago members of your agency participated in a national survey of police officer opinions about the severity of certain types of misconduct, the punishment they believed that misconduct deserved, and their willingness to report that misconduct. This report profiles the responses of officers in your agency and permits you to compare the responses from your agency not only with the national results but with the results from agencies that are similar in size to your agency.

The Survey

In all we surveyed 3235 U.S. police officers from thirty different police agencies. The survey described eleven different scenarios. They are displayed in Figure 1 on the following page. You will recall that we asked the same six questions about each of these eleven scenarios. Two questions dealt with the **seriousness** of the behavior described in the scenarios; two with the **discipline** it should or would receive; and two with the **willingness to report** such behavior.

1. How serious do YOU consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

2. How serious do MOST POLICE OFFICERS IN YOUR AGENCY consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

3. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think SHOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

4. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think WOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

5. Do you think YOU would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

6. Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

Figure 1: Case-Scenarios

Case 1. A police officer runs his own private business in which he sells and installs security devices, such as alarms, special locks, etc. He does this work during his off-duty hours.

Case 2. A police officer routinely accepts free meals, cigarettes, and other items of small value from merchants on his beat. He does not solicit these gifts and is careful not to abuse the generosity of those who give gifts to him.

Case 3. A police officer stops a motorist for speeding. The officer agrees to accept a personal gift of half of the amount of the fine in exchange for not issuing a citation.

Case 4. A police officer is widely liked in the community, and on holidays local merchants and restaurant and bar owners show their appreciation for his attention by giving him gifts of food and liquor.

Case 5. A police officer discovers a burglary of a jewelry shop. The display cases are smashed and it is obvious that many items have been taken. While searching the shop, he takes a watch, worth about two days pay for that officer. He reports that the watch had been stolen during the burglary.

Case 6. A police officer has a private arrangement with a local auto body shop to refer the owners of the cars damaged in the accidents to the shop. In exchange for each referral, he receives a payment of 5% of the repair bill from the shop owner.

Case 7. A police officer, who happens to be a very good auto mechanic, is scheduled to work during coming holidays. A supervisor offers to give him these days off, if he agrees to tune-up his supervisor's personal car. Evaluate the SUPERVISOR'S behavior.

Case 8. At 2 A.M. a police officer, who is on duty, is driving his patrol car on a deserted road. He sees a vehicle that has been driven off the road and is stuck in a ditch. He approaches the vehicle and observes that the driver is not hurt but is obviously intoxicated. He also finds that the driver is a police officer. Instead of reporting this accident and offense he transports the driver to his home.

Case 9. A police officer finds a bar on his beat which is still serving drinks a half hour past its legal closing time. Instead of reporting this violation, the police officer agrees to accept a couple of free drinks from the owner.

Case 10. Two police officers on foot patrol surprise a man who is attempting to break into an automobile. The man flees. They chase him for about two blocks before apprehending him by tackling him and wrestling him to the ground. After he is under control both officers punch him a couple of times in the stomach as punishment for fleeing and resisting.

Case 11 A police officer finds a wallet in a parking lot. It contains the amount of money equivalent to a full-day's pay for that officer. He reports the wallet as lost property, but keeps the money for himself.

On Tables A1, A2, and A3 below we report the mean and standard deviation[1] of the answers officers from your agency gave with respect to each of the eleven case scenarios. We have also provided the rank order of the cases and, in the case of discipline, the modal or most frequently given response. Moreover, in order to let you compare the answers given by officers in your agency with those given by officers in other agencies, we provide in the same tables the same measures from agencies of similar size to your agency as well as from our national sample. To make comparison easier we summarize the two responses about **Seriousness** in Table A1, the two responses about **Discipline** in Table A2, and the two responses about **Willingness to Report** in Table A3. The number in parentheses following the table numbers in this report is an identifying number we have assigned to your agency.

What Can be Learned About Your Agency From the Survey? How do Officers in Your Agency Differ in Their Responses from Officers in the National Survey and Officers from Similar Agencies?

Seriousness

Let's first consider the responses reported in Table A1. They deal with the two "seriousness" questions: the officers' OWN estimate of seriousness and the estimate of how serious OTHER officers in your agency would regard the behavior described in each case..

Officers in your agency as well as officers in similar agencies and in the national sample consistently <u>underestimate</u> how serious other police officers in their agencies regard the incidents of misconduct we asked about in the survey

The first thing you should notice is that officers in your agency consistently **<u>UNDERESTIMATE</u>** how serious most officers in your agency regard the behavior described in the cases in the survey. You will note that we found the same thing to be true in agencies that were similar to your agency as well as in the national sample. This finding could suggest that even though the survey was confidential, officers who filled out the surveys may have tried to make themselves "look good" (perhaps to themselves?) by saying that their own personal estimates of seriousness were higher than they actually were. This is a possibility, but there is another that is also worth considering.

That possibility is that the "police culture" discourages individual officers from disclosing their true feelings about the misconduct of other officers. If this is so, then our finding about your agency,

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1 For those of you who may be unfamiliar with these measures: the mean is simply the mathematical average, as is, for example, a batting average in baseball. The standard deviation is a measure of the dispersion of scores around the mean. A very low standard deviation would mean that the vast majority of people selected the same or almost the same answer; a high standard deviation would mean that there was considerable difference among people in how they answered this question.

Seriousness of Misconduct

Table A1 (04) - Agency Response Profile - Seriousness Rank, Mean, and Standard Deviation of Responses, Medium Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	Seriousness Own Opinion	Seriousness Other Opinion	Seriousness Own Opinion	Seriousness Other Opinion	Seriousness Own Opinion	Seriousness Other Opinion
Case 1 Off Duty Alarm System Business	Rank=1 Mean=1.70 SD=1.22	Rank=1 Mean=1.73 SD=1.01	Rank=1 Mean=1.45 SD=0.86	Rank=1 Mean=1.50 SD=0.86	Rank=1 Mean=1.46 SD=0.94	Rank=1 Mean=1.48 SD=0.87
Case 2 Free Meals and Discounts on Beat	Rank=2 Mean=2.50 SD=1.20	Rank=2 Mean=2.38 SD= 1.15	Rank=2 Mean=2.94 SD=1.27	Rank=2 Mean=2.58 SD=1.08	Rank=2 Mean=2.60 SD=1.33	Rank=2 Mean=2.31 SD=1.17
Case 3 Bribe from Speeding Motorist	Rank=11 Mean=5.00 SD=0.00	Rank=11 Mean=4.98 SD=0.13	Rank=10 Mean=4.90 SD=0.38	Rank=10 Mean=4.78 SD=0.56	Rank=10 Mean=4.50 SD=0.90	Rank=10 Mean=4.81 SD=0.52
Case 4 Holiday Gifts from Merchants	Rank=3 Mean=2.83 SD=1.18	Rank=3 Mean=2.75 SD=1.13	Rank=3 Mean=2.98 SD=1.39	Rank=3 Mean=2.73 SD=1.24	Rank=3 Mean=2.84 SD=1.38	Rank=3 Mean=2.64 SD=1.28
Case 5 Theft of Watch from Crime Scene	Rank=9.5 Mean=4.95 SD=0.29	Rank=10 Mean=4.90 SD=0.40	Rank=11 Mean=4.95 SD=0.28	Rank=11 Mean=4.83 SD=0.48	Rank=11 Mean=4.95 SD=0.32	Rank=11 Mean=4.88 SD=0.45
Case 6 Auto Repair Shop 5% Kickback	Rank=7 Mean=4.77 SD=0.50	Rank=7 Mean=4.58 SD=0.65	Rank=7 Mean=4.39 SD=1.03	Rank=7 Mean=4.15 SD=1.08	Rank=7 Mean=4.50 SD=0.90	Rank=7 Mean=4.25 SD=0.98
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Rank=5 Mean=4.12 SD=1.03	Rank=5 Mean=3.95 SD=1.00	Rank=6 Mean=4.33 SD=0.97	Rank=6 Mean=4.07 SD=1.11	Rank=6 Mean=4.18 SD=1.04	Rank=6 Mean=3.96 SD=1.10
Case 8 Cover Up of Officer DUI Incident	Rank=4 Mean=3.20 SD=1.35	Rank=4 Mean=3.07 SD=1.21	Rank=4 Mean=3.38 SD=1.34	Rank=4 Mean=3.04 SD=1.26	Rank=4 Mean=3.03 SD=1.39	Rank=4 Mean=2.86 SD=1.27
Case 9 Free Drinks to Ignore Late Bar	Rank=8 Mean=4.48 SD=0.42	Rank=8 Mean=4.60 SD=0.63	Rank=8 Mean=4.43 SD=1.08	Rank=8 Mean=4.19 SD=1.10	Rank=8 Mean=4.54 SD=0.90	Rank=8 Mean=4.28 SD=1.02
Case 10 Excessive Force on Car Thief	Rank=6 Mean=4.48 SD=0.84	Rank=6 Mean=4.25 SD=0.99	Rank=5 Mean=4.02 SD=1.25	Rank=5 Mean=3.67 SD=1.30	Rank=5 Mean=4.05 SD=1.23	Rank=5 Mean=3.70 SD=1.26
Case 11 Theft from found Wallet	Rank=9.5 Mean=4.95 SD=0.22	Rank=9 Mean=4.88 SD=0.38	Rank=9 Mean=4.83 SD=0.54	Rank=9 Mean=4.63 SD=0.82	Rank=9 Mean=4.85 SD=0.54	Rank=9 Mean=4.69 SD=0.72

Discipline

Table A2 (04) - Agency Response Profile - Discipline: Mean, Standard Deviation, and Modal Responses, Medium Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive
Case 1 Off Duty Alarm System Business	Mean=1.73 SD=1.08 Mode: None	Mean=1.93 SD=1.22 Mode: None	Mean=1.31 SD=0.70 Mode: None	Mean=1.41 SD=0.73 Mode: None	Mean=1.33 SD=0.82 Mode: None	Mean=1.51 SD=1.02 Mode: None
Case 2 Free Meals and Discounts on Beat	Mean=2.12 SD=1.21 Mode: None	Mean=2.22 SD=1.12 Mode: None	Mean=2.30 SD=0.91 Mode:Verbal Reprimand	Mean=2.51 SD=0.95 Mode:Verbal Reprimand	Mean=2.13 SD=1.03 Mode:Verbal Reprimand	Mean=2.37 SD=1.09 Mode:Verbal Reprimand
Case 3 Bribe from Speeding Motorist	Mean=5.53 SD=0.87 Mode: Dismissal	Mean=5.58 SD=0.87 Mode: Dismissal	Mean=4.99 SD=1.15 Mode: Dismissal	Mean=4.98 SD=1.15 Mode: Dismissal	Mean=4.97 SD=1.89 Mode: Dismissal	Mean=4.90 SD=1.18 Mode: Dismissal**
Case 4 Holiday Gifts from Merchants	Mean=2.37 SD=1.16 Mode:Written Reprimand	Mean=2.70 SD=1.18 Mode:Written Reprimand	Mean=2.61 SD=1.23 Mode:Verbal Reprimand	Mean=2.81 SD=1.22 Mode:Written Reprimand***	Mean=2.53 SD=1.26 Mode:Verbal Reprimand	Mean=2.82 SD=1.27 Mode:Written Reprimand
Case 5 Theft of Watch from Crime Scene	Mean=5.90 SD=0.48 Mode: Dismissal	Mean=5.92 SD=0.38 Mode: Dismissal	Mean=5.59 SD=0.85 Mode: Dismissal	Mean=5.55 SD=0.88 Mode: Dismissal	Mean=5.66 SD=0.80 Mode: Dismissal	Mean=5.57 SD=0.87 Mode: Dismissal
Case 6 Auto Repair Shop 5% Kickback	Mean=4.85 SD=1.18 Mode: Dismissal	Mean=5.02 SD=1.14 Mode: Dismissal	Mean=4.36 SD=1.33 Mode: Suspension	Mean=4.45 SD=1.25 Mode: Suspension	Mean=4.40 SD=1.30 Mode: Suspension	Mean=4.46 SD=1.25 Mode: Suspension
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Mean=3.67 SD=1.39 Mode: Demotion	Mean=3.63 SD=1.29 Mode: Demotion	Mean=3.64 SD=1.10 Mode:Written Reprimand	Mean=3.52 SD=1.14 Mode:Written Reprimand	Mean=3.59 SD=1.21 Mode:*	Mean=3.43 SD=1.24 Mode:*
Case 8 Cover Up of Officer DUI Incident	Mean=2.80 SD=1.48 Mode: Suspension	Mean=3.07 SD=1.53 Mode: Suspension	Mean=3.03 SD=1.21 Mode: Suspension	Mean=3.33 SD=1.16 Mode: Suspension	Mean=2.81 SD=1.31 Mode: Suspension	Mean=3.20 SD=1.30 Mode: Suspension
Case 9 Free Drinks to Ignore Late Bar	Mean=4.53 SD=1.19 Mode: Suspension	Mean=4.62 SD=1.12 Mode: Suspension	Mean=4.01 SD=1.21 Mode: Suspension	Mean=4.11 SD=1.13 Mode: Suspension	Mean=4.01 SD=1.16 Mode: Suspension	Mean=4.08 SD=1.14 Mode: Suspension
Case 10 Excessive Force on Car Thief	Mean=4.29 SD=1.20 Mode: Suspension	Mean=4.54 SD=1.21 Mode: Suspension	Mean=3.78 SD=1.30 Mode: Suspension	Mean=3.93 SD=1.25 Mode: Suspension	Mean=3.76 SD=1.28 Mode: Suspension	Mean=3.99 SD=1.23 Mode: Suspension
Case 11 Theft from found Wallet	Mean=5.47 SD=1.10 Mode: Dismissal	Mean=5.53 SD=1.01 Mode: Dismissal	Mean=5.02 SD=1.19 Mode: Dismissal	Mean=4.95 SD=1.22 Mode: Dismissal	Mean=5.08 SD=1.18 Mode: Dismissal	Mean=5.03 SD=1.18 Mode: Dismissal

* 29.7% of the sample indicated a written reprimand while 27.5% indicated a period of suspension. For the discipline would responses, the respective distributions were 30.0% and 28.5%.

** 41.3% of the respondents indicated that a period of suspension would be the discipline administered. However, 47.6% indicated that dismissal should be the discipline administered.
*** 45.8% indicated suspension would be the discipline, while 42.6% indicated dismissal would be the discipline.
# While the modal response was for no discipline (29.4%), 29% indicated a verbal reprimand should be administered and 23.6% indicated a written reprimand should be the discipline.
**** Percent indicating would be a written reprimand and percent indicating discipline would be a period of suspension were virtually identical, 32.2% and 32.8%, respectively.
@ 26.1% indicated a written reprimand should be the discipline administered.

Willingness to Report

Table A3 (04) - Agency Response Profile - Willingness to Report, Medium Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	OWN Willingness to Report	OTHERS Willingness to Report	OWN Willingness to Report	OTHERS Willingness to Report	OWN Willingness to Report	OTHERS Willingness to Report
Case 1 Off Duty Alarm System Business	Rank=1 Mean=1.80 SD=1.36	Rank=1 Mean=1.92 SD=1.26	Rank=1 Mean=1.40 SD=0.92	Rank=1 Mean=1.50 SD=0.86	Rank=1 Mean=1.37 SD=0.94	Rank=1 Mean=1.46 SD=0.91
Case 2 Free Meals and Discounts on Beat	Rank=2 Mean=2.05 SD=1.29	Rank=2 Mean=2.15 SD=1.30	Rank=2 Mean=2.25 SD=1.40	Rank=2 Mean=2.03 SD=1.11	Rank=2 Mean=1.94 SD=1.27	Rank=2 Mean=1.82 SD=1.08
Case 3 Bribe from Speeding Motorist	Rank=9 Mean=4.60 SD=	Rank=9 Mean=4.42 SD=0.81	Rank=10 Mean=4.18 SD=1.27	Rank=10 Mean=3.92 SD=1.22	Rank=9 Mean=4.92 SD=1.15	Rank=9 Mean=4.85 SD=1.14
Case 4 Holiday Gifts from Merchants	Rank=3 Mean=2.35 SD=1.25	Rank=3.5 Mean=2.48 SD=1.20	Rank=3 Mean=2.60 SD=1.54	Rank=3 Mean=2.39 SD=1.29	Rank=4 Mean=2.36 SD=1.41	Rank=4 Mean=2.28 SD=1.25
Case 5 Theft of Watch from Crime Scene	Rank=11 Mean=4.87 SD=0.47	Rank=11 Mean=4.73 SD=0.55	Rank=11 Mean=4.41 SD=1.15	Rank=11 Mean=4.22 SD=1.09	Rank=11 Mean=4.53 SD=1.06	Rank=11 Mean=4.34 SD=1.03
Case 6 Auto Repair Shop 5% Kickback	Rank=8 Mean=4.42 SD=0.98	Rank=8 Mean=4.30 SD=0.81	Rank=6 Mean=3.84 SD=1.47	Rank=8 Mean=3.55 SD=1.31	Rank=8 Mean=3.95 SD=1.36	Rank=8 Mean=3.71 SD=1.25
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Rank=5 Mean=3.73 SD=1.42	Rank=5 Mean=3.52 SD=1.37	Rank=6 Mean=3.57 SD=1.43	Rank=7 Mean=3.44 SD=1.32	Rank=6 Mean=3.45 SD=1.45	Rank=6 Mean=3.29 SD=1.34
Case 8 Cover Up of Officer DUI Incident	Rank=4 Mean=2.37 SD=1.55	Rank=3.5 Mean=2.48 SD=1.32	Rank=4 Mean=2.62 SD=1.48	Rank=4 Mean=2.47 SD=1.30	Rank=3 Mean=2.34 SD=1.45	Rank=3 Mean=2.28 SD=1.25
Case 9 Free Drinks to Ignore Late Bar	Rank=7 Mean=4.23 SD=1.05	Rank=7 Mean=4.00 SD=1.07	Rank=7 Mean=3.63 SD=1.51	Rank=6 Mean=3.35 SD=1.38	Rank=7 Mean=3.73 SD=1.42	Rank=7 Mean=3.47 SD=1.32
Case 10 Excessive Force on Car Thief	Rank=6 Mean=3.78 SD=1.40	Rank=6 Mean=3.54 SD=1.21	Rank=5 Mean=3.38 SD=1.52	Rank=5 Mean=3.00 SD=1.47	Rank=5 Mean=3.39 SD=1.51	Rank=5 Mean=3.07 SD=1.38
Case 11 Theft from found Wallet	Rank=10 Mean=4.73 SD=0.58	Rank=10 Mean=4.48 SD=0.68	Rank=9 Mean=4.12 SD=1.29	Rank=9 Mean=3.83 SD=1.30	Rank=10 Mean=4.23 SD=1.26	Rank=10 Mean=3.96 SD=1.25

similar agencies, and the national sample suggests that there is a greater amount of intolerance for misconduct in police agencies than even most police officers realize. If this is true an officer, supervisor, or administrator who stands up against misconduct may well find more support than he or she expects.

Officers in your agency rank ordered the seriousness of misconduct quite similarly to officers in our national sample.

The next thing you may notice about Table A1 is that the ranking offered by officers in your agency of their views of the seriousness of the behavior described in each case was very similar to the national ranking. What this means is that **officers in your agency share an understanding of the *relative seriousness*** of the types of misconduct described in the survey that was very similar to police officers across the United States.

Relative seriousness, reflected in the way in which the cases are rank ordered is, however, quite different from absolute seriousness which is reflected in the mean scores. Police officers in different agencies often gave very different answers to how serious they considered the behavior described in each of the cases to be.

How Your Agency Compares with Other Agencies on Seriousness

We urge you to look very carefully at the mean seriousness scores officers in your agency assigned to each of the eleven cases and compare them to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which your agency differs from most other agencies. You will find, overall, that ***your officers consistently rated the cases we asked about as MORE serious than officers from other agencies***. When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of seriousness scores, *your agency came out 9th out of 30 agencies in terms of officer's own estimates of seriousness and in a three way tie for 6th out of 30 in terms of officer's estimates of how serious most officers in your agency would rate them.*

You should be pleased by these findings. The best way we know to control corruption and abuse in any police agency is to create an environment among officers in that agency that is intolerant of it. A key component of such an environment is the belief among officers that such behavior is wrong. Officers in your agency feel more strongly about the seriousness of the behavior we asked them about than do officers in at least two thirds of the agencies we surveyed.

Discipline

The answers for the two discipline questions, ' What discipline, if any, do you think this behavior SHOULD receive?" and "What discipline, if any, do you think this behavior WOULD receive?" are reported in Table A2. We found in our national sample a very high degree of agreement

among police officers on the answers to these questions.

What this finding means is that, nationally, police officers believe that the discipline that would actually be given in their departments for the types of offenses we asked about in our survey was fair, at least in terms of its severity..We did not ask any questions about disciplinary procedures or process in our survey. Thus we cannot say anything about how officers in your agency regard the fairness of the process or procedure of discipline. We did ask officers for their opinions about the appropriate severity of discipline. **Discipline in your agency is seen to be fair, at least with respect to its severity.**. In nine out of the eleven incidents we asked about, the discipline most officers thought **should** be given was the discipline that they thought **would be** given.

Minority Opinions

Although these national summary figures suggest a high degree of agreement among U.S. officers on appropriate and expected discipline, closer analysis reveals that for some of the conduct described in our survey a substantial minority of officers differ with the majority opinion. Table A4 below was constructed to identify this minority opinion in the national sample by comparing the difference between officers' scores on the "discipline SHOULD receive" and "discipline WOULD receive" questions.

This analysis found that, in our national sample, more than twenty percent of officers believed that the discipline they would receive in their agencies would be ***too harsh in four cases***: Case 2 - receiving free meals and discounts on their beats; Case 4 - receiving holiday gifts from merchants on their beats; Case 8 - covering up a DUI offense and minor accident by a police officer; and Case 10 - using excessive force on a car thief after a foot pursuit. A substantial minority (18.6%) also thought that a supervisor who offered a line officer a holiday day off in exchange for the officer's tuning up the supervisor's personal automobile (Case 7) would be punished too leniently.

We performed the same analysis on the responses about discipline from the officers we surveyed in your agency. ***Overall, we found that the majority of officers in your agency thought that the severity of discipline in your agency was fair***. However, we urge you to attend to the fact that, as was the case with the national sample, there is a substantial minority of officers who do not think that the level of discipline in your agency is appropriate. More than twenty percent of officers in your agency believe that the discipline that would be given in Cases 4 and 8 would be too harsh and more than twenty percent believed that in no case(s) it would be too lenient.

These findings do not mean that disciplinary policies in your agency should be altered in the direction suggested by this minority opinion. They do suggest that this minority opinion may be a factor to be dealt with when administering discipline at current levels in your agency.

TABLE A4: U.S. Police Officer Opinions on the Fairness of the Severity of Discipline in their Agencies: Percent of U.S. Police Officers Finding Discipline in their Agencies Too Harsh, Too Lenient, or Fair, by Case

CASE / DISCIPLINE	1 - Off Duty Security System Business	2 - Free Meals, Discounts on Beat	3 - Bribe from Speeding Motorist	4 - Holiday Gifts from Merchants	5 - Crime Scene Theft of Watch	6 - Auto Repair Shop 5% Kickback	7 - Super-visor: Holi-day for Tune-up	8 - Cover-Up of Police DUI Accident	9 - Drinks to Ignore Late Bar Closing	10 - Excessive Force on car Thief	11 - Theft from Found Wallet
Too Harsh	13.1%	**26.4%**	9.4%	**27.0%**	3.4%	12.5%	10.3%	**30.3%**	13.4%	**21.5%**	6.9%
Fair	83.9%	64.6%	78.7%	66.3%	89.0%	79.8%	71.1%	62.9%	78.3%	71.7%	83.6%
Too Lenient	2.9%	9.0%	11.9%	6.7%	7.6%	7.7%	**18.6%**	6.8%	8.3%	6.9%	9.5%

TABLE A5:(04) Opinions of Officers in Your Agency about the Fairness of Discipline: Percent Finding Discipline Too Harsh, Too Lenient, or Fair, by Case

CASE / DISCIPLINE	1 - Off Duty Security System Business	2 - Free Meals, Discounts on Beat	3 - Bribe from Speeding Motorist	4 - Holiday Gifts from Merchants	5 - Crime Scene Theft of Watch	6 - Auto Repair Shop 5% Kickback	7 - Super-visor: Holi-day for Tune-up	8 - Cover-Up of Police DUI Accident	9 - Drinks to Ignore Late Bar Closing	10 - Excessive Force on car Thief	11 - Theft from Found Wallet
Too Harsh	18.6%	16.9%	6.7%	27.1%	1.7%	10.0%	10.0%	23.3%	10.0%	18.6%	5.1%
Fair	78.0%	79.7%	90.0%	71.2%	98.3%	88.3%	78.3%	75.0%	86.7%	76.3%	93.2%
Too Lenient	3.4%	3.4%	3.3%	1.7%	%	1.7%	11.7%	1.7%	3.3%	1.7%	%

How Your Agency Compares with Other Agencies on Discipline

Finally, we urge you to look very carefully at Table A2 once again, and in particular at the mean disciplinary scores officers in your agency assigned to each of the eleven cases. Compare them to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which your agency differs from most other agencies with respect to the severity of discipline. You will find, overall, that ***your officers rated the cases we asked about as deserving a higher degree of discipline than officers from other agencies***. When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of discipline scores, *your agency came out in a two way tie for 2nd out of 30 agencies in terms of officers' estimates of the discipline they thought cases should receive and in a two way tie for 5th out of 30 agencies in terms of officers' estimates of discipline they thought cases would receive.*

This is *well above average* for all of the U.S. police agencies we surveyed. It indicates not only a high level of intolerance of corruption and abuse among the administration in your agency but also a strong support for relatively strict discipline for corruption and abuse throughout your entire agency.

Willingness to Report

Table A3 above summarize the responses of officers in your agency, as well as those of officers in similar agencies and in the national sample, to the two "willingness-to-report" questions:

> "Do you think YOU would report a fellow police officer who engaged in this behavior?"
>
> and
>
> "Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?"

These questions were asked of all eleven cases and the responses to these questions could range from 1 to 5. A response of "1" meant "definitely would NOT" report and a response of "5" meant "definitely WOULD report."

The answers to these questions are of critical importance and we urge you to study them closely. They describe what has sometimes been called the "Blue Curtain" or the "Police Code of Silence." Both expressions, as you are probably aware, refer to the willingness of officers to remain silent about the misconduct of other police officers.

Our research shows that The Code is, overall, very strong in most of the police agencies we

surveyed. On the five point scale, the mean score of all officers own willingness to report exceeded 4.0 in only three of the eleven cases, one involving bribery and the other two involving theft. When the national sample of officers were asked how likely most other officers in their agency were to report misconduct, only one case - Case 5 - involving theft of a watch from a crime scene, earned a mean value higher than 4.0. We should note, however, that the strength of The Code varies dramatically between agencies. In some agencies most officers appear to be willing to tolerate in silence almost any misconduct by fellow officers. In others officers run a substantial risk of being reported by fellow officers for even relatively low levels of misconduct.

We urge you to look very carefully at the mean willingness-to-report scores officers in your agency assigned to each of the eleven cases. They describe in numerical detail the contours of The Code as it exists in your agency. You should also compare the mean scores in your agency to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which The Code in your agency differs from most other agencies.

The Contours of The Code among Line Officers in Your Agency

Because The Code dictates what an officer should or should not report to supervisors or administrators, focusing on line officer responses to the willingness to report questions is probably most helpful in answering two critical questions:

What type of misconduct by fellow police officers will most police officers in your agency NOT report?

and

What type of misconduct by fellow police officers WILL most police officers in your agency report?

The answers to these questions may be found by carefully looking at Table A7 below. It displays the number and percent of line officers in your agency who gave each of the five possible responses to the question about how willing they would be to report the behavior described in each case. In order to determine what behavior most officers in your agency will not report, we suggest that you look at the percentage figures in columns 1 and 2 of Table A7. If the sum of those percentages in any row in those two columns exceeds 50%, you should conclude that the behavior described will NOT be reported by most officers in your agency. To determine what behavior most officers in your agency will report, we suggest that you look at the percentage scores in columns 4 and 5 of Table A7. If the sum of the percentages in any row in those two columns exceeds 50%, you should conclude that the behavior described will be reported by most officers in your agency.

While The Code exists in some form in all police agencies, it is the responsibility of every police administration to attempt to confine the behavior it covers. In examining the willingness-to-report responses from line officers in your agency, the failure of a majority of officers to say that they would report a kickback deal (Case 7); a bribery (Case 3); or a theft (Cases 5 and 11) should be regarded with particular concern. This concern should rise dramatically, if, in any of these cases, a majority of line officers declare that they would not report such behavior.

Table A7(4) - Your Agency Response Profile - Line Officer Estimates of their OWN Willingness to Report

SCORE Case # & Description	Definitely Not (1) % (#)	2 % (#)	3 % (#)	4 % (#)	Definitely Yes (5) % (#)	TOTALS % (#)
Case 1 Off Duty Alarm System Business	68.8% (33)	4.2% (2)	14.6% (7)	4.2% (2)	8.3% (4)	100% (48)
Case 2 Free Meals and Discounts on Beat	49% (24)	28.6% (14)	8.2% (4)	8.2% (4)	6.1% (3)	100% (48)
Case 3 Bribe from Speeding Motorist	2% (1)	4.1% (2)	6.1% (3)	16.3% (8)	71.4% (35)	100% (49)
Case 4 Holiday Gifts from Merchants	32.7% (16)	26.5% (13)	26.5% (13)	8.2% (4)	6.1% (3)	100% (49)
Case 5 Theft of Watch from Crime Scene	0% (0)	0% (0)	6.4% (3)	4.1% (2)	89.8% (44)	100% (49)
Case 6 Auto Repair Shop 5% Kickback	4.1% (2)	2% (1)	12.2% (6)	22.4% (11)	59.2% (29)	100% (49)
Case 7 Supervisor Offers Holiday Off for Auto Tune Up%	12.2% (6)	10.2% (5)	16.3% (8)	18.4% (9)	42.9% (21)	100% (49)
Case 8 Cover Up of Offficer DUI Incident	42.9% (21)	16.3% (8)	16.3% (8)	8.2% (4)	16.3% (8)	100% (49)
Case 9 Free Drinks to Ignore Late Bar	2% (2)	8.2% (4)	18.4% (9)	20.4% (10)	51% (25)	100% (49)
Case 10 Excessive Force on Car Thief	10.2% (5)	14.3% (7)	14.3% (7)	18.4% (9)	42.9% (21)	100% (49)
Case 11 Theft from found Wallet	0% (0)	0% (0)	8.2% (4)	16.3% (8)	75.5% (37)	100% (49)

How Your Agency Compares with Other Agencies on Willingness to Report Misconduct

When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of their willingness-to- report scores, *your agency came out in a two way tie for 4th of 30 agencies in terms of officers' estimates of their own willingness to report the behavior described in the eleven cases. Their answers to the question about what behavior they thought most officers in your agency would be willing to report placed your agency in a two way tie for 5th place out of all 30 agencies we surveyed.*

These scores indicate that officers in your agency are much less willing than officers in most agencies we surveyed to tolerate corruption and abuse in silence. The Code is under control in your agency and provides an environment that strongly discourages misconduct. It is a very positive finding of which everyone in your agency is entitled to be proud.

Summary

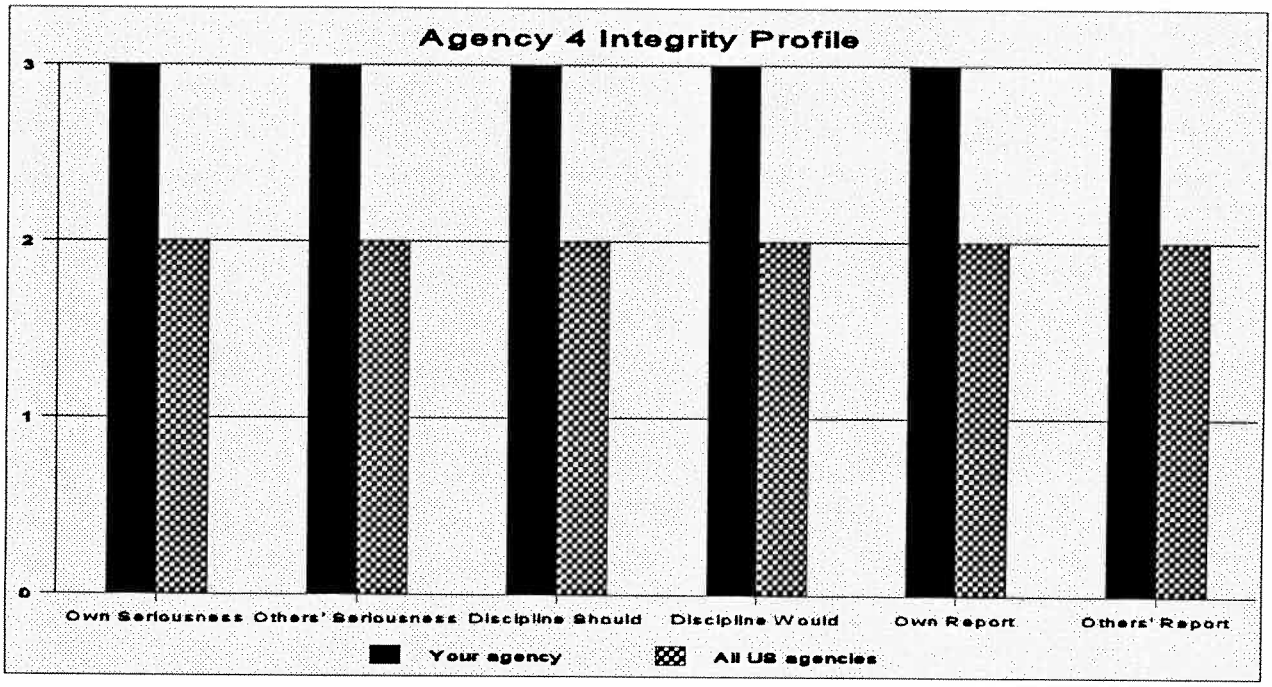
We believe that you may find it helpful to have an overall picture of the integrity profile of your agency as it emerged from our survey. Chart A1 provides such a picture. It depicts how your agency stacks up against all other agencies we surveyed on each of the six questions asked about all eleven cases. If your agency scored among the bottom third of agencies we surveyed on a question it was awarded one point, two if it scored in the middle third, and three if it scored among the top third. These scores are displayed an Chart 1 with your agency's scores represented by the solid black bar and the mid-point agency in our national sample represented by the checkered bar. This chart summarizes, at a glance, whether your agency scored above, below, or about the same as other agencies we surveyed.

By using this same 1, 2, 3 point system to rate each agency's answers to each question, it made it possible not only to assign each agency an overall integrity profile score but rank each agency with respect to all the others we surveyed. These scores could range from a maximum of 18 for an agency that scored among the top third of agencies on all six questions to a minimum of 6 for an agency that scored in the bottom third of agencies on all six questions.

Table A8 below shows how we arrived at the total summary score for your agency as well as the total summary score for all of the other agencies we surveyed. It also shows where this total summary score ranked your agency among the thirty agencies we surveyed.

In closing we should like to emphasize that the survey and the measures we created to describe our findings do *NOT* measure the amount or extent of corruption in your agency. They *ARE* a measure of the culture of integrity in your agency. They do *NOT* identify either corrupt or honest individual officers nor do they provide any evidence whatsoever of any type of abusive or dishonest practice, past, present, or future. They *DO* describe in a fairly precise and specific way the levels and the areas in which the culture of your agency makes it likely to resist or tolerate certain types of misconduct on the part of its employees. Hopefully, they will serve as both a reminder and a guide -

Integrity Profile: Agency 4



a reminder that enhancing the culture of integrity should be a major goal of police administration and a guide to where in any particular agency those efforts should be directed. We hope that this information proves useful to you and thank your agency for participating in this research project.

Table A8 - Composite Seriousness, Discipline, and Willingness to Report Scores. Rank Ordered by Total Agency Integrity Profile Score

AGENCY	OWN OPINION OF SERIOUSNESS	OTHERS' OPINION OF SERIOUSNESS	DISCIPLINE SHOULD RECEIVE	DISCIPLINE WOULD RECEIVE	OWN WILLINGNESS TO REPORT	OTHERS' WILLINGNESS TO REPORT	INTEGRITY PROFILE RANK SCORE
1	3	3	3	3	3	3	1 18
3	3	3	3	3	3	3	1 18
4	3	3	3	3	3	3	1 18
6	3	3	3	3	3	3	1 18
10	3	3	3	3	3	3	1 18
17	3	3	3	3	3	3	1 18
30	3	3	3	3	3	3	1 18
2	3	2	3	3	3	3	8 17
18	2	2	3	3	3	3	9 16
7	3	2	2	2	3	3	10 15
11	3	3	2	2	2	2	11 14
12	3	3	3	1	2	2	11 14
5	2	2	2	3	2	2	13 13
19	3	2	2	2	2	2	13 13
20	3	2	2	2	2	2	13 13
29	2	3	2	1	2	2	16 12
26	3	2	2	2	1	1	17 11
27	2	2	2	1	2	2	17 11
24	2	2	1	1	2	2	19 10
21	1	1	2	3	1	1	20 9
22	1	1	2	2	1	2	20 9
9	2	1	2	1	1	1	22 8
16	1	1	1	1	2	2	22 8
13	1	2	1	1	1	1	24 7
14	1	1	1	2	1	1	24 7
15	1	1	1	1	2	1	24 7
23	1	1	1	2	1	1	24 7
25	1	1	1	2	1	1	24 7
8	1	1	1	1	1	1	29 6
28	1	1	1	1	1	1	29 6

Agency No. 5
Integrity Profile

Some time ago members of your agency participated in a national survey of police officer opinions about the severity of certain types of misconduct, the punishment they believed that misconduct deserved, and their willingness to report that misconduct. This report profiles the responses of officers in your agency and permits you to compare the responses from your agency not only with the national results but with the results from agencies that are similar in size to your agency.

The Survey

In all we surveyed 3235 U.S. police officers from thirty different police agencies. The survey described eleven different scenarios. They are displayed in Figure 1 on the following page. You will recall that we asked the same six questions about each of these eleven scenarios. Two questions dealt with the **seriousness** of the behavior described in the scenarios; two with the **discipline** it should or would receive; and two with the **willingness to report** such behavior.

1. How serious do YOU consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

2. How serious do MOST POLICE OFFICERS IN YOUR AGENCY consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

3. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think SHOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

4. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think WOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

5. Do you think YOU would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

6. Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

Figure 1: Case-Scenarios

Case 1 A police officer runs his own private business in which he sells and installs security devices, such as alarms, special locks, etc. He does this work during his off-duty hours.

Case 2. A police officer routinely accepts free meals, cigarettes, and other items of small value from merchants on his beat. He does not solicit these gifts and is careful not to abuse the generosity of those who give gifts to him.

Case 3. A police officer stops a motorist for speeding. The officer agrees to accept a personal gift of half of the amount of the fine in exchange for not issuing a citation.

Case 4. A police officer is widely liked in the community, and on holidays local merchants and restaurant and bar owners show their appreciation for his attention by giving him gifts of food and liquor.

Case 5. A police officer discovers a burglary of a jewelry shop. The display cases are smashed and it is obvious that many items have been taken. While searching the shop, he takes a watch, worth about two days pay for that officer. He reports that the watch had been stolen during the burglary.

Case 6. A police officer has a private arrangement with a local auto body shop to refer the owners of the cars damaged in the accidents to the shop. In exchange for each referral, he receives a payment of 5% of the repair bill from the shop owner.

Case 7. A police officer, who happens to be a very good auto mechanic, is scheduled to work during coming holidays. A supervisor offers to give him these days off, if he agrees to tune-up his supervisor's personal car. Evaluate the SUPERVISOR'S behavior.

Case 8. At 2 A.M. a police officer, who is on duty, is driving his patrol car on a deserted road. He sees a vehicle that has been driven off the road and is stuck in a ditch. He approaches the vehicle and observes that the driver is not hurt but is obviously intoxicated. He also finds that the driver is a police officer. Instead of reporting this accident and offense he transports the driver to his home.

Case 9. A police officer finds a bar on his beat which is still serving drinks a half hour past its legal closing time. Instead of reporting this violation, the police officer agrees to accept a couple of free drinks from the owner.

Case 10. Two police officers on foot patrol surprise a man who is attempting to break into an automobile. The man flees. They chase him for about two blocks before apprehending him by tackling him and wrestling him to the ground. After he is under control both officers punch him a couple of times in the stomach as punishment for fleeing and resisting.

Case 11. A police officer finds a wallet in a parking lot. It contains the amount of money equivalent to a full-day's pay for that officer. He reports the wallet as lost property, but keeps the money for himself.

On Tables A1, A2, and A3 below we report the mean and standard deviation[1] of the answers officers from your agency gave with respect to each of the eleven case scenarios. We have also provided the rank order of the cases and, in the case of discipline, the modal or most frequently given response. Moreover, in order to let you compare the answers given by officers in your agency with those given by officers in other agencies, we provide in the same tables the same measures from agencies of similar size to your agency as well as from our national sample. To make comparison easier we summarize the two responses about **Seriousness** in Table A1, the two responses about **Discipline** in Table A2, and the two responses about **Willingness to Report** in Table A3. The number in parentheses following the table numbers in this report is an identifying number we have assigned to your agency.

What Can be Learned About Your Agency From the Survey? How do Officers in Your Agency Differ in Their Responses from Officers in the National Survey and Officers from Similar Agencies?

Seriousness

Let's first consider the responses reported in Table A1. They deal with the two "seriousness" questions: the officers' OWN estimate of seriousness and the estimate of how serious OTHER officers in your agency would regard the behavior described in each case.

Officers in your agency as well as officers in similar agencies and in the national sample consistently <u>underestimate</u> how serious other police officers in their agencies regard the incidents of misconduct we asked about in the survey.

The first thing you should notice is that officers in your agency consistently **<u>UNDERESTIMATE</u>** how serious most officers in your agency regard the behavior described in the cases in the survey. You will note that we found the same thing to be true in agencies that were similar to your agency as well as in the national sample. This finding could suggest that even though the survey was confidential, officers who filled out the surveys may have tried to make themselves "look good" (perhaps to themselves?) by saying that their own personal estimates of seriousness were higher than they actually were. This is a possibility, but there is another that is also worth considering.

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[1]For those of you who may be unfamiliar with these measures: the mean is simply the mathematical average, as is, for example, a batting average in baseball. The standard deviation is a measure of the dispersion of scores around the mean. A very low standard deviation would mean that the vast majority of people selected the same or almost the same answer; a high standard deviation would mean that there was considerable difference among people in how they answered this question.

Seriousness of Misconduct

Table A1 (05)- Agency Response Profile - Seriousness Rank, Mean, and Standard Deviation of Responses, Very Large Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	Seriousness Own Opinion	Seriousness Other Officers	Seriousness Own Opinion	Seriousness Other Opinion	Seriousness Own Opinion	Seriousness Other Officers
Case 1 Off Duty Alarm System Business	Rank=1 Mean=1.58 SD= 1.00	Rank=1 Mean= 1.60 SD= 0.90	Rank=1 Mean=1.48 SD=0.95	Rank=1 Mean=1.49 SD=0.87	Rank=1 Mean=1.46 SD=0.94	Rank=1 Mean=1.48 SD=0.87
Case 2 Free Meals and Discounts on Beat	Rank=2 Mean=1.94 SD=1.10	Rank=2 Mean=1.75 SD=0.91	Rank=2 Mean=2.34 SD=1.30	Rank=2 Mean=2.08 SD=1.12	Rank=2 Mean=2.60 SD=1.33	Rank=2 Mean=2.31 SD=1.17
Case 3 Bribe from Speeding Motorist	Rank=10 Mean= 4.94 SD= 0.31	Rank=10 Mean=4.81 SD= 0.46	Rank=10 Mean=4.91 SD=0.41	Rank=10 Mean=4.78 SD=0.54	Rank=10 Mean=4.50 SD=0.90	Rank=10 Mean=4.81 SD=0.52
Case 4 Holiday Gifts from Merchants	Rank=3 Mean= 2.39 SD=1.30	Rank=3 Mean=2.24 SD= 1.17	Rank=3 Mean=2.65 SD=1.36	Rank=3 Mean=2.45 SD=1.25	Rank=3 Mean=2.84 SD=1.38	Rank=3 Mean=2.64 SD=1.28
Case 5 Theft of Watch from Crime Scene	Rank=11 Mean= 4.98 SD= 0.24	Rank=11 Mean= 4.92 SD= 0.33	Rank=11 Mean=4.95 SD=0.36	Rank=11 Mean=4.88 SD=0.46	Rank=11 Mean=4.95 SD=0.32	Rank=11 Mean=4.88 SD=0.45
Case 6 Auto Repair Shop 5% Kickback	Rank=7 Mean= 4.44 SD= 0.90	Rank=7 Mean=4.17 SD= 0.96	Rank=7 Mean=4.46 SD=0.92	Rank=7 Mean=4.20 SD=1.01	Rank=7 Mean=4.50 SD=0.90	Rank=7 Mean=4.25 SD=0.98
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Rank=6 Mean= 4.13 SD=1.07	Rank=6 Mean= 3.90 SD=1.11	Rank=6 Mean=4.14 SD=1.05	Rank=6 Mean=3.90 SD= 1.11	Rank=6 Mean=4.18 SD=1.04	Rank=6 Mean=3.96 SD=1.10
Case 8 Cover Up of Officer DUI Incident	Rank=4 Mean= 3.00 SD=1.39	Rank=4 Mean= 2.87 SD=1.23	Rank=4 Mean=2.97 SD=1.38	Rank=4 Mean=2.81 SD=1.25	Rank=4 Mean=3.03 SD=1.39	Rank=4 Mean=2.86 SD=1.27
Case 9 Free Drinks to Ignore Late Bar	Rank=8 Mean= 4.66 SD=0.70	Rank=8 Mean= 4.42 SD= 0.83	Rank=8 Mean=4.52 SD=0.93	Rank=8 Mean=4.25 SD= 1.04	Rank=8 Mean=4.54 SD=0.90	Rank=8 Mean=4.28 SD=1.02
Case 10 Excessive Force on Car Thief	Rank=5 Mean= 3.95 SD=1.24	Rank=5 Mean= 3.55 SD=1.21	Rank=5 Mean=4.01 SD=1.23	Rank=5 Mean=3.64 SD=1.22	Rank=5 Mean=4.05 SD=1.23	Rank=5 Mean=3.70 SD=1.26
Case 11 Theft from found Wallet	Rank=9 Mean= 4.89 SD=0.41	Rank=9 Mean= 4.73 SD=0.60	Rank=9 Mean=4.85 SD=0.54	Rank=9 Mean=4.68 SD=0.71	Rank=9 Mean=4.85 SD=0.54	Rank=9 Mean=4.69 SD=0.72

Discipline

Table A2 (05) - Agency Response Profile - Discipline: Mean, Standard Deviation, and Modal Responses, Very Large Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive
Case 1 Off Duty Alarm System Business	Mean=1.42 SD=0.92 Mode: None	Mean=1.66 SD=1.13 Mode: None	Mean=1.38 SD=0.87 Mode: None	Mean=1.59 SD=1.08 Mode: None	Mean=1.33 SD=0.82 Mode: None	Mean=1.51 SD=1.02 Mode: None
Case 2 Free Meals and Discounts on Beat	Mean=1.67 SD=0.84 Mode: None	Mean=1.94 SD=0.94 None Mode:	Mean=1.97 SD=0.97 Mode:Verbal Reprimand	Mean=2.22 SD=1.05 Mode:Verbal Reprimand	Mean=2.13 SD=1.03 Mode:Verbal Reprimand	Mean=2.37 SD=1.09 Mode:Verbal Reprimand
Case 3 Bribe from Speeding Motorist	Mean=4.87 SD=1.16 Mode: Dismissal	Mean=4.83 SD=1.15 Mode: Dismissal	Mean=4.85 SD=1.17 Mode: Dismissal	Mean=4.76 SD=1.15 Mode: Suspension@	Mean=4.97 SD=1.89 Mode: Dismissal	Mean=4.90 SD=1.18 Mode: Dismissal**
Case 4 Holiday Gifts from Merchants	Mean=2.10 SD=1.15 Mode: None	Mean=2.44 SD=1.24 Mode: None	Mean=2.37 SD=1.22 Mode:#	Mean=2.68 SD=1.26 Mode:Written Reprimand	Mean=2.53 SD=1.26 Mode:Verbal Reprimand	Mean=2.82 SD=1.27 Mode:Written Reprimand
Case 5 Theft of Watch from Crime Scene	Mean=5.76 SD=0.65 Mode: Dismissal	Mean=5.72 SD=0.71 Mode: Dismissal	Mean=5.63 SD=0.83 Mode: Dismissal	Mean=5.53 SD=0.91 Mode: Dismissal	Mean=5.66 SD=0.80 Mode: Dismissal	Mean=5.57 SD=0.87 Mode: Dismissal
Case 6 Auto Repair Shop 5% Kickback	Mean=4.34 SD=1.27 Mode: Suspension	Mean=4.46 SD=1.22 Mode: Suspension	Mean=4.34 SD=1.29 Mode: Suspension	Mean=4.39 SD=1.23 Mode: Suspension	Mean=4.40 SD=1.30 Mode: Suspension	Mean=4.46 SD=1.25 Mode: Suspension
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Mean=3.58 SD=1.18 Mode: Written Reprimand	Mean=3.47 SD=1.18 Mode: Suspension	Mean=3.57 SD=1.18 Mode: Suspension	Mean=3.40 SD=1.21 Mode:****	Mean=3.59 SD=1.21 Mode:*	Mean=3.43 SD=1.24 Mode:*
Case 8 Cover Up of Officer DUI Incident	Mean=2.86 SD=1.36 Mode: Suspension	Mean=3.36 SD=1.28 Mode: Suspension	Mean=2.82 SD=1.30 Mode: Suspension***	Mean=3.29 SD=1.26 Mode: Suspension	Mean=2.81 SD=1.31 Mode: Suspension	Mean=3.20 SD=1.30 Mode: Suspension
Case 9 Free Drinks to Ignore Late Bar	Mean=4.17 SD=1.08 Mode: Suspension	Mean=4.27 SD=1.08 Mode: Suspension	Mean=3.97 SD=1.15 Mode: Suspension	Mean=4.03 SD=1.14 Mode: Suspension	Mean=4.01 SD=1.16 Mode: Suspension	Mean=4.08 SD=1.14 Mode: Suspension
Case 10 Excessive Force on Car Thief	Mean=3.69 SD=1.23 Mode: Suspension	Mean=4.00 SD=1.08 Mode: Suspension	Mean=3.72 SD=1.25 Mode: Suspension	Mean=4.00 SD=1.16 Mode: Suspension	Mean=3.76 SD=1.28 Mode: Suspension	Mean=3.99 SD=1.23 Mode: Suspension
Case 11 Theft from found Wallet	Mean=5.19 SD=1.08 Mode: Diusmissal	Mean=5.16 SD=1.10 Mode: Dismissal	Mean=5.08 SD=1.18 Mode: Dismissal	Mean=5.00 SD=1.17 Mode: Dismissal	Mean=5.08 SD=1.18 Mode: Dismissal	Mean=5.03 SD=1.18 Mode: Dismissal

* 29.7% of the sample indicated a written reprimand while 27.5% indicated a period of suspension. For the discipline would responses, the respective distributions were 30.0% and 28.5%.
** 41.3% of the respondents indicated that a period of suspension would be the discipline administered. However, 47.6% indicated that dismissal should be the discipline administered.
*** 45.8% indicated suspension would be the discipline, while 42.6% indicated dismissal would be the discipline.
# While the modal response was for no discipline (29.4%), 29% indicated a verbal reprimand should be administered and 23.6% indicated a written reprimand should be the discipline.
**** Percent indicating would be a written reprimand and percent indicating discipline would be a period of suspension were virtually identical, 32.2% and 32.8%, respectively.
@ 26.1% indicated a written reprimand should be the discipline administered.

Willingness to Report

Table A3 (05) - Agency Response Profile - Willingness to Report, Very Large Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	OWN Willingness to Report	OTHERS Willingness to Report	OWN Willingness to Report	OTHERS Willingness to Report	OWN Willingness to Report	OTHERS Willingness to Report
Case 1 Off Duty Alarm System Business	Rank=1 Mean=1.42 SD=0.93	Rank=2 Mean=1.50 SD=0.88	Rank=1 Mean=1.40 SD=0.96	Rank=1 Mean=1.46 SD=0.87	Rank=1 Mean=1.37 SD=0.94	Rank=1 Mean=1.46 SD=0.91
Case 2 Free Meals and Discounts on Beat	Rank=2 Mean=1.45 SD=0.88	Rank=1 Mean=1.45 SD=0.76	Rank=2 Mean=1.75 SD=1.16	Rank=2 Mean=1.63 SD=0.95	Rank=2 Mean=1.94 SD=1.27	Rank=2 Mean=1.82 SD=1.08
Case 3 Bribe from Speeding Motorist	Rank=9 Mean=4.23 SD=1.11	Rank=9 Mean=3.89 SD=1.06	Rank=9 Mean=4.19 SD=1.25	Rank=9 Mean=3.87 SD=1.17	Rank=9 Mean=4.92 SD=1.15	Rank=9 Mean=4.85 SD=1.14
Case 4 Holiday Gifts from Merchants	Rank=3 Mean=1.93 SD=1.23	Rank=3 Mean=1.90 SD=1.10	Rank=3 Mean=2.19 SD=1.36	Rank=3 Mean=2.11 SD=1.19	Rank=4 Mean=2.36 SD=1.41	Rank=4 Mean=2.28 SD=1.25
Case 5 Theft of Watch from Crime Scene	Rank=11 Mean=4.69 SD=0.76	Rank=11 Mean=4.41 SD=0.83	Rank=11 Mean=4.56 SD=1.04	Rank=11 Mean=4.32 SD=1.03	Rank=11 Mean=4.53 SD=1.06	Rank=11 Mean=4.34 SD=1.03
Case 6 Auto Repair Shop 5% Kickback	Rank=8 Mean=3.96 SD=1.25	Rank=8 Mean=3.70 SD=1.15	Rank=5 Mean=3.36 SD=1.34	Rank=8 Mean=3.68 SD=1.25	Rank=8 Mean=3.95 SD=1.36	Rank=8 Mean=3.71 SD=1.25
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Rank=6 Mean=3.38 SD=1.38	Rank=6 Mean=3.22 SD=1.27	Rank=6 Mean=3.40 SD=1.44	Rank=6 Mean=3.20 SD=1.33	Rank=6 Mean=3.45 SD=1.45	Rank=6 Mean=3.29 SD=1.34
Case 8 Cover Up of Officer DUI Incident	Rank=4 Mean=2.25 SD=1.39	Rank=4 Mean=2.26 SD=1.21	Rank=4 Mean=2.33 SD=1.44	Rank=4 Mean=2.27 SD=1.23	Rank=3 Mean=2.34 SD=1.45	Rank=3 Mean=2.28 SD=1.25
Case 9 Free Drinks to Ignore Late Bar	Rank=7 Mean=3.81 SD=1.26	Rank=7 Mean=3.54 SD=1.17	Rank=8 Mean=3.75 SD=1.40	Rank=7 Mean=3.47 SD=1.30	Rank=7 Mean=3.73 SD=1.42	Rank=7 Mean=3.47 SD=1.32
Case 10 Excessive Force on Car Thief	Rank=5 Mean=3.23 SD=1.47	Rank=5 Mean=2.87 SD=1.27	Rank=7 Mean=3.67 SD=1.50	Rank=5 Mean=3.04 SD=1.34	Rank=5 Mean=3.39 SD=1.51	Rank=5 Mean=3.07 SD=1.38
Case 11 Theft from found Wallet	Rank=10 Mean=4.31 SD=1.07	Rank=10 Mean=3.97 SD=1.11	Rank=10 Mean=4.23 SD=1.25	Rank=10 Mean=3.93 SD=1.25	Rank=10 Mean=4.23 SD=1.26	Rank=10 Mean=3.96 SD=1.25

That possibility is that the "police culture" discourages individual officers from disclosing their true feelings about the misconduct of other officers. If this is so, then our finding about your agency, similar agencies, and the national sample suggests that there is a greater amount of intolerance for misconduct in police agencies than even most police officers realize. If this is true an officer, supervisor, or administrator who stands up against misconduct may well find more support than he or she expects.

Officers in your agency rank ordered the seriousness of misconduct quite similarly to officers in our national sample.

The next thing you may notice about Table A1 is that the ranking offered by officers in your agency of their views of the seriousness of the behavior described in each case was very similar to the national ranking. What this means is that **officers in your agency share an understanding of the *relative seriousness*** of the types of misconduct described in the survey that was very similar to police officers across the United States.

Relative seriousness, reflected in the way in which the cases are rank ordered is, however, quite different from absolute seriousness which is reflected in the mean scores. Police officers in different agencies often gave very different answers to how serious they considered the behavior described in each of the cases to be.

How Your Agency Compares with Other Agencies on Seriousness

We urge you to look very carefully at the mean seriousness scores officers in your agency assigned to each of the eleven cases and compare them to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which your agency differs from most other agencies. You will find, overall, that ***your officers consistently rated the cases we asked about as about as serious as officers from other agencies***. When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of seriousness scores, *your agency came out in a four way tie for17th placeof 30 agencies in terms of officer's own estimates of seriousness and in a three way tie for 16th place out of 30 in terms of officer's estimates of how serious most officers in your agency would rate them.*

This is about average for all of the U.S. police agencies we surveyed. The best way we know to control corruption and abuse in any police agency is to create an environment among officers in that agency that is intolerant of it. A key component of such an environment is the belief among officers that such behavior is wrong. Officers in your agency feel more strongly about the seriousness of the behavior we asked them about than do officers in at least a third of the agencies we surveyed, and less strongly than do officers in at least another third .

Discipline

The answers for the two discipline questions, "What discipline, if any, do you think this behavior SHOULD receive?" and "What discipline, if any, do you think this behavior WOULD receive?" are reported in Table A2. We found in our national sample a very high degree of agreement among police officers on the answers to these questions.

What this finding means is that, nationally, police officers believe that the discipline that would actually be given in their departments for the types of offenses we asked about in our survey was fair, at least in terms of its severity. We did not ask any questions about disciplinary procedures or process in our survey. Thus we cannot say anything about how officers in your agency regard the fairness of the process or procedure of discipline. We did ask officers for their opinions about the appropriate severity of discipline. **Discipline in your agency is seen to be fair, at least with respect to its severity.**. In ten out of the eleven incidents we asked about, the discipline most officers thought **should** be given was the discipline that they thought **would be** given.

Minority Opinions

Although these national summary figures suggest a high degree of agreement among U.S. officers on appropriate and expected discipline, closer analysis reveals that for some of the conduct described in our survey a substantial minority of officers differ with the majority opinion. Table A4 below was constructed to identify this minority opinion in the national sample by comparing the difference between officers' scores on the "discipline SHOULD receive" and "discipline WOULD receive" questions.

This analysis found that, in our national sample, more than twenty percent of officers believed that the discipline they would receive in their agencies would be ***too harsh in four cases***: Case 2 - receiving free meals and discounts on their beats; Case 4 - receiving holiday gifts from merchants on their beats; Case 8 - covering up a DUI offense and minor accident by a police officer; and Case 10 - using excessive force on a car thief after a foot pursuit. A substantial minority (18.6%) also thought that a supervisor who offered a line officer a holiday day off in exchange for the officer's tuning up the supervisor's personal automobile (Case 7) would be punished too leniently.

We performed the same analysis on the responses about discipline from the officers we surveyed in your agency. ***Overall, we found that the majority of officers in your agency thought that the severity of discipline in your agency was fair***. However, we urge you to attend to the fact that, as was the case with the national sample, there is a substantial minority of officers who do not think that the level of discipline in your agency is appropriate. More than twenty percent of officers in your agency believe that the discipline that would be given in Cases 2. 4. 8, and 10 would be too harsh and in no case did more than twenty percent believed that it would be too lenient.

These findings do not mean that disciplinary policies in your agency should be altered in the direction suggested by this minority opinion. They do suggest that this minority opinion may be a factor to be dealt with when administering discipline at current levels in your agency.

TABLE A4: U.S. Police Officer Opinions on the Fairness of the Severity of Discipline in their Agencies: Percent of U.S. Police Officers Finding Discipline in their Agencies Too Harsh, Too Lenient, or Fair, by Case

CASE / DISCIPLINE	1 - Off Duty Security System Business	2 - Free Meals, Discounts on Beat	3 - Bribe from Speeding Motorist	4 - Holiday Gifts from Merchants	5 - Crime Scene Theft of Watch	6 - Auto Repair Shop 5% Kickback	7 - Super-visor: Holi-day for Tune-up	8 - Cover-Up of Police DUI Accident	9 - Drinks to Ignore Late Bar Closing	10 - Excessive Force on Car Thief	11 - Theft from Found Wallet
Too Harsh	13.1%	**26.4%**	9.4%	**27.0%**	3.4%	12.5%	10.3%	**30.3%**	13.4%	**21.5%**	6.9%
Fair	83.9%	64.6%	78.7%	66.3%	89.0%	79.8%	71.1%	62.9%	78.3%	71.7%	83.6%
Too Lenient	2.9%	9.0%	11.9%	6.7%	7.6%	7.7%	**18.6%**	6.8%	8.3%	6.9%	9.5%

TABLE A5:(05) Opinions of Officers in Your Agency about the Fairness of Discipline: Percent Finding Discipline Too Harsh, Too Lenient, or Fair, by Case

CASE / DISCIPLINE	1 - Off Duty Security System Business	2 - Free Meals, Discounts on Beat	3 - Bribe from Speeding Motorist	4 - Holiday Gifts from Merchants	5 - Crime Scene Theft of Watch	6 - Auto Repair Shop 5% Kickback	7 - Super-visor: Holi-day for Tune-up	8 - Cover-Up of Police DUI Accident	9 - Drinks to Ignore Late Bar Closing	10 - Excessive Force on Car Thief	11 - Theft from Found Wallet
Too Harsh	16.8%	**28.5%**	9.9%	**28.0%**	2.9%	14.3%	11.5%	**35.2%**	14.6%	**24.2%**	5.9%
Fair	78.5%	63.7%	79.0%	67.2%	92.1%	79.8%	70.5%	58.3%	79.0%	70.0%	86.8%
Too Lenient	9.7%	7.8%	11.1%	9.8%	5.1%	5.9%	18.0%	6.5%	6.3%	5.8%	7.3%

Comparing the Opinions on Discipline of Line Officers, Supervisors, and Administrators in Your Agency

For a variety of reasons, it is probably helpful to break down this information even further. We have found that it is helpful to separate out the responses of line officers from those of supervisors and administrators. Table A6 displays the means, standard deviations, and modes for answers to the discipline "should" receive and "would" receive questions for line officers, supervisors, and administrators in your agency. This table can provide answers to three very important questions about discipline in your agency.

The first question this table can help you answer is ***"Do officers throughout your agency agree on the consequences of the behavior we asked about in the survey?"*** To answer this question you should compare the "discipline WOULD receive" answers from line officers, supervisors, and administrators. In a police agency in which line officers, supervisors, and administrators all shared a strong common understanding of what discipline would be given to an officer who engaged in the conduct described in each case, the modal "would" receive answers would be identical, the value of means would all be very close (within 0.2 - 0.4), and the standard deviations would all be fairly small (less than 1.00).

Because the vast majority of the cases we asked about in our survey concern conduct of patrol officers, you should pay particular attention to those occasions on which line officers estimate the discipline they would receive as substantially less than the estimates of supervisors and administrators. This difference means that your agency is not effectively communicating its disciplinary threat to line officers in that case.

The second question that this table can help answer is, ***"In each case, what is the level of support for discipline among line officers, supervisors, and administrators?"*** To answer this question you should compare the "discipline SHOULD receive" and "discipline WOULD receive" answers for each group. As was the case with the first question, in a police agency in which line officers, supervisors, and administrators all share a common understanding about appropriate discipline, the mean scores should be very close, the standard deviations should be small, and the modal discipline should be the same for each case.

As you examine these three "discipline SHOULD receive" and "discipline WOULD d receive" columns you should make note not only of any large difference (0.5 or more in the mean scores) but where and in what direction that difference is. Such differences may express a demand at one or more levels in your agency for either an increase or a decrease in the level of punishment.

The third question this table can help answer is ***"How uniform is opinion about discipline within officer, supervisor, and administrative ranks in your agency?"*** To answer this question you must examine the standard deviation scores throughout the table. Roughly speaking, scores well below 1.0 suggest very strong consensus, scores around 1.0 suggest some difference of opinion, and

Table A6:(5) - Discipline: Means, Standard Deviations, and Modal Responses from Line Officers, Supervisors, and Administrators in Your Agency

Case # & Description	Line Officers		Supervisors		Administrators	
	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive
Case 1 Off Duty Alarm System Business	Mean=1.39 S. D =0.86 Mode= None	Mean=1.65 S. D =1.1 Mode=None	Mean=1.42 S. D =1.04 Mode= None	Mean=1.63 S. D =1.33 Mode= None	Mean=1.86 S. D =1.29 Mode= None	Mean=1.84 S. D.=1.08 Mode=None
Case 2 Free Meals and Discounts on Beat	Mean= 1.60 S. D =0.78 Mode= None	Mean=1.89 S. D =0.90 Mode= None	Mean=1.96 S. D =1.01 Mode=Verbal Reprimand	Mean=2.18 S. D =1.12 Mode= None	Mean=2.22 S. D =1.03 Mode=Verbal Reprimand	Mean=2.19 S. D.=1.02 Mode=None
Case 3 Bribe from Speeding Motorist	Mean=4.75 S. D =1.16 Mode= Suspension	Mean= 4.73 S. D =1.15 Mode= Suspension	Mean=5.55 S. D =0.86 Mode= Dismissal	Mean= 5.44 S. D =0.92 Mode= Suspension	Mean=5.59 S. D =1.01 Mode= Dismissal	Mean=5.32 S. D.=1.13 Mode= Dismissal
Case 4 Holiday Gifts from Merchants	Mean=2.08 S. D =1.14 Mode= None	Mean= 2.46 S. D =1.24 Mode= None	Mean=2.17 S. D =1.16 Mode= None	Mean=2.32 S. D =1.20 Mode= None	Mean=2.35 S. D =1.23 Mode= None	Mean=2.32 S. D.=1.31 Mode= None
Case 5 Theft of Watch from Crime Scene	Mean=5.73 S. D =0.68 Mode= Dismissal	Mean= 5.70 S. D =0.72 Mode= Dismissal	Mean=6.00 S. D =0.00 Mode= Dismissal	Mean=5.92 S. D =0.40 Mode= Dismissal	Mean=5.76 S. D =0.72 Mode= Dismissal	Mean=5.54 S. D.=0.90 Mode= Dismissal
Case 6 Auto Repair Shop 5% Kickback	Mean=4.26 S. D =1.29 Mode= Suspension	Mean= 4.41 S. D =1.24 Mode= Suspension	Mean=4.69 S. D =1.03 Mode= Suspension	Mean=4.75 S. D =1.06 Mode= Suspension	Mean=5.14 S. D =1.03 Mode= Dismissal	Mean=4.76 S. D.=1.14 Mode= Suspension
Case 7 Supervisor: Holiday Off for Auto Tune Up	Mean= 3.48 S. D =1.21 Mode=Written Reprimand	Mean= 3.39 S. D =1.21 Mode=Written Reprimand	Mean=4.13 S. D =0.77 Mode= Suspension	Mean=4.01 S. D =0.86 Mode= Suspension	Mean=4.14 S. D =0.82 Mode= Suspension	Mean=3.70 S. D.=0.91 Mode= Suspension
Case 8 Cover Up of Offficer DUI Incident	Mean=2.82 S. D =1.37 Mode= Suspension	Mean= 3.36 S. D =1.30 Mode= Suspension	Mean=3.07 S. D =1.25 Mode= Suspension	Mean=3.49 S. D =1.18 Mode= Suspension	Mean=3.11 S. D =1.39 Mode= Suspension	Mean=3.24 S. D.=1.19 Mode= Suspension
Case 9 Free Drinks to Ignore Late Bar	Mean=4.10 S. D =1.09 Mode= Suspension	Mean= 4.25 S. D =1.07 Mode= Suspension	Mean=4.47 S. D =0.96 Mode= Suspension	Mean=4.39 S. D =1.00 Mode= Suspension	Mean=4.59 S. D =1.09 Mode= Suspension	Mean=4.38 S. D.=1.23 Mode= Suspension
Case 10 Excessive Force on Car Thief	Mean=3.59 S. D =1.26 Mode= Suspension	Mean= 3.97 S. D =1.12 Mode= Suspension	Mean=4.15 S. D =0.79 Mode= Suspension	Mean=4.23 S. D =0.83 Mode= Suspension	Mean=4.27 S. D =1.04 Mode= Suspension	Mean=3.97 S. D.=0.87 Mode= Suspension
Case 11 Theft from found Wallet	Mean=5.12 S. D =1.10 Mode= Dismissal	Mean= 5.10 S. D =1.11 Mode= Dismissal	Mean=5.61 S. D =0.86 Mode= Dismissal	Mean=5.49 S. D =0.96 Mode= Dismissal	Mean=5.49 S. D =0.93 Mode= Dismissal	Mean=5.32 S. D.=1.00 Mode= Dismissal

scores of 1.3 or higher probably merit attention. Standard deviations of 1.3 or higher indicate that with respect to the case in question, there is substantial difference of opinion about discipline.

Because it is sometimes very difficult to detect a pattern in these standard deviation scores we suggest that as you read through the table you circle or otherwise highlight each standard deviation score of 1.3 or more. (Round all scores of 1.26 or more to 1.3 and treat them as if they were equivalent to 1.3). There are 66 cells in the table and a few standard deviation scores of 1.3 or higher are probably to be expected, particularly with respect to low level types of misconduct. (Off-Duty Security Business, Free meals, Holiday gifts, or Police Discounts).

It should, however, be a matter of serious concern if you find high standard deviation in fifteen, twenty, or even more cases. Of particular concern should be patterns of high standard deviations in the "discipline WOULD receive" columns (indicating substantial ambiguity about expected discipline); patterns of high standard deviations that extend across an entire, or nearly an entire row (indicating a general disagreement or confusion within your agency as to how the conduct in question should and would be disciplined); and high standard deviations in supervisors' and administrators' scores referring to very serious misconduct such as bribery and theft (indicating ambiguity among senior ranks about how these serious offenses should or would be treated.

How Your Agency Compares with Other Agencies on Discipline

Finally, we urge you to look very carefully at Table A2 once again, and in particular at the mean disciplinary scores officers in your agency assigned to each of the eleven cases. Compare them to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which your agency differs from most other agencies with respect to the severity of discipline. You will find, overall, that ***your officers rated the cases we asked about as deserving a higher degree of discipline than officers from most other agencies***. When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of discipline scores, *your agency came out in a two way tie for 11th place out of 30 agencies in terms of officers' estimates of the discipline they thought cases should receive and in a four way tie for 8th place among 30 agencies in terms of officers' estimates of discipline they thought cases would receive.*

The "discipline SHOULD receive score is about *average* for all of the U.S. police agencies we surveyed. The "discipline WOULD receive" score is well above average for all the U.S. police agencies surveyed. It indicates not only a high level of intolerance of corruption and abuse among the administration in your agency but also fairly strong support for relatively strict discipline for corruption and abuse throughout your entire agency.

Willingness to Report

Table A3 above summarizes the responses of officers in your agency, as well as those of officers in similar agencies and in the national sample, to the two "willingness-to-report" questions:

"Do you think YOU would report a fellow police officer who engaged in this behavior?"

and

"Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?"

These questions were asked of all eleven cases and the responses to these questions could range from 1 to 5. A response of "1" meant "definitely would NOT" report and a response of "5" meant "definitely WOULD report."

The answers to these questions are of critical importance and we urge you to study them closely. They describe what has sometimes been called the "Blue Curtain" or the "Police Code of Silence." Both expressions, as you are probably aware, refer to the willingness of officers to remain silent about the misconduct of other police officers.

Our research shows that The Code is, overall, very strong in most of the police agencies we surveyed. On the five point scale, the mean score of all officers own willingness to report exceeded 4.0 in only three of the eleven cases, one involving bribery and the other two involving theft. When the national sample of officers were asked how likely most other officers in their agency were to report misconduct, only one case - Case 5 (involving theft of a watch from a crime scene) earned a mean value higher than 4.0. We should note, however, that the strength of The Code varies dramatically between agencies. In some agencies most officers appear to be willing to tolerate in silence almost any misconduct by fellow officers. In others officers run a substantial risk of being reported by fellow officers for even relatively low levels of misconduct.

We urge you to look very carefully at the mean willingness-to-report scores officers in your agency assigned to each of the eleven cases. They describe in numerical detail the contours of The Code as it exists in your agency. You should also compare the mean scores in your agency to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which The Code in your agency differs from most other agencies.

The Contours of The Code among Line Officers in Your Agency

Because The Code dictates what an officer should or should not report to supervisors or administrators, focusing on line officer responses to the willingness to report questions is probably most helpful in answering two critical questions:

What type of misconduct by fellow police officers will most police officers in your agency NOT report?

and

What type of misconduct by fellow police officers WILL most police officers in your agency report?

The answers to these questions may be found by carefully looking at Table A7 below. It displays the number and percent of line officers in your agency who gave each of the five possible responses to the question about how willing they would be to report the behavior described in each case. In order to determine what behavior most officers in your agency will not report, we suggest that you look at the percentage figures in columns 1 and 2 of Table A7. If the sum of those percentages in any row in those two columns exceeds 50%, you should conclude that the behavior described will NOT be reported by most officers in your agency. To determine what behavior most officers in your agency will report, we suggest that you look at the percentage scores in columns 4 and 5 of Table A7. If the sum of the percentages in any row in those two columns exceeds 50%, you should conclude that the behavior described will be reported by most officers in your agency.

While The Code exists in some form in all police agencies, it is the responsibility of every police administration to attempt to confine the behavior it covers. In examining the willingness-to-report responses from line officers in your agency, the failure of a majority of officers to say that they would report a kickback deal (Case 7); a bribery (Case 3); or a theft (Cases 5 and 11) should be regarded with particular concern. This concern should rise dramatically, if, in any of these cases, a majority of line officers declare that they would not report such behavior.

How Your Agency Compares with Other Agencies on Willingness to Report Misconduct

When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of their willingness-to-report scores, *your agency came out in a three way tie for 16th place among the 30 agencies in terms of officers' estimates of their own willingness to report the behavior described in the eleven cases. Their answers to the question about what behavior they thought most officers in your agency would be willing to report placed your agency in a two way tie for 14th place out of all 30 agencies we surveyed..*

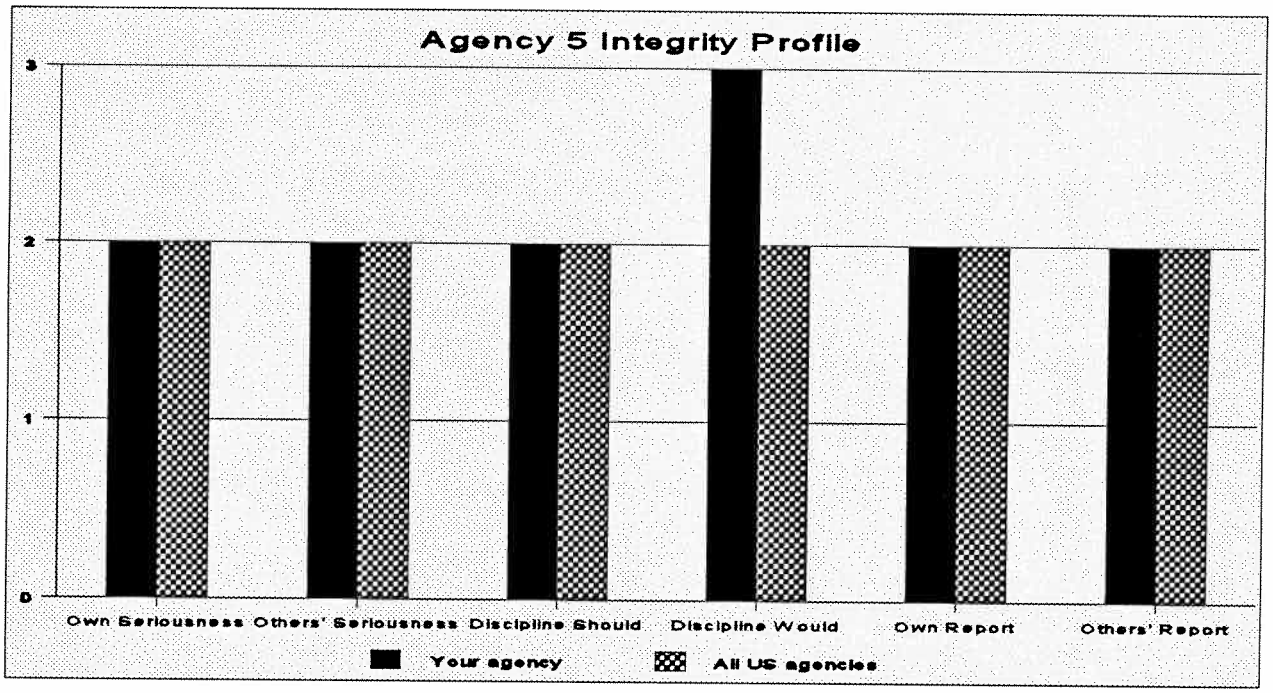
These scores indicate that officers in your agency are about as willing as officers in most agencies we surveyed to tolerate corruption and abuse in silence. The stronger The Code in any police agency the more attractive that agency becomes to misconduct of all types. We urge you to interpret this finding as neither positive nor negative, but as a reminder that your police agency continues to have an affirmative obligation to contain and reduce the domain of The Code.

Table A7(5) - Your Agency Response Profile - Line Officer Estimates of their OWN Willingness to Report

SCORE Case # & Description	Definitely Not (1) % (#)	2 % (#)	3 % (#)	4 % (#)	Definitely Yes (5) % (#)	TOTALS % (#)
Case 1 Off Duty Alarm System Business	80.6% (510)	10.9% (69)	5.4% (34)	1.7% (11)	1.4% (9)	100% (633)
Case 2 Free Meals and Discounts on Beat	77.3% (489)	14.8% (94)	5.8% (37)	.6% (4)	1.4% (9)	100% (633)
Case 3 Bribe from Speeding Motorist	4.6% (29)	4.4% (28)	19% (120)	17.9% (113)	54% (341)	100% (631)
Case 4 Holiday Gifts from Merchants	56.3% (356)	19.6% (124)	12.7% (80)	6.5% (41)	4.9% (31)	100% (632)
Case 5 Theft of Watch from Crime Scene	1.3% (8)	2% (13)	6.1% (39)	11.6% (74)	79% (503)	100% (637)
Case 6 Auto Repair Shop 5% Kickback	7.1% (45)	9.6% (61)	18.6% (118)	21.2% (134)	43.4% (275)	100% (633)
Case 7 Supervisor Offers Holiday Off for Auto Tune Up%	15.5% (98)	16.7% (106)	22.3% (141)	21.5% (136)	24% (152)	100% (633)
Case 8 Cover Up of Offficer DUI Incident	47.2% (298)	19.6% (124)	16.8% (106)	7% (44)	9.5% (60)	100% (632)
Case 9 Free Drinks to Ignore Late Bar	8.1% (51)	11.2% (71)	19.9% (126)	25% (158)	35.8% (226)	100% (632)
Case 10 Excessive Force on Car Thief	20.9% (131)	17.4% (109)	20.2% (127)	18.5% (116)	23.1% (145)	100% (628)
Case 11 Theft from found Wallet	3.6% (23)	6% (38)	12.8% (81)	19.7% (125)	57.8% (366)	100% (633)

Summary

We believe that you may find it helpful to have an overall picture of the integrity profile of your agency as it emerged from our survey. Chart A1 provides such a picture. It depicts how your agency stacks up against all other agencies we surveyed on each of the six questions asked about all eleven cases. If your agency scored among the bottom third of agencies we surveyed on a question it was awarded one point, two if it scored in the middle third, and three if it scored among the top third. These scores are displayed an Chart 1 with your agency's scores represented by the solid black bar and the mid-point agency in our national sample represented by the checkered bar. This chart summarizes, at a glance, whether your agency scored above, below, or about the same as other agencies we surveyed.



By using this same 1, 2, 3 point system to rate each agency's answers to each question, it made it possible not only to assign each agency an overall integrity profile score but rank each agency with respect to all the others we surveyed. These scores could range from a maximum of 18 for an agency that scored among the top third of agencies on all six questions to a minimum of 6 for an agency that scored in the bottom third of agencies on all six questions.

Table A8 below shows how we arrived at the total summary score for your agency as well as the total summary score for all of the other agencies we surveyed. It also shows where this total summary score ranked your agency among the thirty agencies we surveyed.

In closing we should like to emphasize that the survey and the measures we created to describe our findings do *NOT* measure the amount or extent of corruption in your agency. They *ARE* a measure of the culture of integrity in your agency. They do *NOT* identify either corrupt or honest

individual officers nor do they provide any evidence whatsoever of any type of abusive or dishonest practice, past, present, or future. They *DO* describe in a fairly precise and specific way the levels and the areas in which the culture of your agency makes it likely to resist or tolerate certain types of misconduct on the part of its employees. Hopefully, they will serve as both a reminder and a guide - a reminder that enhancing the culture of integrity should be a major goal of police administration and a guide to where in any particular agency those efforts should be directed. We hope that this information proves useful to you and thank your agency for participating in this research project.

Table A8 - Composite Seriousness, Discipline, and Willingness to Report Scores. Rank Ordered by Total Agency Integrity Profile Score

Agency	Own Opinion of Seriousness	Others' Opinion of Seriousness	Discipline SHOULD Receive	Discipline WOULD Receive	Own Willingness to Report	Others' Willingness to Report	Integrity Profile Rank Score
1	3	3	3	3	3	3	1 18
3	3	3	3	3	3	3	1 18
4	3	3	3	3	3	3	1 18
6	3	3	3	3	3	3	1 18
10	3	3	3	3	3	3	1 18
17	3	3	3	3	3	3	1 18
30	3	3	3	3	3	3	1 18
2	3	2	3	3	3	3	8 17
18	2	2	3	3	3	3	9 16
7	3	2	2	2	3	3	10 15
11	3	3	2	2	2	2	11 14
12	3	3	3	1	2	2	11 14
5	2	2	2	3	2	2	13 13
19	3	2	2	2	2	2	13 13
20	3	2	2	2	2	2	13 13
29	2	3	2	1	2	2	16 12
26	3	2	2	2	1	1	17 11
27	2	2	2	1	2	2	17 11
24	2	2	1	1	2	2	19 10
21	1	1	2	3	1	1	20 9
22	1	1	2	2	1	2	20 9
9	2	1	2	1	1	1	22 8
16	1	1	1	1	2	2	22 8
13	1	2	1	1	1	1	24 7
14	1	1	1	2	1	1	24 7
15	1	1	1	1	2	1	24 7
23	1	1	1	2	1	1	24 7
25	1	1	1	2	1	1	24 7
8	1	1	1	1	1	1	29 6
28	1	1	1	1	1	1	29 6

Agency No. 6
Integrity Profile

Some time ago members of your agency participated in a national survey of police officer opinions about the severity of certain types of misconduct, the punishment they believed that misconduct deserved, and their willingness to report that misconduct. This report profiles the responses of officers in your agency and permits you to compare the responses from your agency not only with the national results but with the results from agencies that are similar in size to your agency.

The Survey

In all we surveyed 3235 U.S. police officers from thirty different police agencies. The survey described eleven different scenarios. They are displayed in Figure 1 on the following page. You will recall that we asked the same six questions about each of these eleven scenarios. Two questions dealt with the **seriousness** of the behavior described in the scenarios; two with the **discipline** it should or would receive; and two with the **willingness to report** such behavior.

1. How serious do YOU consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

2. How serious do MOST POLICE OFFICERS IN YOUR AGENCY consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

3. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think SHOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

4. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think WOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

5. Do you think YOU would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

6. Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

Figure 1: Case-Scenarios

Case 1. A police officer runs his own private business in which he sells and installs security devices, such as alarms, special locks, etc. He does this work during his off-duty hours.

Case 2. A police officer routinely accepts free meals, cigarettes, and other items of small value from merchants on his beat. He does not solicit these gifts and is careful not to abuse the generosity of those who give gifts to him.

Case 3. A police officer stops a motorist for speeding. The officer agrees to accept a personal gift of half of the amount of the fine in exchange for not issuing a citation.

Case 4. A police officer is widely liked in the community, and on holidays local merchants and restaurant and bar owners show their appreciation for his attention by giving him gifts of food and liquor.

Case 5. A police officer discovers a burglary of a jewelry shop. The display cases are smashed and it is obvious that many items have been taken. While searching the shop, he takes a watch, worth about two days pay for that officer. He reports that the watch had been stolen during the burglary.

Case 6. A police officer has a private arrangement with a local auto body shop to refer the owners of the cars damaged in the accidents to the shop. In exchange for each referral, he receives a payment of 5% of the repair bill from the shop owner.

Case 7. A police officer, who happens to be a very good auto mechanic, is scheduled to work during coming holidays. A supervisor offers to give him these days off, if he agrees to tune-up his supervisor's personal car. Evaluate the SUPERVISOR'S behavior.

Case 8. At 2 A.M. a police officer, who is on duty, is driving his patrol car on a deserted road. He sees a vehicle that has been driven off the road and is stuck in a ditch. He approaches the vehicle and observes that the driver is not hurt but is obviously intoxicated. He also finds that the driver is a police officer. Instead of reporting this accident and offense he transports the driver to his home.

Case 9. A police officer finds a bar on his beat which is still serving drinks a half hour past its legal closing time. Instead of reporting this violation, the police officer agrees to accept a couple of free drinks from the owner.

Case 10. Two police officers on foot patrol surprise a man who is attempting to break into an automobile. The man flees. They chase him for about two blocks before apprehending him by tackling him and wrestling him to the ground. After he is under control both officers punch him a couple of times in the stomach as punishment for fleeing and resisting.

Case 11 A police officer finds a wallet in a parking lot. It contains the amount of money equivalent to a full-day's pay for that officer. He reports the wallet as lost property, but keeps the money for himself.

On Tables A1, A2, and A3 below we report the mean and standard deviation[1] of the answers officers from your agency gave with respect to each of the eleven case scenarios. We have also provided the rank order of the cases and, in the case of discipline, the modal or most frequently given response. Moreover, in order to let you compare the answers given by officers in your agency with those given by officers in other agencies, we provide in the same tables the same measures from agencies of similar size to your agency as well as from our national sample. To make comparison easier we summarize the two responses about **Seriousness** in Table A1, the two responses about **Discipline** in Table A2, and the two responses about **Willingness to Report** in Table A3. The number in parentheses following the table numbers in this report is an identifying number we have assigned to your agency.

What Can be Learned About Your Agency From the Survey? How do Officers in Your Agency Differ in Their Responses from Officers in the National Survey and Officers from Similar Agencies?

Seriousness

Let's first consider the responses reported in Table A1. They deal with the two "seriousness" questions: the officers' OWN estimate of seriousness and the estimate of how serious OTHER officers in your agency would regard the behavior described in each case..

Officers in your agency as well as officers in similar agencies and in the national sample consistently <u>underestimate</u> how serious other police officers in their agencies regard the incidents of misconduct we asked about in the survey

The first thing you should notice is that officers in your agency consistently **<u>UNDERESTIMATE</u>** how serious most officers in your agency regard the behavior described in the cases in the survey. You will note that we found the same thing to be true in agencies that were similar to your agency as well as in the national sample. This finding could suggest that even though the survey was confidential, officers who filled out the surveys may have tried to make themselves "look good" (perhaps to themselves?) by saying that their own personal estimates of seriousness were higher than they actually were. This is a possibility, but there is another that is also worth considering.

That possibility is that the "police culture" discourages individual officers from disclosing their true feelings about the misconduct of other officers. If this is so, then our finding about your agency,

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1 For those of you who may be unfamiliar with these measures: the mean is simply the mathematical average, as is, for example, a batting average in baseball. The standard deviation is a measure of the dispersion of scores around the mean. A very low standard deviation would mean that the vast majority of people selected the same or almost the same answer; a high standard deviation would mean that there was considerable difference among people in how they answered this question.

Seriousness of Misconduct

Table A1 (06) - Agency Response Profile - Seriousness Rank, Mean, and Standard Deviation of Responses, Medium Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	Seriousness Own Opinion	Seriousness Other Opinion	Seriousness Own Opinion	Seriousness Other Opinion	Seriousness Own Opinion	Seriousness Other Opinion
Case 1 Off Duty Alarm System Business	Rank=1 Mean=1.63 SD= 1.04	Rank=1 Mean=1.74 SD=1.02	Rank=1 Mean=1.45 SD=0.86	Rank=1 Mean=1.50 SD=0.86	Rank=1 Mean=1.46 SD=0.94	Rank=1 Mean=1.48 SD=0.87
Case 2 Free Meals and Discounts on Beat	Rank=2 Mean=3.07 SD= 1.26	Rank=2 Mean=2.87 SD=1.06	Rank=2 Mean=2.94 SD=1.27	Rank=2 Mean=2.58 SD=1.08	Rank=2 Mean=2.60 SD=1.33	Rank=2 Mean=2.31 SD=1.17
Case 3 Bribe from Speeding Motorist	Rank=10 Mean=4.97 SD= 0.16	Rank=9.5 Mean= 4.95 SD=9.5	Rank=10 Mean=4.90 SD=0.38	Rank=10 Mean=4.78 SD=0.56	Rank=10 Mean=4.50 SD=0.90	Rank=10 Mean=4.81 SD=0.52
Case 4 Holiday Gifts from Merchants	Rank =3 Mean =3.26 SD=1.34	Rank=3 Mean=3.09 SD=1.27	Rank=3 Mean=2.98 SD=1.39	Rank=3 Mean=2.73 SD=1.24	Rank=3 Mean=2.84 SD=1.38	Rank=3 Mean=2.64 SD=1.28
Case 5 Theft of Watch from Crime Scene	Rank=11 Mean=5.00 SD=0.00	Rank=11 Mean=5.00 SD=0.00	Rank=11 Mean=4.95 SD=0.28	Rank=11 Mean=4.83 SD=0.48	Rank=11 Mean=4.95 SD=0.32	Rank=11 Mean=4.88 SD=0.45
Case 6 Auto Repair Shop 5% Kickback	Rank=6 Mean=4.79 SD=0.58	Rank=7 Mean=4.72 SD=0.58	Rank=7 Mean=4.39 SD=1.03	Rank=7 Mean=4.15 SD=1.08	Rank=7 Mean=4.50 SD=0.90	Rank=7 Mean=4.25 SD=0.98
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Rank=5 Mean=4.61 SD=0.65	Rank=5 Mean=4.47 SD=0.76	Rank=6 Mean=4.33 SD=0.97	Rank=6 Mean=4.07 SD=1.11	Rank=6 Mean=4.18 SD=1.04	Rank=6 Mean=3.96 SD=1.10
Case 8 Cover Up of Officer DUI Incident	Rank=4 Mean=3.80 SD=1.21	Rank=4 Mean=3.58 SD=1.11	Rank=4 Mean=3.38 SD=1.34	Rank=4 Mean=3.04 SD=1.26	Rank=4 Mean=3.03 SD=1.39	Rank=4 Mean=2.86 SD=1.27
Case 9 Free Drinks to Ignore Late Bar	Rank=8 Mean=4.87 SD=0.43	Rank=8 Mean=4.78 SD=0.50	Rank=8 Mean=4.43 SD=1.08	Rank=8 Mean=4.19 SD=1.10	Rank=8 Mean=4.54 SD=0.90	Rank=8 Mean=4.28 SD=1.02
Case 10 Excessive Force on Car Thief	Rank=7 Mean=4.74 SD=0.55	Rank=6 Mean=4.56 SD=0.69	Rank=5 Mean=4.02 SD=1.25	Rank=5 Mean=3.67 SD=1.30	Rank=5 Mean=4.05 SD=1.23	Rank=5 Mean=3.70 SD=1.26
Case 11 Theft from found Wallet	Rank=9 Mean=4.96 SD=0.23	Rank=9.5 Mean=4.95 SD=0.23	Rank=9 Mean=4.83 SD=0.54	Rank=9 Mean=4.63 SD=0.82	Rank=9 Mean=4.85 SD=0.54	Rank=9 Mean=4.69 SD=0.72

Discipline

Agencies Table A2 (06) - Agency Response Profile - Discipline: Mean, Standard Deviation, and Modal Responses, Medium

	Your Agency		Similar Agencies		National Sample	
Case # & Description	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive
Case 1 Off Duty Alarm System Business	Mean=1.41 SD=0.85 Mode: None	Mean=1.56 SD=0.81 Mode: None	Mean=1.31 SD=0.70 Mode: None	Mean=1.41 SD=0.73 Mode: None	Mean=1.33 SD=0.82 Mode: None	Mean=1.51 SD=1.02 Mode: None
Case 2 Free Meals and Discounts on Beat	Mean=2.24 SD=0.86 Mode:Verbal Reprimand	Mean=2.41 SD=0.90 Mode:Verbal Reprimand	Mean=2.30 SD=0.91 Mode:Verbal Reprimand	Mean=2.51 SD=0.95 Mode:Verbal Reprimand	Mean=2.13 SD=1.03 Mode:Verbal Reprimand	Mean=2.37 SD=1.09 Mode:Verbal Reprimand
Case 3 Bribe from Speeding Motorist	Mean=5.39 SD=1.06 Mode: Dismissal	Mean=5.28 SD=1.10 Mode: Dismissal	Mean=4.99 SD=1.15 Mode: Dismissal	Mean=4.98 SD=1.15 Mode: Dismissal	Mean=4.97 SD=1.89 Mode: Dismissal	Mean=4.90 SD=1.18 Mode: Dismissal**
Case 4 Holiday Gifts from Merchants	Mean=2.66 SD=1.43 Mode:Verbal Reprimand	Mean=2.75 SD=1.35 Mode:Written Reprimand	Mean=2.61 SD=1.23 Mode:Verbal Reprimand	Mean=2.81 SD=1.22 Mode:Written Reprimand***	Mean=2.53 SD=1.26 Mode:Verbal Reprimand	Mean=2.82 SD=1.27 Mode:Written Reprimand
Case 5 Theft of Watch from Crime Scene	Mean=5.92 SD=0.39 Mode: Dismissal	Mean=5.85 SD=0.52 Mode: Dismissal	Mean=5.59 SD=0.85 Mode: Dismissal	Mean=5.55 SD=0.88 Mode: Dismissal	Mean=5.66 SD=0.80 Mode: Dismissal	Mean=5.57 SD=0.87 Mode: Dismissal
Case 6 Auto Repair Shop 5% Kickback	Mean=5.06 SD=1.20 Mode: Dismissal	Mean=5.17 SD=1.13 Mode: Dismissal	Mean=4.36 SD=1.33 Mode: Suspension	Mean=4.45 SD=1.25 Mode: Suspension	Mean=4.40 SD=1.30 Mode: Suspension	Mean=4.46 SD=1.25 Mode: Suspension
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Mean=4.02 SD=1.15 Mode:Written Reprimand	Mean=3.73 SD=1.24 Mode:Written Reprimand	Mean=3.64 SD=1.10 Mode:Written Reprimand	Mean=3.52 SD=1.14 Mode:Written Reprimand	Mean=3.59 SD=1.21 Mode:*	Mean=3.43 SD=1.24 Mode:*
Case 8 Cover Up of Officer DUI Incident	Mean=3.32 SD=1.27 Mode: Suspension	Mean=3.50 SD=1.22 Mode: Suspension	Mean=3.03 SD=1.21 Mode: Suspension	Mean=3.33 SD=1.16 Mode: Suspension	Mean=2.81 SD=1.31 Mode: Suspension	Mean=3.20 SD=1.30 Mode: Suspension
Case 9 Free Drinks to Ignore Late Bar	Mean=4.80 SD=1.22 Mode: Dismissal	Mean=4.79 SD=1.21 Mode: Dismissal	Mean=4.01 SD=1.21 Mode: Suspension	Mean=4.11 SD=1.13 Mode: Suspension	Mean=4.01 SD=1.16 Mode: Suspension	Mean=4.08 SD=1.14 Mode: Suspension
Case 10 Excessive Force on Car Thief	Mean=4.54 SD=1.17 Mode: Suspension	Mean=4.52 SD=1.14 Mode: Suspension	Mean=3.78 SD=1.30 Mode: Suspension	Mean=3.93 SD=1.25 Mode: Suspension	Mean=3.76 SD=1.28 Mode: Suspension	Mean=3.99 SD=1.23 Mode: Suspension
Case 11 Theft from found Wallet	Mean=5.66 SD=0.81 Mode: Duismissal	Mean=5.61 SD=0.83 Mode: Dismissal	Mean=5.02 SD=1.19 Mode: Dismissal	Mean=4.95 SD=1.22 Mode: Dismissal	Mean=5.08 SD=1.18 Mode: Dismissal	Mean=5.03 SD=1.18 Mode: Dismissal

* 29.7% of the sample indicated a written reprimand while 27.5% indicated a period of suspension. For the discipline would responses, the respective distributions were 30.0% and 28.5%.
** 41.3% of the respondents indicated that a period of suspension would be the discipline administered. However, 47.6% indicated that dismissal should be the discipline administered.
*** 45.8% indicated suspension would be the discipline, while 42.6% indicated dismissal would be the discipline.
# While the modal response was for no discipline (29.4%), 29% indicated a verbal reprimand should be administered and 23.6% indicated a written reprimand should be the discipline.
**** Percent indicating would be a written reprimand and percent indicating discipline would be a period of suspension were virtually identical, 32.2% and 32.8%, respectively.
@ 26.1% indicated a written reprimand should be the discipline administered.

Willingness to Report

Table A3 (06) - Agency Response Profile - Willingness to Report, Medium Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	OWN Willingness to Report	OTHERS Willingness to Report	OWN Willingness to Report	OTHERS Willingness to Report	OWN Willingness to Report	OTHERS Willingness to Report
Case 1 Off Duty Alarm System Business	Rank=1 Mean=1.69 SD=1.19	Rank=1 Mean=1.77 SD=1.18	Rank=1 Mean=1.40 SD=0.92	Rank=1 Mean=1.50 SD=0.86	Rank=1 Mean=1.37 SD=0.94	Rank=1 Mean=1.46 SD=0.91
Case 2 Free Meals and Discounts on Beat	Rank=2 Mean=2.62 SD=1.47	Rank=2 Mean=2.45 SD=1.15	Rank=2 Mean=2.25 SD=1.40	Rank=2 Mean=2.03 SD=1.11	Rank=2 Mean=1.94 SD=1.27	Rank=2 Mean=1.82 SD=1.08
Case 3 Bribe from Speeding Motorist	Rank=10 Mean=4.77 SD=0.59	Rank=10 Mean=4.72 SD=0.55	Rank=10 Mean=4.18 SD=1.27	Rank=10 Mean=3.92 SD=1.22	Rank=9 Mean=4.92 SD=1.15	Rank=9 Mean=4.85 SD=1.14
Case 4 Holiday Gifts from Merchants	Rank=3 Mean=2.94 SD=1.55	Rank=3 Mean=2.83 SD=1.35	Rank=3 Mean=2.60 SD=1.54	Rank=3 Mean=2.39 SD=1.29	Rank=4 Mean=2.36 SD=1.41	Rank=4 Mean=2.28 SD=1.25
Case 5 Theft of Watch from Crime Scene	Rank=11 Mean=4.94 SD=0.25	Rank=11 Mean=4.84 SD=0.44	Rank=11 Mean=4.41 SD=1.15	Rank=11 Mean=4.22 SD=1.09	Rank=11 Mean=4.53 SD=1.06	Rank=11 Mean=4.34 SD=1.03
Case 6 Auto Repair Shop 5% Kickback	Rank=8 Mean=4.64 SD= 0.73	Rank=8 Mean=4.46 SD=0.73	Rank=6 Mean=3.84 SD=1.47	Rank=8 Mean=3.55 SD=1.31	Rank=8 Mean=3.95 SD=1.36	Rank=8 Mean=3.71 SD=1.25
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Rank=5 Mean=4.25 SD=1.00	Rank=6 Mean=4.07 SD=1.04	Rank=6 Mean=3.57 SD=1.43	Rank=7 Mean=3.44 SD=1.32	Rank=6 Mean=3.45 SD=1.45	Rank=6 Mean=3.29 SD=1.34
Case 8 Cover Up of Officer DUI Incident	Rank=4 Mean=3.19 SD=1.46	Rank=4 Mean=3.05 SD=1.27	Rank=4 Mean=2.62 SD=1.48	Rank=4 Mean=2.47 SD=1.30	Rank=3 Mean=2.34 SD=1.45	Rank=3 Mean=2.28 SD=1.25
Case 9 Free Drinks to Ignore Late Bar	Rank=7 Mean=4.50 SD=0.87	Rank=7 Mean=4.28 SD=0.92	Rank=7 Mean=3.63 SD=1.51	Rank=6 Mean=3.35 SD=1.38	Rank=7 Mean=3.73 SD=1.42	Rank=7 Mean=3.47 SD=1.32
Case 10 Excessive Force on Car Thief	Rank=6 Mean=4.41 SD=0.95	Rank=5 Mean=4.06 SD=1.08	Rank=5 Mean=3.38 SD=1.52	Rank=5 Mean=3.00 SD=1.47	Rank=5 Mean=3.39 SD=1.51	Rank=5 Mean=3.07 SD=1.38
Case 11 Theft from found Wallet	Rank=9 Mean=4.74 SD=0.66	Rank=9 Mean=4.65 SD=0.70	Rank=9 Mean=4.12 SD=1.29	Rank=9 Mean=3.83 SD=1.30	Rank=10 Mean=4.23 SD=1.26	Rank=10 Mean=3.96 SD=1.25

similar agencies, and the national sample suggests that there is a greater amount of intolerance for misconduct in police agencies than even most police officers realize. If this is true an officer, supervisor, or administrator who stands up against misconduct may well find more support than he or she expects.

Officers in your agency rank ordered the seriousness of misconduct quite similarly to officers in our national sample.

The next thing you may notice about Table A1 is that the ranking offered by officers in your agency of their views of the seriousness of the behavior described in each case was very similar to the national ranking. What this means is that **officers in your agency share an understanding of the *relative seriousness*** of the types of misconduct described in the survey that was very similar to police officers across the United States.

Relative seriousness, reflected in the way in which the cases are rank ordered is, however, quite different from absolute seriousness which is reflected in the mean scores. Police officers in different agencies often gave very different answers to how serious they considered the behavior described in each of the cases to be.

How Your Agency Compares with Other Agencies on Seriousness

We urge you to look very carefully at the mean seriousness scores officers in your agency assigned to each of the eleven cases and compare them to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which your agency differs from most other agencies. You will find, overall, that ***your officers consistently rated the cases we asked about as MORE serious than officers from other agencies***. When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of seriousness scores, *your agency came out 2nd of 30 agencies in terms of officer's own estimates of seriousness and tied for 1st out of 30 in terms of officer's estimates of how serious most officers in your agency would rate them.*

You should be pleased by these findings. The best way we know to control corruption and abuse in any police agency is to create an environment among officers in that agency that is intolerant of it. A key component of such an environment is the belief among officers that such behavior is wrong. Officers in your agency feel more strongly about the seriousness of the behavior we asked them about than do officers in at least two thirds of the agencies we surveyed.

Discipline

The answers for the two discipline questions, ' What discipline, if any, do you think this behavior SHOULD receive?" and "What discipline, if any, do you think this behavior WOULD receive?" are reported in Table A2. We found in our national sample a very high degree of agreement among police officers on the answers to these questions.

What this finding means is that, nationally, police officers believe that the discipline that would actually be given in their departments for the types of offenses we asked about in our survey was fair, at least in terms of its severity..We did not ask any questions about disciplinary procedures or process in our survey. Thus we cannot say anything about how officers in your agency regard the fairness of the process or procedure of discipline. We did ask officers for their opinions about the appropriate severity of discipline. **Discipline in your agency is seen to be fair, at least with respect to its severity.**. In nine out of the eleven incidents we asked about, the discipline most officers thought **should** be given was the discipline that they thought **would be** given.

Minority Opinions

Although these national summary figures suggest a high degree of agreement among U.S. officers on appropriate and expected discipline, closer analysis reveals that for some of the conduct described in our survey a substantial minority of officers differ with the majority opinion. Table A4 below was constructed to identify this minority opinion in the national sample by comparing the difference between officers' scores on the "discipline SHOULD receive" and "discipline WOULD receive" questions.

This analysis found that, in our national sample, more than twenty percent of officers believed that the discipline they would receive in their agencies would be ***too harsh in four cases***: Case 2 - receiving free meals and discounts on their beats; Case 4 - receiving holiday gifts from merchants on their beats; Case 8 - covering up a DUI offense and minor accident by a police officer; and Case 10 - using excessive force on a car thief after a foot pursuit. A substantial minority (18.6%) also thought that a supervisor who offered a line officer a holiday day off in exchange for the officer's tuning up the supervisor's personal automobile (Case 7) would be punished too leniently.

We performed the same analysis on the responses about discipline from the officers we surveyed in your agency. ***Overall, we found that the majority of officers in your agency thought that the severity of discipline in your agency was fair***. However, we urge you to attend to the fact that, as was the case with the national sample, there is a substantial minority of officers who do not think that the level of discipline in your agency is appropriate.. More than twenty percent of officers in your agency believe that the discipline that would be given in Cases 2 and 8 would be too harsh and more than twenty percent believed that in Case 7, it would be too lenient.

These findings do not mean that disciplinary policies in your agency should be altered in the direction suggested by this minority opinion. They do suggest that this minority opinion may be a factor to be dealt with when administering discipline at current levels in your agency.

TABLE A4: U.S. Police Officer Opinions on the Fairness of the Severity of Discipline in their Agencies: Percent of U.S. Police Officers Finding Discipline in their Agencies Too Harsh, Too Lenient, or Fair, by Case

CASE / DISCIPLINE	1 - Off Duty Security System Business	2 - Free Meals, Discounts on Beat	3 - Bribe from Speeding Motorist	4 - Holiday Gifts from Merchants	5 - Crime Scene Theft of Watch	6 - Auto Repair Shop 5% Kickback	7 - Super-visor: Holi-day for Tune-up	8 - Cover-Up of Police DUI Accident	9 - Drinks to Ignore Late Bar Closing	10 - Excessive Force on car Thief	11 - Theft from Found Wallet
Too Harsh	13.1%	**26.4%**	9.4%	**27.0%**	3.4%	12.5%	10.3%	**30.3%**	13.4%	**21.5%**	6.9%
Fair	83.9%	64.6%	78.7%	66.3%	89.0%	79.8%	71.1%	62.9%	78.3%	71.7%	83.6%
Too Lenient	2.9%	9.0%	11.9%	6.7%	7.6%	7.7%	**18.6%**	6.8%	8.3%	6.9%	9.5%

TABLE A5:(06) Opinions of Officers in Your Agency about the Fairness of Discipline: Percent Finding Discipline Too Harsh, Too Lenient, or Fair, by Case

CASE / DISCIPLINE	1 - Off Duty Security System Business	2 - Free Meals, Discounts on Beat	3 - Bribe from Speeding Motorist	4 - Holiday Gifts from Merchants	5 - Crime Scene Theft of Watch	6 - Auto Repair Shop 5% Kickback	7 - Super-visor: Holi-day for Tune-up	8 - Cover-Up of Police DUI Accident	9 - Drinks to Ignore Late Bar Closing	10 - Excessive Force on car Thief	11 - Theft from Found Wallet
Too Harsh	16.5%	22.9%	2.8%	19.3%	0.9%	10.1%	4.6%	23.1%	11.0%	9.2%	0.9%
Fair	78.0%	68.8%	89.0%	73.4%	94.4%	88.1%	75.2%	68.5%	79.8%	82.6%	94.5%
Too Lenient	5.5%	8.3%	8.3%	7.3%	4.6%	1.8%	20.2%	8.3%	9.2%	8.3%	4.6%

How Your Agency Compares with Other Agencies on Discipline

Finally, we urge you to look very carefully at Table A2 once again, and in particular at the mean disciplinary scores officers in your agency assigned to each of the eleven cases. Compare them to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which your agency differs from most other agencies with respect to the severity of discipline. You will find, overall, that ***your officers rated the cases we asked about as deserving a higher degree of discipline than officers from other agencies***. When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of discipline scores, *your agency came out tied for 2nd out of 30 agencies in terms of officers' estimates of the discipline they thought cases should receive and tied for 2nd out of 30 agencies in terms of officers' estimates of discipline they thought cases would receive.*

This is *well above average* for all of the U.S. police agencies we surveyed. It indicates not only a high level of intolerance of corruption and abuse among the administration in your agency but also a strong support for relatively strict discipline for corruption and abuse throughout your entire agency.

Willingness to Report

Table A3 above summarize the responses of officers in your agency, as well as those of officers in similar agencies and in the national sample, to the two "willingness-to-report" questions:

> "Do you think YOU would report a fellow police officer who engaged in this behavior?"
>
> and
>
> "Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?"

These questions were asked of all eleven cases and the responses to these questions could range from 1 to 5. A response of "1" meant "definitely would NOT" report and a response of "5" meant "definitely WOULD report."

The answers to these questions are of critical importance and we urge you to study them closely. They describe what has sometimes been called the "Blue Curtain" or the "Police Code of Silence." Both expressions, as you are probably aware, refer to the willingness of officers to remain silent about the misconduct of other police officers.

Our research shows that The Code is, overall, very strong in most of the police agencies we surveyed. On the five point scale, the mean score of all officers own willingness to report exceeded 4.0 in only three of the eleven cases, one involving bribery and the other two involving theft. When

the national sample of officers were asked how likely most other officers in their agency were to report misconduct, only one case - Case 5 - involving theft of a watch from a crime scene, earned a mean value higher than 4.0. We should note, however, that the strength of The Code varies dramatically between agencies. In some agencies most officers appear to be willing to tolerate in silence almost any misconduct by fellow officers. In others officers run a substantial risk of being reported by fellow officers for even relatively low levels of misconduct.

We urge you to look very carefully at the mean willingness-to-report scores officers in your agency assigned to each of the eleven cases. They describe in numerical detail the contours of The Code as it exists in your agency. You should also compare the mean scores in your agency to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which The Code in your agency differs from most other agencies.

The Contours of The Code among Line Officers in Your Agency

Because The Code dictates what an officer should or should not report to supervisors or administrators, focusing on line officer responses to the willingness to report questions is probably most helpful in answering two critical questions:

What type of misconduct by fellow police officers will most police officers in your agency NOT report?

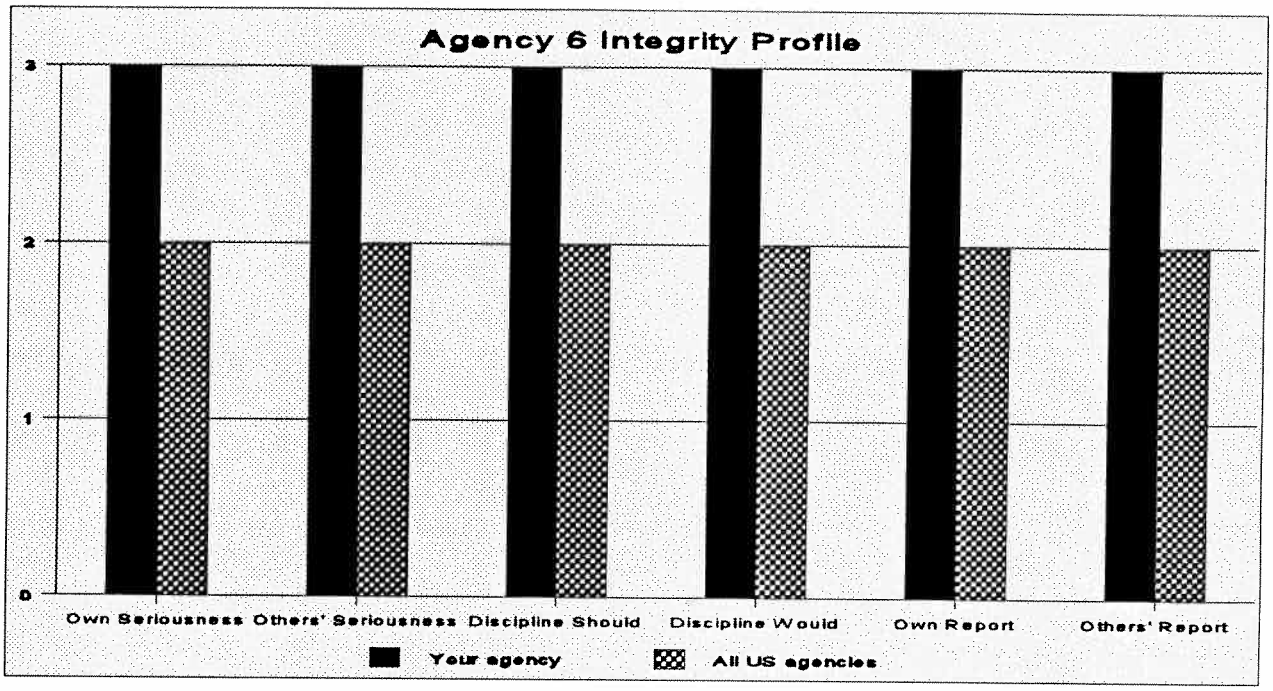
and

What type of misconduct by fellow police officers WILL most police officers in your agency report?

The answers to these questions may be found by carefully looking at Table A7 below. It displays the number and percent of line officers in your agency who gave each of the five possible responses to the question about how willing they would be to report the behavior described in each case. In order to determine what behavior most officers in your agency will not report, we suggest that you look at the percentage figures in columns 1 and 2 of Table A7. If the sum of those percentages in any row in those two columns exceeds 50%, you should conclude that the behavior described will NOT be reported by most officers in your agency. To determine what behavior most officers in your agency will report, we suggest that you look at the percentage scores in columns 4 and 5 of Table A7. If the sum of the percentages in any row in those two columns exceeds 50%, you should conclude that the behavior described will be reported by most officers in your agency.

Table A7(6) - Your Agency Response Profile - Line Officer Estimates of their OWN Willingness to Report

SCORE Case # & Description	Definitely Not (1) % (#)	2 % (#)	3 % (#)	4 % (#)	Definitely Yes (5) % (#)	TOTALS % (#)
Case 1 Off Duty Alarm System Business	67.1% (53)	19% (15)	7.6% (6)	5.1% (4)	1.3% (1)	100% (79)
Case 2 Free Meals and Discounts on Beat	36..7% (29)	31.6% (25)	11.4% (9)	13.9% (11)	6.3% (5)	100% (79)
Case 3 Bribe from Speeding Motorist	0% (0)	1.3% (1)	6.3% (5)	11.4% (9)	81% (64)	100% (79)
Case 4 Holiday Gifts from Merchants	34.2% (27)	21.5% (17)	12.7% (10)	16.5% (13)	15.2% (12)	100% (79)
Case 5 Theft of Watch from Crime Scene	0% (0)	0% (0)	0% (0)	7.6% (6)	92.4% (73)	100% (79)
Case 6 Auto Repair Shop 5% Kickback	2.5% (2)	0% (0)	5.1% (4)	25.3% (20)	67.1% (53)	100% (79)
Case 7 Supervisor Offers Holiday Off for Auto Tune Up%	1.3% (1)	7.6% (6)	19% (15)	24.1% (19)	48.1% (38)	100% (79)
Case 8 Cover Up of Offficer DUI Incident	21.8% (17)	16.7% (13)	23.1% (18)	17.9% (14)	20.5% (16)	100% (78)
Case 9 Free Drinks to Ignore Late Bar	0% (0)	7.6% (6)	10.1% (8)	22.8% (18)	59.5% (47)	100% (79)
Case 10 Excessive Force on Car Thief	1.3% (1)	7.6% (6)	13.9% (11)	21.5% (17)	55.7% (44)	100% (79)
Case 11 Theft from found Wallet	0% (0)	3.8% (3)	5.1% (4)	11.4% (9)	79.7% (63)	100% (79)



While The Code exists in some form in all police agencies, it is the responsibility of every police administration to attempt to confine the behavior it covers. In examining the willingness-to-report responses from line officers in your agency, the failure of a majority of officers to say that they would report a kickback deal (Case 7); a bribery (Case 3); or a theft (Cases 5 and 11) should be regarded with particular concern. This concern should rise dramatically, if, in any of these cases, a majority of line officers declare that they would not report such behavior.

How Your Agency Compares with Other Agencies on Willingness to Report Misconduct

When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of their willingness-to- report scores, *your agency came out 2nd of 30 agencies in terms of officers' estimates of their own willingness to report the behavior described in the eleven cases. Their answers to the question about what behavior they thought most officers in your agency would be willing to report placed your agency in a tie for 1st place out of all 30 agencies we surveyed.*

These scores indicate that officers in your agency are much less willing than officers in most agencies we surveyed to tolerate corruption and abuse in silence. The Code is under control in your agency and provides an environment that strongly discourages misconduct. It is a very positive finding of which everyone in your agency is entitled to be proud.

Summary

We believe that you may find it helpful to have an overall picture of the integrity profile of your agency as it emerged from our survey. Chart A1 provides such a picture. It depicts how your

agency stacks up against all other agencies we surveyed on each of the six questions asked about all eleven cases. If your agency scored among the bottom third of agencies we surveyed on a question it was awarded one point, two if it scored in the middle third, and three if it scored among the top third. These scores are displayed an Chart 1 with your agency's scores represented by the solid black bar and the mid-point agency in our national sample represented by the checkered bar. This chart summarizes, at a glance, whether your agency scored above, below, or about the same as other agencies we surveyed.

By using this same 1, 2, 3 point system to rate each agency's answers to each question, it made it possible not only to assign each agency an overall integrity profile score but rank each agency with respect to all the others we surveyed. These scores could range from a maximum of 18 for an agency that scored among the top third of agencies on all six questions to a minimum of 6 for an agency that scored in the bottom third of agencies on all six questions.

Table A8 below shows how we arrived at the total summary score for your agency as well as the total summary score for all of the other agencies we surveyed. It also shows where this total summary score ranked your agency among the thirty agencies we surveyed.

In closing we should like to emphasize that the survey and the measures we created to describe our findings do *NOT* measure the amount or extent of corruption in your agency. They *ARE* a measure of the culture of integrity in your agency. They do *NOT* identify either corrupt or honest individual officers nor do they provide any evidence whatsoever of any type of abusive or dishonest practice, past, present, or future. They *DO* describe in a fairly precise and specific way the levels and the areas in which the culture of your agency makes it likely to resist or tolerate certain types of misconduct on the part of its employees. Hopefully, they will serve as both a reminder and a guide - a reminder that enhancing the culture of integrity should be a major goal of police administration and a guide to where in any particular agency those efforts should be directed. We hope that this information proves useful to you and thank your agency for participating in this research project.

Table A8 - Composite Seriousness, Discipline, and Willingness to Report Scores. Rank Ordered by Total Agency Integrity Profile Score

Agency	Own Opinion of Seriousness	Others' Opinion of Seriousness	Discipline SHOULD Receive	Discipline WOULD Receive	Own Willingness to Report	Others' Willingness to Report	Integrity Profile Rank Score
1	3	3	3	3	3	3	1 18
3	3	3	3	3	3	3	1 18
4	3	3	3	3	3	3	1 18
6	3	3	3	3	3	3	1 18
10	3	3	3	3	3	3	1 18
17	3	3	3	3	3	3	1 18
30	3	3	3	3	3	3	1 18
2	3	2	3	3	3	3	8 17
18	2	2	3	3	3	3	9 16
7	3	2	2	2	3	3	10 15
11	3	3	2	2	2	2	11 14
12	3	3	3	1	2	2	11 14
5	2	2	2	3	2	2	13 13
19	3	2	2	2	2	2	13 13
20	3	2	2	2	2	2	13 13
29	2	3	2	1	2	2	16 12
26	3	2	2	2	1	1	17 11
27	2	2	2	1	2	2	17 11
24	2	2	1	1	2	2	19 10
21	1	1	2	3	1	1	20 9
22	1	1	2	2	1	2	20 9
9	2	1	2	1	1	1	22 8
16	1	1	1	1	2	2	22 8
13	1	2	1	1	1	1	24 7
14	1	1	1	2	1	1	24 7
15	1	1	1	1	2	1	24 7
23	1	1	1	2	1	1	24 7
25	1	1	1	2	1	1	24 7
8	1	1	1	1	1	1	29 6
28	1	1	1	1	1	1	29 6

Agency No. 07
Integrity Profile

Some time ago members of your agency participated in a national survey of police officer opinions about the severity of certain types of misconduct, the punishment they believed that misconduct deserved, and their willingness to report that misconduct. This report profiles the responses of officers in your agency and permits you to compare the responses from your agency not only with the national results but with the results from agencies that are similar in size to your agency.

The Survey

In all we surveyed 3235 U.S. police officers from thirty different police agencies. The survey described eleven different scenarios. They are displayed in Figure 1 on the following page. You will recall that we asked the same six questions about each of these eleven scenarios. Two questions dealt with the **seriousness** of the behavior described in the scenarios; two with the **discipline** it should or would receive; and two with the **willingness to report** such behavior.

1. How serious do YOU consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

2. How serious do MOST POLICE OFFICERS IN YOUR AGENCY consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

3. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think SHOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

4. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think WOULD follow.

1. NONE
2. VERBAL REPRIMAND
3: WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

5. Do you think YOU would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

6. Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

Figure 1: Case-Scenarios

Case 1. A police officer runs his own private business in which he sells and installs security devices, such as alarms, special locks, etc. He does this work during his off-duty hours.

Case 2. A police officer routinely accepts free meals, cigarettes, and other items of small value from merchants on his beat. He does not solicit these gifts and is careful not to abuse the generosity of those who give gifts to him.

Case 3. A police officer stops a motorist for speeding. The officer agrees to accept a personal gift of half of the amount of the fine in exchange for not issuing a citation.

Case 4. A police officer is widely liked in the community, and on holidays local merchants and restaurant and bar owners show their appreciation for his attention by giving him gifts of food and liquor.

Case 5. A police officer discovers a burglary of a jewelry shop. The display cases are smashed and it is obvious that many items have been taken. While searching the shop, he takes a watch, worth about two days pay for that officer. He reports that the watch had been stolen during the burglary.

Case 6. A police officer has a private arrangement with a local auto body shop to refer the owners of the cars damaged in the accidents to the shop. In exchange for each referral, he receives a payment of 5% of the repair bill from the shop owner.

Case 7. A police officer, who happens to be a very good auto mechanic, is scheduled to work during coming holidays. A supervisor offers to give him these days off, if he agrees to tune-up his supervisor's personal car. Evaluate the SUPERVISOR'S behavior.

Case 8. At 2 A.M. a police officer, who is on duty, is driving his patrol car on a deserted road. He sees a vehicle that has been driven off the road and is stuck in a ditch. He approaches the vehicle and observes that the driver is not hurt but is obviously intoxicated. He also finds that the driver is a police officer. Instead of reporting this accident and offense he transports the driver to his home.

Case 9. A police officer finds a bar on his beat which is still serving drinks a half hour past its legal closing time. Instead of reporting this violation, the police officer agrees to accept a couple of free drinks from the owner.

Case 10. Two police officers on foot patrol surprise a man who is attempting to break into an automobile. The man flees. They chase him for about two blocks before apprehending him by tackling him and wrestling him to the ground. After he is under control both officers punch him a couple of times in the stomach as punishment for fleeing and resisting.

Case 11. A police officer finds a wallet in a parking lot. It contains the amount of money equivalent to a full-day's pay for that officer. He reports the wallet as lost property, but keeps the money for himself.

On Tables A1, A2, and A3 below we report the mean and standard deviation[1] of the answers officers from your agency gave with respect to each of the eleven case scenarios. We have also provided the rank order of the cases and, in the case of discipline, the modal or most frequently given response. Moreover, in order to let you compare the answers given by officers in your agency with those given by officers in other agencies, we provide in the same tables the same measures from agencies of similar size to your agency as well as from our national sample. To make comparison easier we summarize the two responses about **Seriousness** in Table A1, the two responses about **Discipline** in Table A2, and the two responses about **Willingness to Report** in Table A3. The number in parentheses following the table numbers in this report is an identifying number we have assigned to your agency.

What Can be Learned About Your Agency From the Survey? How do Officers in Your Agency Differ in Their Responses from Officers in the National Survey and Officers from Similar Agencies?

Seriousness

Let's first consider the responses reported in Table A1. They deal with the two "seriousness" questions: the officers' OWN estimate of seriousness and the estimate of how serious OTHER officers in your agency would regard the behavior described in each case..

Officers in your agency as well as officers in similar agencies and in the national sample consistently <u>underestimate</u> how serious other police officers in their agencies regard the incidents of misconduct we asked about in the survey.

The first thing you should notice is that officers in your agency consistently **<u>UNDERESTI-MATE</u>** how serious most officers in your agency regard the behavior described in the cases in the survey. You will note that we found the same thing to be true in agencies that were similar to your agency as well as in the national sample. This finding could suggest that even though the survey was confidential, officers who filled out the surveys may have tried to make themselves "look good" (perhaps to themselves?) by saying that their own personal estimates of seriousness were higher than they actually were. This is a possibility, but there is another that is also worth considering.

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[1] For those of you who may be unfamiliar with these measures: the mean is simply the mathematical average, as is, for example, a batting average in baseball. The standard deviation is a measure of the dispersion of scores around the mean. A very low standard deviation would mean that the vast majority of people selected the same or almost the same answer; a high standard deviation would mean that there was considerable difference among people in how they answered this question.

Seriousness of Misconduct

Table A1 (07): Agency Response Profile - Seriousness Rank, Mean, and Standard Deviation of Responses, Small Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	Seriousness Own Opinion	Seriousness Other Opinion	Seriousness Own Opinion	Seriousness Other Opinion	Seriousness Own Opinion	Seriousness Other Opinion
Case 1 Off Duty Alarm System Business	Rank=1 Mean=1.62 SD= 1.17	Rank=1 Mean= 1.62 SD= 0.80	Rank=1 Mean=1.47 SD=0.99	Rank=1 Mean=1.50 SD=0.92	Rank=1 Mean=1.46 SD=0.94	Rank=1 Mean=1.48 SD=0.87
Case 2 Free Meals and Discounts on Beat	Rank=3 Mean= 2.69 SD= 0.93	Rank=3 Mean=2.43 SD= 1.10	Rank=2 Mean=2.66 SD=1.19	Rank=2 Mean=2.29 SD=1.08	Rank=2 Mean=2.60 SD=1.33	Rank=2 Mean=2.31 SD=1.17
Case 3 Bribe from Speeding Motorist	Rank=9.5 Mean= 4.92 SD=0.39	Rank=9.5 Mean= 4.85 SD=0.46	Rank=10 Mean=4.94 SD=0.28	Rank=10 Mean=4.64 SD=0.78	Rank=10 Mean=4.50 SD=0.90	Rank=10 Mean=4.81 SD=0.52
Case 4 Holiday Gifts from Merchants	Rank =4 Mean =3.24 SD=1.33	Rank=5 Mean=3.32 SD=1.14	Rank=3 Mean=2.72 SD=1.33	Rank=3 Mean=2.52 SD=1.30	Rank=3 Mean=2.84 SD=1.38	Rank=3 Mean=2.64 SD=1.28
Case 5 Theft of Watch from Crime Scene	Rank=11 Mean=5.00 SD=0.00	Rank=11 Mean=4.96 SD=0.20	Rank=11 Mean=4.95 SD=0.31	Rank=11 Mean=4.80 SD= 0.58	Rank=11 Mean=4.95 SD=0.32	Rank=11 Mean=4.88 SD=0.45
Case 6 Auto Repair Shop 5% Kickback	Rank=8 Mean=4.65 SD=0.69	Rank=7.5 Mean=4.39 SD=0.90	Rank=7 Mean=4.56 SD=0.93	Rank=7 Mean=4.10 SD=1.13	Rank=7 Mean=4.50 SD=0.90	Rank=7 Mean=4.25 SD=0.98
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Rank=6 Mean= 4.19 SD=0.98	Rank=6 Mean=4.04 SD=0.96	Rank=6 Mean=4.18 SD=1.06	Rank=6 Mean=3.97 SD=1.09	Rank=6 Mean=4.18 SD=1.04	Rank=6 Mean=3.96 SD=1.10
Case 8 Cover Up of Officer DUI Incident	Rank=2 Mean= 2.62 SD=1.27	Rank=2 Mean= 2.39 SD=1.30	Rank=4 Mean=2.74 SD=1.40	Rank=4 Mean=2.42 SD=1.20	Rank=4 Mean=3.03 SD=1.39	Rank=4 Mean=2.86 SD=1.27
Case 9 Free Drinks to Ignore Late Bar	Rank=7 Mean= 4.50 SD=0.95	Rank=7.5 Mean= 4.39 SD=0.94	Rank=8 Mean=4.56 SD=0.93	Rank=8 Mean=4.22 SD=0.98	Rank=8 Mean=4.54 SD=0.90	Rank=8 Mean=4.28 SD=1.02
Case 10 Excessive Force on Car Thief	Rank=5 Mean= 3.54 SD= 1.30	Rank=4 Mean=3.12 SD=1.18	Rank=5 Mean=3.69 SD=1.43	Rank=5 Mean=3.26 SD=1.43	Rank=5 Mean=4.05 SD=1.23	Rank=5 Mean=3.70 SD=1.26
Case 11 Theft from found Wallet	Rank=9.5 Mean= 4.92 SD= 0.27	Rank=9.5 Mean=4.85 SD=0.46	Rank=9 Mean=4.84 SD=0.58	Rank=9 Mean=4.78 SD=0.59	Rank=9 Mean=4.85 SD=0.54	Rank=9 Mean=4.69 SD=0.72

Discipline

Table A2 (07): Agency Response Profile - Discipline: Mean, Standard Deviation, and Modal Responses, Small Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive
Case 1 Off Duty Alarm System Business	Mean=1.27 SD=0.72 Mode: None	Mean=1.58 SD=1.00 Mode: None	Mean=1.30 SD=0.73 Mode: None	Mean=1.39 SD=0.86 Mode: None	Mean=1.33 SD=0.82 Mode: None	Mean=1.51 SD=1.02 Mode: None
Case 2 Free Meals and Discounts on Beat	Mean=2.08 SD=0.48 Mode:Verbal Reprimand	Mean=2.23 SD=0.82 Mode:Verbal Reprimand	Mean=2.06 SD=0.88 Mode:Verbal Reprimand	Mean=2.08 SD=0.95 Mode: Verbal Reprimand	Mean=2.13 SD=1.03 Mode:Verbal Reprimand	Mean=2.37 SD=1.09 Mode:Verbal Reprimand
Case 3 Bribe from Speeding Motorist	Mean=4.77 SD=1.03 Mode: Suspension	Mean=4.89 SD=0.99 Mode: Suspension	Mean=4.84 SD=1.21 Mode: Dismissal	Mean=4.80 SD=1.22 Mode: Dismissal	Mean=4.97 SD=1.89 Mode: Dismissal	Mean=4.90 SD=1.18 Mode: Dismissal**
Case 4 Holiday Gifts from Merchants	Mean=2.88 SD=1.05 Mode:Verbal Reprimand	Mean=3.04 SD=0.89 Mode: Written Reprimand	Mean=2.37 SD=1.15 Mode:Verbal Reprimand	Mean=2.52 SD=1.16 Mode:Written Reprimand	Mean=2.53 SD=1.26 Mode:Verbal Reprimand	Mean=2.82 SD=1.27 Mode:Written Reprimand
Case 5 Theft of Watch from Crime Scene	Mean=5.80 SD=0.58 Mode: Dismissal	Mean=5.81 SD=0.57 Mode: Dismissal	Mean=5.67 SD=0.80 Mode: Dismissal	Mean =5.52 SD=0.89 Mode: Dismissal	Mean=5.66 SD=0.80 Mode: Dismissal	Mean=5.57 SD=0.87 Mode: Dismissal
Case 6 Auto Repair Shop 5% Kickback	Mean=4.42 SD=1.30 Mode: Suspension	Mean=4.42 SD=1.10 Mode: Suspension	Mean=4.36 SD=1.36 Mode: Suspension	Mean=4.37 SD=1.34 Mode: Suspension	Mean=4.40 SD=1.30 Mode: Suspension	Mean=4.46 SD=1.25 Mode: Suspension
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Mean=3.19 SD=0.90 Mode:Written Reprimand	Mean=3.23 SD=1.18 Mode: Suspension	Mean=3.47 SD=1.18 Mode:Written Reprimand	Mean=3.27 SD=1.23 Mode:Written Reprimand	Mean=3.59 SD=1.21 Mode:*	Mean=3.43 SD=1.24 Mode:*
Case 8 Cover Up of Officer DUI Incident	Mean=2.35 SD=1.26 Mode:Verbal Reprimand	Mean=2.73 SD=1.34 Mode:Verbal Reprimand	Mean=2.47 SD=1.30 Mode: None	Mean=2.69 SD=1.37 Mode: None	Mean=2.81 SD=1.31 Mode: Suspension	Mean=3.20 SD=1.30 Mode: Suspension
Case 9 Free Drinks to Ignore Late Bar	Mean=3.73 SD=0.72 Mode: Suspension	Mean=3.89 SD=0.77 Mode: Suspension	Mean=3.80 SD=1.15 Mode: Suspension	Mean=3.83 SD=1.19 Mode: Suspension	Mean=4.01 SD=1.16 Mode: Suspension	Mean=4.08 SD=1.14 Mode: Suspension
Case 10 Excessive Force on Car Thief	Mean=3.12 SD=0.95 Mode: Written Reprimand	Mean=3.31 SD=0.97 Mode:Written Reprimand	Mean=3.38 SD=1.31 Mode: Suspension	Mean=3.54 SD=1.37 Mode: Suspension	Mean=3.76 SD=1.28 Mode: Suspension	Mean=3.99 SD=1.23 Mode: Suspension
Case 11 Theft from found Wallet	Mean= 4.92 SD=1.16 Mode: Dismissal	Mean=4.96 SD=1.17 Mode: Dismissal	Mean=4.88 SD=1.26 Mode: Dismissal	Mean=4.87 SD=1.30 Mode: Dismissal	Mean=5.08 SD=1.18 Mode: Dismissal	Mean=5.03 SD=1.18 Mode: Dismissal

* 29.7% of the sample indicated a written reprimand while 27.5% indicated a period of suspension. For the discipline would responses, the respective distributions were 30.0% and 28.5%.
** 41.3% of the respondents indicated that a period of suspension would be the discipline administered. However, 47.6% indicated that dismissal should be the discipline administered.
*** 45.8% indicated suspension would be the discipline, while 42.6% indicated dismissal would be the discipline.
# While the modal response was for no discipline (29.4%), 29% indicated a verbal reprimand should be administered and 23.6% indicated a written reprimand should be the discipline.
**** Percent indicating would be a written reprimand and percent indicating discipline would be a period of suspension were virtually identical, 32.2% and 32.8%, respectively.
@ 26.1% indicated a written reprimand should be the discipline administered.

Willingness to Report

Table A3 (07) - Agency Response Profile - Willingness to Report, Small Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	OWN Willingness to Report	OTHERS Willingness to Report	OWN Willingness to Report	OTHERS Willingness to Report	OWN Willingness to Report	OTHERS Willingness to Report
Case 1 Off Duty Alarm System Business	Rank=1 Mean=1.35 SD=0.69	Rank=1 Mean=1.69 SD=1.16	Rank=1 Mean=1.34 SD=0.95	Rank=1 Mean=1.42 SD=0.92	Rank=1 Mean=1.37 SD=0.94	Rank=1 Mean=1.46 SD=0.91
Case 2 Free Meals and Discounts on Beat	Rank=3 Mean=1.96 SD=1.15	Rank=3 Mean=1.92 SD=0.93	Rank=2 Mean=1.79 SD=1.17	Rank=2 Mean=1.71 SD=1.02	Rank=2 Mean=1.94 SD=1.27	Rank=2 Mean=1.82 SD=1.08
Case 3 Bribe from Speeding Motorist	Rank=9 Mean=4.62 SD=0.64	Rank=9 Mean=4.39 SD=0.98	Rank=9 Mean=3.88 SD=1.46	Rank=9 Mean=3.62 SD=1.37	Rank=9 Mean=4.92 SD=1.15	Rank=9 Mean=4.85 SD=1.14
Case 4 Holiday Gifts from Merchants	Rank=5 Mean=3.08 SD=1.61	Rank=5 Mean=3.04 SD=1.34	Rank=4 Mean=2.13 SD=1.34	Rank=4 Mean=2.04 SD=1.17	Rank=4 Mean=2.36 SD=1.41	Rank=4 Mean=2.28 SD=1.25
Case 5 Theft of Watch from Crime Scene	Rank=11 Mean=4.89 SD=0.43	Rank=11 Mean=4.89 SD=0.43	Rank=11 Mean=4.33 SD=1.25	Rank=11 Mean=4.16 SD=1.15	Rank=11 Mean=4.53 SD=1.06	Rank=11 Mean=4.34 SD=1.03
Case 6 Auto Repair Shop 5% Kickback	Rank=8 Mean=4.42 SD=0.90	Rank=8 Mean=4.19 SD=0.98	Rank=8 Mean=3.68 SD=1.51	Rank=8 Mean=3.40 SD=1.31	Rank=8 Mean=3.95 SD=1.36	Rank=8 Mean=3.71 SD=1.25
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Rank=6 Mean=3.69 SD=1.32	Rank=6 Mean=3.73 SD=1.22	Rank=6 Mean=3.35 SD=1.54	Rank=6 Mean=3.23 SD=1.38	Rank=6 Mean=3.45 SD=1.45	Rank=6 Mean=3.29 SD=1.34
Case 8 Cover Up of Officer DUI Incident	Rank=2 Mean=1.65 SD=0.98	Rank=2 Mean=1.85 SD=0.79	Rank=3 Mean=1.87 SD=1.27	Rank=3 Mean=1.83 SD=1.12	Rank=3 Mean=2.34 SD=1.45	Rank=3 Mean=2.28 SD=1.25
Case 9 Free Drinks to Ignore Late Bar	Rank=7 Mean=4.08 SD= 1.26	Rank=7 Mean=3.96 SD=1.18	Rank=7 Mean=3.39 SD=1.55	Rank=7 Mean=3.083 SD=1.45	Rank=7 Mean=3.73 SD=1.42	Rank=7 Mean=3.47 SD=1.32
Case 10 Excessive Force on Car Thief	Rank=4 Mean=2.92 SD=1.47	Rank=4 Mean=2.58 SD=1.17	Rank=5 Mean=2.69 SD=1.52	Rank=5 Mean=2.39 SD=1.33	Rank=5 Mean=3.39 SD=1.51	Rank=5 Mean=3.07 SD=1.38
Case 11 Theft from found Wallet	Rank=10 Mean=4.73 SD=0.53	Rank=10 Mean=4.58 SD=0.76	Rank=10 Mean=3.94 SD=1.42	Rank=10 Mean=3.62 SD=1.37	Rank=10 Mean=4.23 SD=1.26	Rank=10 Mean=3.96 SD=1.25

That possibility is that the "police culture" discourages individual officers from disclosing their true feelings about the misconduct of other officers. If this is so, then our finding about your agency, similar agencies, and the national sample suggests that there is a greater amount of intolerance for misconduct in police agencies than even most police officers realize. If this is true an officer, supervisor, or administrator who stands up against misconduct may well find more support than he or she expects.

Officers in your agency rank ordered the seriousness of misconduct quite similarly to officers in our national sample.

The next thing you may notice about Table A1 is that the ranking offered by officers in your agency of their views of the seriousness of the behavior described in each case was very similar to the national ranking. What this means is that **officers in your agency share an understanding of the *relative seriousness*** of the types of misconduct described in the survey that was very similar to police officers across the United States.

Relative seriousness, reflected in the way in which the cases are rank ordered is, however, quite different from absolute seriousness which is reflected in the mean scores. Police officers in different agencies often gave very different answers to how serious they considered the behavior described in each of the cases to be.

How Your Agency Compares with Other Agencies on Seriousness

We urge you to look very carefully at the mean seriousness scores officers in your agency assigned to each of the eleven cases and compare them to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which your agency differs from most other agencies. You will find, overall, that ***your officers consistently rated the cases we asked about as MORE serious than officers from other agencies***. When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of seriousness scores, *your agency came out tied with four other agencies in 10th place of 30 agencies in terms of officer's own estimates of seriousness and tied with two other agencies in 11th place out of 30 in terms of officer's estimates of how serious most officers in your agency would rate them.*

You should be pleased by the first finding and encouraged by the second. The best way we know to control corruption and abuse in any police agency is to create an environment among officers in that agency that is intolerant of it. A key component of such an environment is the belief among officers that such behavior is wrong. With respect to their own assessment of the seriousness of the behaviors we presented, officers in your agency feel more strongly about that seriousness than do officers in at least two thirds of the agencies we surveyed. As to their perception of other officers' assessments in your agency, their opinion is in the mid-range of officers in other agencies.

Discipline

The answers for the two discipline questions, "What discipline, if any, do you think this behavior SHOULD receive?" and "What discipline, if any, do you think this behavior WOULD receive?" are reported in Table A2. We found in our national sample a very high degree of agreement among police officers on the answers to these questions.

What this finding means is that, nationally, police officers believe that the discipline that would actually be given in their departments for the types of offenses we asked about in our survey was fair, at least in terms of its severity. We did not ask any questions about disciplinary procedures or process in our survey. Thus we cannot say anything about how officers in your agency regard the fairness of the process or procedure of discipline. We did ask officers for their opinions about the appropriate severity of discipline. **Discipline in your agency is seen to be fair, at least with respect to its severity.** In nine (9) out of the eleven incidents we asked about, the discipline most officers thought **should** be given was the discipline that they thought **would be** given.

Minority Opinions

Although these national summary figures suggest a high degree of agreement among U.S. officers on appropriate and expected discipline, closer analysis reveals that for some of the conduct described in our survey a substantial minority of officers differ with the majority opinion. Table A4 below was constructed to identify this minority opinion in the national sample by comparing the difference between officers' scores on the "discipline SHOULD receive" and "discipline WOULD receive" questions.

This analysis found that, in our national sample, more than twenty percent of officers believed that the discipline they would receive in their agencies would be ***too harsh in four cases***: Case 2 - receiving free meals and discounts on their beats; Case 4 - receiving holiday gifts from merchants on their beats; Case 8 - covering up a DUI offense and minor accident by a police officer; and Case 10 - using excessive force on a car thief after a foot pursuit. A substantial minority (18.6%) also thought that a supervisor who offered a line officer a holiday day off in exchange for the officer's tuning up the supervisor's personal automobile (Case 7) would be punished too leniently.

We performed the same analysis on the responses about discipline from the officers we surveyed in your agency. ***Overall, we found that the majority of officers in your agency thought that the severity of discipline in your agency was fair***. However, we urge you to attend to the fact that, as was the case with the national sample, there is a substantial minority of officers who do not think that the level of discipline in your agency is appropriate. More than twenty percent of officers in your agency believe that the discipline that would be given in Cases 2, 4, and 8 would be too harsh but in no case did more than twenty percent of the officers believe the discipline would be too lenient.

TABLE A4: U.S. Police Officer Opinions on the Fairness of the Severity of Discipline in their Agencies: Percent of U.S. Police Officers Finding Discipline in their Agencies Too Harsh, Too Lenient, or Fair, by Case

CASE / DISCIPLINE	1 - Off Duty Security System Business	2 - Free Meals, Discounts on Beat	3 - Bribe from Speeding Motorist	4 - Holiday Gifts from Merchants	5 - Crime Scene Theft of Watch	6 - Auto Repair Shop 5% Kickback	7 - Super-visor: Holi-day for Tune-up	8 - Cover-Up of Police DUI Accident	9 - Drinks to Ignore Late Bar Closing	10 - Excessive Force on car Thief	11 - Theft from Found Wallet
Too Harsh	13.1%	**26.4%**	9.4%	**27.0%**	3.4%	12.5%	10.3%	**30.3%**	13.4%	**21.5%**	6.9%
Fair	83.9%	64.6%	78.7%	66.3%	89.0%	79.8%	71.1%	62.9%	78.3%	71.7%	83.6%
Too Lenient	2.9%	9.0%	11.9%	6.7%	7.6%	7.7%	**18.6%**	6.8%	8.3%	6.9%	9.5%

TABLE A5:(07) Opinions of Officers in Your Agency about the Fairness of Discipline: Percent Finding Discipline Too Harsh, Too Lenient, or Fair, by Case

CASE / DISCIPLINE	1 - Off Duty Security System Business	2 - Free Meals, Discounts on Beat	3 - Bribe from Speeding Motorist	4 - Holiday Gifts from Merchants	5 - Crime Scene Theft of Watch	6 - Auto Repair Shop 5% Kickback	7 - Super-visor: Holi-day for Tune-up	8 - Cover-Up of Police DUI Accident	9 - Drinks to Ignore Late Bar Closing	10 - Excessive Force on car Thief	11 - Theft from Found Wallet
Too Harsh	15.4%	**26.9%**	11.5%	**28.0%**	%	7.7%	15.4%	**26.9%**	11.5%	19.2%	4.0%
Fair	84.6%	5.38%	84.6%	64.0%	1.00%	88.5%	76.9%	73.1%	88.5%	69.2%	92.0%
Too Lenient	%	19.2%	3.8%	8.0%	%	3.8%	7.7%	%	%	11.5%	4.0%

These findings do not mean that disciplinary policies in your agency should be altered in the direction suggested by this minority opinion. They do suggest that this minority opinion may be a factor to be dealt with when administering discipline at current levels in your agency.

How Your Agency Compares with Other Agencies on Discipline

Finally, we urge you to look very carefully at Table A2 once again, and in particular at the mean disciplinary scores officers in your agency assigned to each of the eleven cases. Compare them to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which your agency differs from most other agencies with respect to discipline. You will find, overall, that ***your officers rated the cases we asked about as deserving a degree of discipline that was abut the same as officers from other agencies***. When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of discipline scores, *your agency came out tied with one other agency in 16th place out of 30 agencies in terms of officers' estimates of the discipline they thought cases should receive and tied with one other agency for 12th place out of 30 agencies in terms of officers' estimates of discipline they thought cases would receive.*

The "discipline SHOULD receive" score is *about average* for all of the U.S. police agencies we surveyed. It indicates that officers in your agency agree with officers in the average agency surveyed as to what discipline is appropriate for the cases presented. Your agency's "discipline WOULD receive" score is about average for the agencies we surveyed. This means that officers in your agency expect about the *same amount* of discipline as do officers in the average agency we surveyed.

Willingness to Report

Table A3 above summarize the responses of officers in your agency, as well as those of officers in similar agencies and in the national sample, to the two "willingness-to-report" questions:

> "Do you think YOU would report a fellow police officer who engaged in this behavior?"
>
> and
>
> "Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?"

These questions were asked of all eleven cases and the responses to these questions could range from 1 to 5. A response of "1" meant "definitely would NOT" report and a response of "5" meant "definitely WOULD" report.

The answers to these questions are of critical importance and we urge you to study them closely. They describe what has sometimes been called the "Blue Curtain" or the "Police Code of Silence." Both expressions, as you are probably aware, refer to the willingness of officers to remain

silent about the misconduct of other police officers.

Our research shows that The Code is, overall, very strong in most of the police agencies we surveyed. On the five point scale, the mean score of all officers own willingness to report exceeded 4.0 in only three of the eleven cases, one involving bribery and the other two involving theft. When the national sample of officers were asked how likely most other officers in their agency were to report misconduct, only case Case 5 (involving the theft of a watch from a crime scene), earned a mean value higher than 4.0. We should note, however, that the strength of The Code varies dramatically between agencies. In some agencies most officers appear to be willing to tolerate in silence almost any misconduct by fellow officers. In others officers run a substantial risk of being reported by fellow officers for even relatively low levels of misconduct.

We urge you to look very carefully at the mean willingness-to-report scores officers in your agency assigned to each of the eleven cases. They describe in numerical detail the contours of The Code as it exists in your agency. You should also compare the mean scores in your agency to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which The Code in your agency differs from most other agencies.

How Your Agency Compares with Other Agencies on Willingness to Report Misconduct

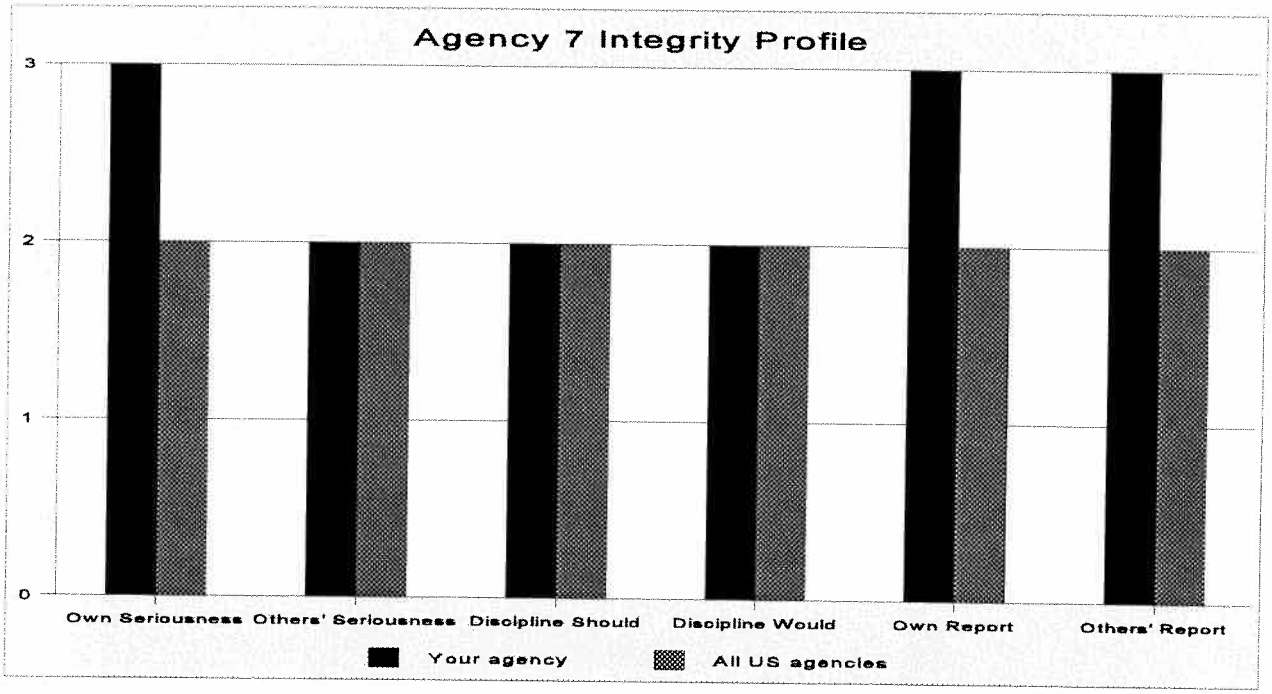
When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of their willingness-to-report scores, *your agency came out 10th of 30 agencies in terms of officers' estimates of their own willingness to report the behavior described in the eleven cases. Their answers to the question about what behavior they thought most officers in your agency would be willing to report placed your agency tied with one other agency for 7th place out of the 30 agencies surveyed.*

These scores indicate that officers in your agency are much less willing than officers in most agencies we surveyed to tolerate corruption and abuse in silence. The Code is under control in your agency and provides an environment that strongly discourages misconduct. It is a very positive finding of which everyone in your agency is entitled to be proud.

Summary

We believe that you may find it helpful to have an overall picture of the integrity profile of your agency as it emerged from our survey. Chart A1 provides such a picture. It depicts how your agency stacks up against all other agencies we surveyed on each of the six questions asked about all eleven cases. If your agency scored among the bottom third of agencies we surveyed on a question it was awarded one point, two if it scored in the middle third, and three if it scored among the top third. These scores are displayed on Chart 1 with your agency's scores represented by the solid black bar and the mid-point agency in our national sample represented by the checkered bar. This chart summarizes, at a glance, whether your agency scored above, below, or about the same as other agencies we surveyed.

Integrity Profile: Agency 07



By using this same 1, 2, 3 point system to rate each agency's answers to each question, it made it possible not only to assign each agency an overall integrity profile score but rank each agency with respect to all the others we surveyed. These scores could range from a maximum of 18 for an agency that scored among the top third of agencies on all six questions to a minimum of 6 for an agency that scored in the bottom third of agencies on all six questions.

Table A8 below shows how we arrived at the total summary score for your agency as well as the total summary score for all of the other agencies we surveyed. It also shows where this total summary score ranked your agency among the thirty agencies we surveyed.

In closing we should like to emphasize that the survey and the measures we created to describe our findings do *NOT* measure the amount or extent of corruption in your agency. They *ARE* a measure of the culture of integrity in your agency. They do *NOT* identify either corrupt or honest individual officers nor do they provide any evidence whatsoever of any type of abusive or dishonest practice, past, present, or future. They *DO* describe in a fairly precise and specific way the levels and the areas in which the culture of your agency makes it likely to resist or tolerate certain types of misconduct on the part of its employees. Hopefully, they will serve as both a reminder and a guide - a reminder that enhancing the culture of integrity should be a major goal of police administration and a guide to where in any particular agency those efforts should be directed. We hope that this information proves useful to you and thank your agency for participating in this research project.

Table A8: Composite Seriousness, Discipline, and Willingness to Report Scores. Rank Ordered by Total Agency Integrity Profile Score

AGENCY	OWN OPINION OF SERIOUSNESS	OTHERS' OPINION OF SERIOUSNESS	DISCIPLINE SHOULD RECEIVE	DISCIPLINE WOULD RECEIVE	OWN WILLINGNESS TO REPORT	OTHERS' WILLINGNESS TO REPORT	INTEGRITY PROFILE RANK SCORE
1	3	3	3	3	3	3	1 18
3	3	3	3	3	3	3	1 18
4	3	3	3	3	3	3	1 18
6	3	3	3	3	3	3	1 18
10	3	3	3	3	3	3	1 18
17	3	3	3	3	3	3	1 18
30	3	3	3	3	3	3	1 18
2	3	2	3	3	3	3	8 17
18	2	2	3	3	3	3	9 16
7	3	2	2	2	3	3	10
11	3	3	2	2	2	2	11 14
12	3	3	3	1	2	2	11 14
5	2	2	2	3	2	2	13 13
19	3	2	2	2	2	2	13 13
20	3	2	2	2	2	2	13 13
29	2	3	2	1	2	2	16 12
26	3	2	2	2	1	1	17 11
27	2	2	2	1	2	2	17 11
24	2	2	1	1	2	2	19 10
21	1	1	2	3	1	1	20 9
22	1	1	2	2	1	2	20 9
9	2	1	2	1	1	1	22 8
16	1	1	1	1	2	2	22 8
13	1	2	1	1	1	1	24 7
14	1	1	1	2	1	1	24 7
15	1	1	1	1	2	1	24 7
23	1	1	1	2	1	1	24 7

Integrity Profile: Agency 07

AGENCY	OWN OPINION OF SERIOUSNESS	OTHERS' OPINION OF SERIOUSNESS	DISCIPLINE SHOULD RECEIVE	DISCIPLINE WOULD RECEIVE	OWN WILLINGNESS TO REPORT	OTHERS' WILLINGNESS TO REPORT	INTEGRITY PROFILE RANK SCORE
25	1	1	1	2	1	1	24 7
8	1	1	1	1	1	1	29 6
28	1	1	1	1	1	1	29 6

Agency No. 8
Integrity Profile

Some time ago members of your agency participated in a national survey of police officer opinions about the severity of certain types of misconduct, the punishment they believed that misconduct deserved, and their willingness to report that misconduct. This report profiles the responses of officers in your agency and permits you to compare the responses from your agency not only with the national results but with the results from agencies that are similar in size to your agency.

The Survey

In all we surveyed 3235 U.S. police officers from thirty different police agencies. The survey described eleven different scenarios. They are displayed in Figure 1 on the following page. You will recall that we asked the same six questions about each of these eleven scenarios. Two questions dealt with the **seriousness** of the behavior described in the scenarios; two with the **discipline** it should or would receive; and two with the **willingness to report** such behavior.

1. How serious do YOU consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

2. How serious do MOST POLICE OFFICERS IN YOUR AGENCY consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

3. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think SHOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

4. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think WOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

5. Do you think YOU would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

6. Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

Figure 1: Case-Scenarios

Case 1. A police officer runs his own private business in which he sells and installs security devices, such as alarms, special locks, etc. He does this work during his off-duty hours.

Case 2. A police officer routinely accepts free meals, cigarettes, and other items of small value from merchants on his beat. He does not solicit these gifts and is careful not to abuse the generosity of those who give gifts to him.

Case 3. A police officer stops a motorist for speeding. The officer agrees to accept a personal gift of half of the amount of the fine in exchange for not issuing a citation.

Case 4. A police officer is widely liked in the community, and on holidays local merchants and restaurant and bar owners show their appreciation for his attention by giving him gifts of food and liquor.

Case 5. A police officer discovers a burglary of a jewelry shop. The display cases are smashed and it is obvious that many items have been taken. While searching the shop, he takes a watch, worth about two days pay for that officer. He reports that the watch had been stolen during the burglary.

Case 6. A police officer has a private arrangement with a local auto body shop to refer the owners of the cars damaged in the accidents to the shop. In exchange for each referral, he receives a payment of 5% of the repair bill from the shop owner.

Case 7. A police officer, who happens to be a very good auto mechanic, is scheduled to work during coming holidays. A supervisor offers to give him these days off, if he agrees to tune-up his supervisor's personal car. Evaluate the SUPERVISOR'S behavior.

Case 8. At 2 A.M. a police officer, who is on duty, is driving his patrol car on a deserted road. He sees a vehicle that has been driven off the road and is stuck in a ditch. He approaches the vehicle and observes that the driver is not hurt but is obviously intoxicated. He also finds that the driver is a police officer. Instead of reporting this accident and offense he transports the driver to his home.

Case 9. A police officer finds a bar on his beat which is still serving drinks a half hour past its legal closing time. Instead of reporting this violation, the police officer agrees to accept a couple of free drinks from the owner.

Case 10. Two police officers on foot patrol surprise a man who is attempting to break into an automobile. The man flees. They chase him for about two blocks before apprehending him by tackling him and wrestling him to the ground. After he is under control both officers punch him a couple of times in the stomach as punishment for fleeing and resisting.

Case 11. A police officer finds a wallet in a parking lot. It contains the amount of money equivalent to a full-day's pay for that officer. He reports the wallet as lost property, but keeps the money for himself.

On Tables A1, A2, and A3 below we report the mean and standard deviation[1] of the answers officers from your agency gave with respect to each of the eleven case scenarios. We have also provided the rank order of the cases and, in the case of discipline, the modal or most frequently given response. Moreover, in order to let you compare the answers given by officers in your agency with those given by officers in other agencies, we provide in the same tables the same responses from agencies of similar size to your agency as well as from our national sample. To make comparison easier we summarize the two responses about **Seriousness** in Table A1, the two responses about **Discipline** in Table A2, and the two responses about **Willingness to Report** in Table A3. The number in parentheses following the table numbers in this report is an identifying number we have assigned to your agency.

What Can be Learned About Your Agency From the Survey? How do Officers in Your Agency Differ in Their Responses from Officers in the National Survey and Officers from Similar Agencies?

Seriousness

Let's first consider the responses reported in Table A1. They deal with the two "seriousness" questions: the officers' OWN estimate of seriousness and the estimate of how serious OTHER officers in your agency would regard the behavior described in each case.

Officers in your agency as well as officers in similar agencies and in the national sample consistently <u>underestimate</u> how serious other police officers in their agencies regard the incidents of misconduct we asked about in the survey

The first thing you should notice is that officers in your agency consistently **<u>UNDERESTIMATE</u>** how serious most officers in your agency regard the behavior described in the cases in the survey. You will note that we found the same thing to be true in agencies that were similar to your agency as well as in the national sample. This finding could suggest that even though the survey was confidential, officers who filled out the surveys may have tried to make themselves "look good" (perhaps to themselves?) by saying that their own personal estimates of seriousness were higher than they actually were. This is a possibility, but there is another that is also worth considering.

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[1] For those of you who may be unfamiliar with these measures: the mean is simply the mathematical average, as is, for example, a batting average in baseball. The standard deviation is a measure of the dispersion of scores around the mean. A very low standard deviation would mean that the vast majority of people selected the same or almost the same answer; a high standard deviation would mean that there was considerable difference among people in how they answered this question.

Seriousness of Misconduct

Table A1 (08) - Agency Response Profile - Seriousness Rank, Mean, and Standard Deviation of Responses, Small Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	Seriousness Own Opinion	Seriousness Other Opinion	Seriousness Own Opinion	Seriousness Other Opinion	Seriousness Own Opinion	Seriousness Other Opinion
Case 1 Off Duty Alarm System Business	Rank=1 Mean=2.04 SD=1.30	Rank=1 Mean=2.08 SD=1.25	Rank=1 Mean=1.47 SD=0.99	Rank=1 Mean=1.50 SD=0.92	Rank=1 Mean=1.46 SD=0.94	Rank=1 Mean=1.48 SD=0.87
Case 2 Free Meals and Discounts on Beat	Rank=4 Mean=3.33 SD=1.17	Rank=3 Mean=2.58 SD=1.14	Rank=2 Mean=2.66 SD=1.19	Rank=2 Mean=2.29 SD=1.08	Rank=2 Mean=2.60 SD=1.33	Rank=2 Mean=2.31 SD=1.17
Case 3 Bribe from Speeding Motorist	Rank=10.5 Mean=4.83 SD=0.64	Rank=11 Mean=4.46 SD=0.98	Rank=10 Mean=4.94 SD=0.28	Rank=10 Mean=4.64 SD=0.78	Rank=10 Mean=4.50 SD=0.90	Rank=10 Mean=4.81 SD=0.52
Case 4 Holiday Gifts from Merchants	Rank=3 Mean=3.08 SD=1.32	Rank=2 Mean=2.33 SD=1.05	Rank=3 Mean=2.72 SD=1.33	Rank=3 Mean=2.52 SD=1.30	Rank=3 Mean=2.84 SD=1.38	Rank=3 Mean=2.64 SD=1.28
Case 5 Theft of Watch from Crime Scene	Rank=10.5 Mean=4.83 SD=0.64	Rank=10 Mean=4.42 SD=1.10	Rank=11 Mean=4.95 SD=0.31	Rank=11 Mean=4.80 SD= 0.58	Rank=11 Mean=4.95 SD=0.32	Rank=11 Mean=4.88 SD=0.45
Case 6 Auto Repair Shop 5% Kickback	Rank=8 Mean=4.58 SD=0.83	Rank=7.5 Mean=3.96 SD=1.20	Rank=7 Mean=4.56 SD=0.93	Rank=7 Mean=4.10 SD=1.13	Rank=7 Mean=4.50 SD=0.90	Rank=7 Mean=4.25 SD=0.98
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Rank=6 Mean=4.00 SD=1.06	Rank=6 Mean=3.71 SD=1.00	Rank=6 Mean=4.18 SD=1.06	Rank=6 Mean=3.97 SD=1.09	Rank=6 Mean=4.18 SD=1.04	Rank=6 Mean=3.96 SD=1.10
Case 8 Cover Up of Officer DUI Incident	Rank=2 Mean=2.96 SD=1.49	Rank=4 Mean=2.75 SD=1.36	Rank=4 Mean=2.74 SD=1.40	Rank=4 Mean=2.42 SD=1.20	Rank=4 Mean=3.03 SD=1.39	Rank=4 Mean=2.86 SD=1.27
Case 9 Free Drinks to Ignore Late Bar	Rank=7 Mean=4.42 SD=1.06	Rank=7.5 Mean=3.96 SD=1.16	Rank=8 Mean=4.56 SD=0.93	Rank=8 Mean=4.22 SD=0.98	Rank=8 Mean=4.54 SD=0.90	Rank=8 Mean=4.28 SD=1.02
Case 10 Excessive Force on Car Thief	Rank=5 Mean=3.92 SD=1.38	Rank=5 Mean=3.33 SD=1.37	Rank=5 Mean=3.69 SD=1.43	Rank=5 Mean=3.26 SD=1.43	Rank=5 Mean=4.05 SD=1.23	Rank=5 Mean=3.70 SD=1.26
Case 11 Theft from found Wallet	Rank=9 Mean=4.63 SD=1.13	Rank=9 Mean=4.21 SD=1.35	Rank=9 Mean=4.84 SD=0.58	Rank=9 Mean=4.78 SD=0.59	Rank=9 Mean=4.85 SD=0.54	Rank=9 Mean=4.69 SD=0.72

Discipline

Table A2 (08)- Agency Response Profile - Discipline: Mean, Standard Deviation, and Modal Responses, Small Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive
Case 1 Off Duty Alarm System Business	Mean=1.33 SD=0.82 Mode: None	Mean=1.21 SD=0.72 Mode: None	Mean=1.30 SD=0.73 Mode: None	Mean=1.39 SD=0.86 Mode: None	Mean=1.33 SD=0.82 Mode: None	Mean=1.51 SD=1.02 Mode: None
Case 2 Free Meals and Discounts on Beat	Mean=1.83 SD=0.64 Mode:Verbal Reprimand	Mean=1.50 SD=0.59 Mode: None	Mean=2.06 SD=0.88 Mode:Verbal Reprimand	Mean=2.08 SD=0.95 Mode:Verbal Reprimand	Mean=2.13 SD=1.03 Mode:Verbal Reprimand	Mean=2.37 SD=1.09 Mode:Verbal Reprimand
Case 3 Bribe from Speeding Motorist	Mean=3.79 SD=1.25 Mode: Suspension	Mean=3.54 SD=1.48 Mode: @@	Mean=4.84 SD=1.21 Mode: Dismissal	Mean=4.80 SD=1.22 Mode: Dismissal	Mean=4.97 SD=1.89 Mode: Dismissal	Mean=4.90 SD=1.18 Mode: Dismissal**
Case 4 Holiday Gifts from Merchants	Mean=2.46 SD=1.29 Mode:Verbal Reprimand	Mean=4 SD=2.25 Mode: None	Mean=2.37 SD=1.15 Mode:Verbal Reprimand	Mean=2.52 SD=1.16 Mode:Written Reprimand	Mean=2.53 SD=1.26 Mode:Verbal Reprimand	Mean=2.82 SD=1.27 Mode:Written Reprimand
Case 5 Theft of Watch from Crime Scene	Mean=5.33 SD=1.17 Mode: Dismissal	Mean=4.71 SD=1.23 Mode: Suspension	Mean=5.67 SD=0.80 Mode: Dismissal	Mean=5.52 SD=0.89 Mode: Dismissal	Mean=5.66 SD=0.80 Mode: Dismissal	Mean=5.57 SD=0.87 Mode: Dismissal
Case 6 Auto Repair Shop 5% Kickback	Mean=4.21 SD=1.53 Mode: Suspension	Mean=3.75 SD=1.48 Mode: Suspension	Mean=4.36 SD=1.36 Mode: Suspension	Mean=4.37 SD=1.34 Mode: Suspension	Mean=4.40 SD=1.30 Mode: Suspension	Mean=4.46 SD=1.25 Mode: Suspension
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Mean=2.88 SD=1.15 Mode:Verbal Reprimand	Mean=2.46 SD=0.88 Mode:Verbal Reprimand	Mean=3.47 SD=1.18 Mode:Written Reprimand	Mean=3.27 SD=1.23 Mode:Written Reprimand	Mean=3.59 SD=1.21 Mode:*	Mean=3.43 SD=1.24 Mode:*
Case 8 Cover Up of Officer DUI Incident	Mean=2.29 SD=1.23 Mode: None	Mean=2.04 SD=1.12 Mode: None	Mean=2.47 SD=1.30 Mode: None	Mean=2.69 SD=1.37 Mode: None	Mean=2.81 SD=1.31 Mode: Suspension	Mean=3.20 SD=1.30 Mode: Suspension
Case 9 Free Drinks to Ignore Late Bar	Mean=3.17 SD=1.20 Mode: Suspension	Mean=2.92 SD=1.25 Mode: Verbal Reprimand	Mean=3.80 SD=1.15 Mode: Suspension	Mean=3.83 SD=1.19 Mode: Suspension	Mean=4.01 SD=1.16 Mode: Suspension	Mean=4.08 SD=1.14 Mode: Suspension
Case 10 Excessive Force on Car Thief	Mean=2.83 SD=1.31 Mode:Written Reprimand	Mean=2.38 SD=1.06 Mode:Verbal Reprimand	Mean=3.38 SD=1.31 Mode: Suspension	Mean=3.54 SD=1.37 Mode: Suspension	Mean=3.76 SD=1.28 Mode: Suspension	Mean=3.99 SD=1.23 Mode: Suspension
Case 11 Theft from found Wallet	Mean=4.29 SD=1.57 Mode: Suspension	Mean=4.08 SD=1.47 Mode: Suspension	Mean=4.88 SD=1.26 Mode: Dismissal	Mean=4.87 SD=1.30 Mode: Dismissal	Mean=5.08 SD=1.18 Mode: Dismissal	Mean=5.03 SD=1.18 Mode: Dismissal

* 29.7% of the sample indicated a written reprimand while 27.5% indicated a period of suspension. For the discipline would responses, the respective distributions were 30.0% and 28.5%.
** 41.3% of the respondents indicated that a period of suspension would be the discipline administered. However, 47.6% indicated that dismissal should be the discipline administered.
*** 45.8% indicated suspension would be the discipline, while 42.6% indicated dismissal would be the discipline.
# While the modal response was for no discipline (29.4%), 29% indicated a verbal reprimand should be administered and 23.6% indicated a written reprimand should be the discipline.
**** Percent indicating would be a written reprimand and percent indicating discipline would be a period of suspension were virtually identical, 32.2% and 32.8%, respectively.
@ 26.1% indicated a written reprimand should be the discipline administered.
$ 33.3% indicated suspension and 33.3% indicated dismissal
@@ 29.2% indicated verbal reprimand and 29.2% indicated written reprimand

Willingness to Report

Table A3 (08) - Agency Response Profile - Willingness to Report, Small Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	OWN Willingness to Report	OTHERS Willingness to Report	OWN Willingness to Report	OTHERS Willingness to Report	OWN Willingness to Report	OTHERS Willingness to Report
Case 1 Off Duty Alarm System Business	Rank=1 Mean=1.42 SD=1.14	Rank=1 Mean=1.25 SD=0.68	Rank=1 Mean=1.34 SD=0.95	Rank=1 Mean=1.42 SD=0.92	Rank=1 Mean=1.37 SD=0.94	Rank=1 Mean=1.46 SD=0.91
Case 2 Free Meals and Discounts on Beat	Rank=2 Mean=1.71 SD=1.00	Rank=2 Mean=1.42 SD=0.65	Rank=2 Mean=1.79 SD=1.17	Rank=2 Mean=1.71 SD=1.02	Rank=2 Mean=1.94 SD=1.27	Rank=2 Mean=1.82 SD=1.08
Case 3 Bribe from Speeding Motorist	Rank=10 Mean=2.88 SD=1.60	Rank=9 Mean=2.50 SD=1.25	Rank=9 Mean=3.88 SD=1.46	Rank=9 Mean=3.62 SD=1.37	Rank=9 Mean=4.92 SD=1.15	Rank=9 Mean=4.85 SD=1.14
Case 4 Holiday Gifts from Merchants	Rank=3 Mean=1.88 SD=1.09	Rank=3.5 Mean=1.71 SD=0.86	Rank=4 Mean=2.13 SD=1.34	Rank=4 Mean=2.04 SD=1.17	Rank=4 Mean=2.36 SD=1.41	Rank=4 Mean=2.28 SD=1.25
Case 5 Theft of Watch from Crime Scene	Rank=11 Mean=3.50 SD=1.67	Rank=11 Mean=3.17 SD=1.55	Rank=11 Mean=4.33 SD=1.25	Rank=11 Mean=4.16 SD=1.15	Rank=11 Mean=4.53 SD=1.06	Rank=11 Mean=4.34 SD=1.03
Case 6 Auto Repair Shop 5% Kickback	Rank=6 Mean=2.46 SD=1.50	Rank=7.5 Mean=2.33 SD=1.24	Rank=8 Mean=3.68 SD=1.51	Rank=8 Mean=3.40 SD=1.31	Rank=8 Mean=3.95 SD=1.36	Rank=8 Mean=3.71 SD=1.25
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Rank=7.5 Mean=2.50 SD=1.53	Rank=10 Mean=2.71 SD=1.43	Rank=6 Mean=3.35 SD=1.54	Rank=6 Mean=3.23 SD=1.38	Rank=6 Mean=3.45 SD=1.45	Rank=6 Mean=3.29 SD=1.34
Case 8 Cover Up of Officer DUI Incident	Rank=4 Mean=2.00 SD=1.38	Rank=3.5 Mean=1.71 SD=0.91	Rank=3 Mean=1.87 SD=1.27	Rank=3 Mean=1.83 SD=1.12	Rank=3 Mean=2.34 SD=1.45	Rank=3 Mean=2.28 SD=1.25
Case 9 Free Drinks to Ignore Late Bar	Rank=7.5 Mean=2.50 SD=1.53	Rank=6 Mean=2.25 SD=1.19	Rank=7 Mean=3.39 SD=1.55	Rank=7 Mean=3.083 SD=1.45	Rank=7 Mean=3.73 SD=1.42	Rank=7 Mean=3.47 SD=1.32
Case 10 Excessive Force on Car Thief	Rank=5 Mean=2.21 SD=1.35	Rank=5 Mean=1.79 SD=1.02	Rank=5 Mean=2.69 SD=1.52	Rank=5 Mean=2.39 SD=1.33	Rank=5 Mean=3.39 SD=1.51	Rank=5 Mean=3.07 SD=1.38
Case 11 Theft from found Wallet	Rank=9 Mean=2.54 SD=2.33	Rank=7.5 Mean=2.33 SD=1.37	Rank=10 Mean=3.94 SD=1.42	Rank=10 Mean=3.62 SD=1.37	Rank=10 Mean=4.23 SD=1.26	Rank=10 Mean=3.96 SD=1.25

That possibility is that the "police culture" discourages individual officers from disclosing their true feelings about the misconduct of other officers. If this is so, then our finding about your agency, similar agencies, and the national sample suggests that there is a greater amount of intolerance for misconduct in police agencies than even most police officers realize. If this is true an officer, supervisor, or administrator who stands up against misconduct may well find more support than he or she expects.

Officers in your agency rank ordered the seriousness of misconduct quite similarly to officers in our national sample.

The next thing you may notice about Table A1 is that the ranking offered by officers in your agency of their views of the seriousness of the behavior described in each case was very similar to the national ranking. What this means is that **officers in your agency share an understanding of the *relative seriousness*** of the types of misconduct described in the survey that was very similar to police officers across the United States.

Relative seriousness, reflected in the way in which the cases are rank ordered is, however, quite different from absolute seriousness which is reflected in the mean scores. Police officers in different agencies often gave very different answers to how serious they considered the behavior described in each of the cases to be.

How Your Agency Compares with Other Agencies on Seriousness

We urge you to look very carefully at the mean seriousness scores officers in your agency assigned to each of the eleven cases and compare them to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which your agency differs from most other agencies. You will find, overall, that ***your officers consistently rated the cases we asked about as LESS serious than officers from other agencies***. When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of seriousness scores, *your agency came out tied with one other agency for 21st place out of 30 agencies in terms of officer's own estimates of seriousness and tied with three other agencies for 22nd place out of the 30 agencies in terms of officer's estimates of how serious most officers in your agency would rate them.*

You should NOT be pleased by these findings. The best way we know to control corruption and abuse in any police agency is to create an environment among officers in that agency that is intolerant of it. A key component of such an environment is the belief among officers that such behavior is wrong. Officers in your agency feel less strongly about the seriousness of the behavior we asked them about than do officers in at least two thirds of the agencies we surveyed.

Discipline

The answers for the two discipline questions, "What discipline, if any, do you think this behavior SHOULD receive?" and "What discipline, if any, do you think this behavior WOULD receive?" are reported in Table A2. We found in our national sample a very high degree of agreement

among police officers on the answers to these questions.

What this finding means is that, nationally, police officers believe that the discipline that would actually be given in their departments for the types of offenses we asked about in our survey was fair, at least in terms of its severity did not ask any questions about disciplinary procedures or process in our survey. Thus we cannot say anything about how officers in your agency regard the fairness of the process or procedure of discipline. We did ask officers for their opinions about the appropriate severity of discipline. **Discipline in your agency is seen to be fair, at least with respect to its severity.** In five (5) out of the eleven incidents we asked about, the discipline most officers thought **should** be given was the discipline that they thought **would be** given. In the other cases, the discipline officers believed would be given was less than what they thought should be administered.

Minority Opinions

Although these national summary figures suggest a high degree of agreement among U.S. officers on appropriate and expected discipline, closer analysis reveals that for some of the conduct described in our survey a substantial minority of officers differ with the majority opinion. Table A4 below was constructed to identify this minority opinion in the national sample by comparing the difference between officers' scores on the "discipline SHOULD receive" and "discipline WOULD receive" questions.

This analysis found that, in our national sample, more than twenty percent of officers believed that the discipline they would receive in their agencies would be ***too harsh in four cases***: Case 2 - receiving free meals and discounts on their beats; Case 4 - receiving holiday gifts from merchants on their beats; Case 8 - covering up a DUI offense and minor accident by a police officer; and Case 10 - using excessive force on a car thief after a foot pursuit. A substantial minority (18.6%) also thought that a supervisor who offered a line officer a holiday day off in exchange for the officer's tuning up the supervisor's personal automobile (Case 7) would be punished too leniently.

We performed the same analysis on the responses about discipline from the officers we surveyed in your agency. ***Overall, we found that the majority of officers in your agency thought that the severity of discipline in your agency was fair***. However, we urge you to attend to the fact that, as was the case with the national sample, there is a substantial minority of officers who do not think that the level of discipline in your agency is appropriate. In none of the cases did more than twenty percent of officers in your agency believe that the discipline that would be given would be too harsh. Quite the contrary, more than twenty percent of the officers believed that in Cases 2, 3, 5, 6, 7, 8, 9, and 10, the discipline would be too lenient.

These findings do not mean that disciplinary policies in your agency should be altered in the direction suggested by this minority opinion. They do suggest that this minority opinion may be a factor to be dealt with when administering discipline at current levels in your agency.

TABLE A4: U.S. Police Officer Opinions on the Fairness of the Severity of Discipline in their Agencies: Percent of U.S. Police Officers Finding Discipline in their Agencies Too Harsh, Too Lenient, or Fair, by Case

CASE / DISCIPLINE	1 - Off Duty Security System Business	2 - Free Meals, Discounts on Beat	3 - Bribe from Speeding Motorist	4 - Holiday Gifts from Merchants	5 - Crime Scene Theft of Watch	6 - Auto Repair Shop 5% Kickback	7 - Super-visor: Holi-day for Tune-up	8 - Cover-Up of Police DUI Accident	9 - Drinks to Ignore Late Bar Closing	10 - Excessive Force on car Thief	11 - Theft from Found Wallet
Too Harsh	13.1%	**26.4%**	9.4%	**27.0%**	3.4%	12.5%	10.3%	**30.3%**	13.4%	**21.5%**	6.9%
Fair	83.9%	64.6%	78.7%	66.3%	89.0%	79.8%	71.1%	62.9%	78.3%	71.7%	83.6%
Too Lenient	2.9%	9.0%	11.9%	6.7%	7.6%	7.7%	**18.6%**	6.8%	8.3%	6.9%	9.5%

TABLE A5:(08) Opinions of Officers in Your Agency about the Fairness of Discipline: Percent Finding Discipline Too Harsh, Too Lenient, or Fair, by Case

CASE / DISCIPLINE	1 - Off Duty Security System Business	2 - Free Meals, Discounts on Beat	3 - Bribe from Speeding Motorist	4 - Holiday Gifts from Merchants	5 - Crime Scene Theft of Watch	6 - Auto Repair Shop 5% Kickback	7 - Super-visor: Holi-day for Tune-up	8 - Cover-Up of Police DUI Accident	9 - Drinks to Ignore Late Bar Closing	10 - Excessive Force on car Thief	11 - Theft from Found Wallet
Too Harsh	4.2%	%	16.7%	4.2%	4.2%	12.5%	4.2%	8.3%	4.2%	%	4.2%
Fair	87.5%	70.8%	50.0%	79.2%	66.7%	54.2%	75.0%	70.8%	70.8%	66.7%	79.2%
Too Lenient	8.3%	**29.2%**	**33.3%**	16.7%	**29.2%**	**33.3%**	**20.8%**	**20.8%**	**25.0%**	**33.3%**	16.7%

How Your Agency Compares with Other Agencies on Discipline

Finally, we urge you to look very carefully at Table A2 once again, and in particular at the mean disciplinary scores officers in your agency assigned to each of the eleven cases. Compare them to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which your agency differs from most other agencies with respect to discipline. You will find, overall, that ***your officers rated the cases we asked about as deserving a degree of discipline that was lower than officers from other agencies***. When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of discipline scores, *your agency came out tied with two other agencies for 23rd place out of the 30 agencies in terms of officers' estimates of the discipline they thought cases should receive and 29th out of 30 agencies in terms of officers' estimates of discipline they thought cases would receive.*

The "discipline should receive" score is *well below average* for all of the U.S. police agencies we surveyed. As it indicates support only for a relatively low level of discipline for corruption and abuse in your agency, it ought to cause some concern. Your agency's "discipline would receive" score is also below average for the agencies we surveyed. This means that officers in your agency expect about discipline in your agency to be *less harsh* than do officers in the average agency we surveyed.

Willingness to Report

Table A3 above summarize the responses of officers in your agency, as well as those of officers in similar agencies and in the national sample, to the two "willingness-to-report" questions:

> "Do you think YOU would report a fellow police officer who engaged in this behavior?"
>
> and
>
> "Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?"

These questions were asked of all eleven cases and the responses to these questions could range from 1 to 5. A response of "1" meant "definitely would NOT" report and a response of "5" meant "definitely WOULD" report.

The answers to these questions are of critical importance and we urge you to study them closely. They describe what has sometimes been called the "Blue Curtain" or the "Police Code of Silence." Both expressions, as you are probably aware, refer to the willingness of officers to remain silent about the misconduct of other police officers.

Our research shows that The Code is, overall, very strong in most of the police agencies we surveyed. On the five point scale, the mean score of all officers own willingness to report exceeded 4.0 in only three of the eleven cases, one involving bribery and the other two involving theft. When the national sample of officers were asked how likely most other officers in their agency were to

report misconduct, only one Case 5 (involving theft of a watch from a crime scene) earned a mean value higher than 4.0. We should note, however, that the strength of The Code varies dramatically between agencies. In some agencies most officers appear to be willing to tolerate in silence almost any misconduct by fellow officers. In others officers run a substantial risk of being reported by fellow officers for even relatively low levels of misconduct.

We urge you to look very carefully at the mean willingness-to-report scores officers in your agency assigned to each of the eleven cases. They describe in numerical detail the contours of The Code as it exists in your agency. You should also compare the mean scores in your agency to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which The Code in your agency differs from most other agencies.

How Your Agency Compares with Other Agencies on Willingness to Report Misconduct

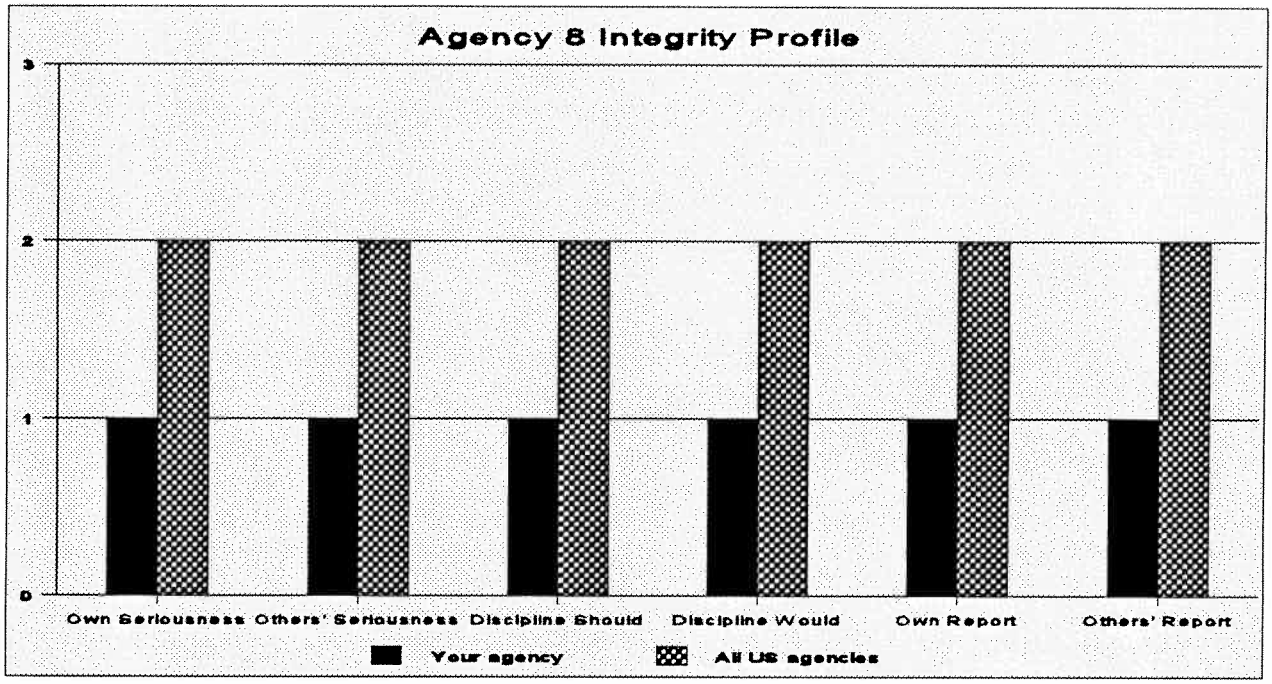
When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of their willingness-to-report scores, *your agency came out tied with one other agency for 24th place out of 30 agencies in terms of officers' estimates of their own willingness to report the behavior described in the eleven cases. Their answers to the question about what behavior they thought most officers in your agency would be willing to report placed your agency tied with one other agency for 28th place out of the 30 agencies surveyed.*

These scores indicate that officers in your agency are much more willing than officers in most agencies we surveyed to tolerate corruption and abuse in silence. The Code is very strong in your agency and provides an environment in which misconduct of all types can flourish. It is a very troubling finding with which everyone in your agency should be seriously concerned.

Summary

We believe that you may find it helpful to have an overall picture of the integrity profile of your agency as it emerged from our survey. Chart A1 provides such a picture. It depicts how your agency stacks up against all other agencies we surveyed on each of the six questions asked about all eleven cases. If your agency scored among the bottom third of agencies we surveyed on a question it was awarded one point, two if it scored in the middle third, and three if it scored among the top third. These scores are displayed an Chart 1 with your agency's scores represented by the solid black bar and the mid-point agency in our national sample represented by the checkered bar. This chart summarizes, at a glance, whether your agency scored above, below, or about the same as other agencies we surveyed.

By using this same 1, 2, 3 point system to rate each agency's answers to each question, it made it possible not only to assign each agency an overall integrity profile score but rank each agency



with respect to all the others we surveyed. These scores could range from a maximum of 18 for an agency that scored among the top third of agencies on all six questions to a minimum of 6 for an agency that scored in the bottom third of agencies on all six questions.

Table A8 below shows how we arrived at the total summary score for your agency as well as the total summary score for all of the other agencies we surveyed. It also shows where this total summary score ranked your agency among the thirty agencies we surveyed.

In closing we should like to emphasize that the survey and the measures we created to describe our findings do *NOT* measure the amount or extent of corruption in your agency. They *ARE* a measure of the culture of integrity in your agency. They do *NOT* identify either corrupt or honest individual officers nor do they provide any evidence whatsoever of any type of abusive or dishonest practice, past, present, or future. They *DO* describe in a fairly precise and specific way the levels and the areas in which the culture of your agency makes it likely to resist or tolerate certain types of misconduct on the part of its employees. Hopefully, they will serve as both a reminder and a guide - a reminder that enhancing the culture of integrity should be a major goal of police administration and a guide to where in any particular agency those efforts should be directed. We hope that this information proves useful to you, and we thank your agency for participating in this research project.

Table A8 - Composite Seriousness, Discipline, and Willingness to Report Scores. Rank Ordered by Total Agency Integrity Profile Score

AGENCY	OWN OPINION OF SERIOUSNESS	OTHERS' OPINION OF SERIOUSNESS	DISCIPLINE SHOULD RECEIVE	DISCIPLINE WOULD RECEIVE	OWN WILLINGNESS TO REPORT	OTHERS' WILLINGNESS TO REPORT	INTEGRITY PROFILE RANK SCORE
1	3	3	3	3	3	3	1 18
3	3	3	3	3	3	3	1 18
4	3	3	3	3	3	3	1 18
6	3	3	3	3	3	3	1 18
10	3	3	3	3	3	3	1 18
17	3	3	3	3	3	3	1 18
30	3	3	3	3	3	3	1 18
2	3	2	3	3	3	3	8 17
18	2	2	3	3	3	3	9 16
7	3	2	2	2	3	3	10 15
11	3	3	2	2	2	2	11 14
12	3	3	3	1	2	2	11 14
5	2	2	2	3	2	2	13 13
19	3	2	2	2	2	2	13 13
20	3	2	2	2	2	2	13 13
29	2	3	2	1	2	2	16 12
26	3	2	2	2	1	1	17 11
27	2	2	2	1	2	2	17 11
24	2	2	1	1	2	2	19 10
21	1	1	2	3	1	1	20 9
22	1	1	2	2	1	2	20 9
9	2	1	2	1	1	1	22 8
16	1	1	1	1	2	2	22 8
13	1	2	1	1	1	1	24 7
14	1	1	1	2	1	1	24 7
15	1	1	1	1	2	1	24 7
23	1	1	1	2	1	1	24 7
25	1	1	1	2	1	1	24 7
8	1	1	1	1	1	1	29 6
28	1	1	1	1	1	1	29 6

Agency No. 09
Integrity Profile

Some time ago members of your agency participated in a national survey of police officer opinions about the severity of certain types of misconduct, the punishment they believed that misconduct deserved, and their willingness to report that misconduct. This report profiles the responses of officers in your agency and permits you to compare the responses from your agency not only with the national results but with the results from agencies that are similar in size to your agency.

The Survey

In all we surveyed 3235 U.S. police officers from thirty different police agencies. The survey described eleven different scenarios. They are displayed in Figure 1 on the following page. You will recall that we asked the same six questions about each of these eleven scenarios. Two questions dealt with the **seriousness** of the behavior described in the scenarios; two with the **discipline** it should or would receive; and two with the **willingness to report** such behavior.

1. How serious do YOU consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

2. How serious do MOST POLICE OFFICERS IN YOUR AGENCY consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

3. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think SHOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

4. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think WOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

5. Do you think YOU would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

6. Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

Figure 1: Case-Scenarios

Case 1. A police officer runs his own private business in which he sells and installs security devices, such as alarms, special locks, etc. He does this work during his off-duty hours.

Case 2. A police officer routinely accepts free meals, cigarettes, and other items of small value from merchants on his beat. He does not solicit these gifts and is careful not to abuse the generosity of those who give gifts to him.

Case 3. A police officer stops a motorist for speeding. The officer agrees to accept a personal gift of half of the amount of the fine in exchange for not issuing a citation.

Case 4. A police officer is widely liked in the community, and on holidays local merchants and restaurant and bar owners show their appreciation for his attention by giving him gifts of food and liquor.

Case 5. A police officer discovers a burglary of a jewelry shop. The display cases are smashed and it is obvious that many items have been taken. While searching the shop, he takes a watch, worth about two days pay for that officer. He reports that the watch had been stolen during the burglary.

Case 6. A police officer has a private arrangement with a local auto body shop to refer the owners of the cars damaged in the accidents to the shop. In exchange for each referral, he receives a payment of 5% of the repair bill from the shop owner.

Case 7. A police officer, who happens to be a very good auto mechanic, is scheduled to work during coming holidays. A supervisor offers to give him these days off, if he agrees to tune-up his supervisor's personal car. Evaluate the SUPERVISOR'S behavior.

Case 8. At 2 A.M. a police officer, who is on duty, is driving his patrol car on a deserted road. He sees a vehicle that has been driven off the road and is stuck in a ditch. He approaches the vehicle and observes that the driver is not hurt but is obviously intoxicated. He also finds that the driver is a police officer. Instead of reporting this accident and offense he transports the driver to his home.

Case 9. A police officer finds a bar on his beat which is still serving drinks a half hour past its legal closing time. Instead of reporting this violation, the police officer agrees to accept a couple of free drinks from the owner.

Case 10. Two police officers on foot patrol surprise a man who is attempting to break into an automobile. The man flees. They chase him for about two blocks before apprehending him by tackling him and wrestling him to the ground. After he is under control both officers punch him a couple of times in the stomach as punishment for fleeing and resisting.

Case 11. A police officer finds a wallet in a parking lot. It contains the amount of money equivalent to a full-day's pay for that officer. He reports the wallet as lost property, but keeps the money for himself.

On Tables A1, A2, and A3 below we report the mean and standard deviation[1] of the answers officers from your agency gave with respect to each of the eleven case scenarios. We have also provided the rank order of the cases and, in the case of discipline, the modal or most frequently given response. Moreover, in order to let you compare the answers given by officers in your agency with those given by officers in other agencies, we provide in the tables the same measures from agencies of similar size to your agency as well as from our national sample. To make comparison easier we summarize the two responses about **Seriousness** in Table A1, the two responses about **Discipline** in Table A2, and the two responses about **Willingness to Report** in Table A3. The number in parentheses following the table numbers in this report is an identifying number we have assigned to your agency.

What Can be Learned About Your Agency From the Survey? How do Officers in Your Agency Differ in Their Responses from Officers in the National Survey and Officers from Similar Agencies?

Seriousness

Let's first consider the responses reported in Table A1. They deal with the two "seriousness" questions: the officers' OWN estimate of seriousness and the estimate of how serious OTHER officers in your agency would regard the behavior described in each case..

Officers in your agency as well as officers in similar agencies and in the national sample consistently <u>underestimate</u> how serious other police officers in their agencies regard the incidents of misconduct we asked about in the survey.

The first thing you should notice is that officers in your agency consistently **<u>UNDERESTIMATE</u>** how serious most officers in your agency regard the behavior described in the cases in the survey. You will note that we found the same thing to be true in agencies that were similar to your agency as well as in the national sample. This finding could suggest that even though the survey was confidential, officers who filled out the surveys may have tried to make themselves "look good" (perhaps to themselves?) by saying that their own personal estimates of seriousness were higher than they actually were. This is a possibility, but there is another that is also worth considering.

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[1] For those of you who may be unfamiliar with these measures: the mean is simply the mathematical average, as is, for example, a batting average in baseball. The standard deviation is a measure of the dispersion of scores around the mean. A very low standard deviation would mean that the vast majority of people selected the same or almost the same answer; a high standard deviation would mean that there was considerable difference among people in how they answered this question.

Seriousness of Misconduct

Table A1 (09) - Agency Response Profile - Seriousness Rank, Mean, and Standard Deviation of Responses, Small Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	Seriousness Own Opinion	Seriousness Other Opinion	Seriousness Own Opinion	Seriousness Other Opinion	Seriousness Own Opinion	Seriousness Other Opinion
Case 1 Off Duty Alarm System Business	Rank=1 Mean=1.20 SD= 0.52	Rank=1 Mean=1.40 SD=0.75	Rank=1 Mean=1.47 SD=0.99	Rank=1 Mean=1.50 SD=0.92	Rank=1 Mean=1.46 SD=0.94	Rank=1 Mean=1.48 SD=0.87
Case 2 Free Meals and Discounts on Beat	Rank=2 Mean=2.68 SD= 1.20	Rank=3 Mean=2.20 SD=1.24	Rank=2 Mean=2.66 SD=1.19	Rank=2 Mean=2.29 SD=1.08	Rank=2 Mean=2.60 SD=1.33	Rank=2 Mean=2.31 SD=1.17
Case 3 Bribe from Speeding Motorist	Rank=10.5 Mean=5.00 SD=0.00	Rank=11 Mean=4.85 SD=0.49	Rank=10 Mean=4.94 SD=0.28	Rank=10 Mean=4.64 SD=0.78	Rank=10 Mean=4.50 SD=0.90	Rank=10 Mean=4.81 SD=0.52
Case 4 Holiday Gifts from Merchants	Rank=3 Mean=2.90 SD=1.56	Rank=2 Mean=2.16 SD=1.17	Rank=3 Mean=2.72 SD=1.33	Rank=3 Mean=2.52 SD=1.30	Rank=3 Mean=2.84 SD=1.38	Rank=3 Mean=2.64 SD=1.28
Case 5 Theft of Watch from Crime Scene	Rank=10.5 Mean=5.00 SD=0.00	Rank=10 Mean=4.63 SD=0.83	Rank=11 Mean=4.95 SD=0.31	Rank=11 Mean=4.80 SD= 0.58	Rank=11 Mean=4.95 SD=0.32	Rank=11 Mean=4.88 SD=0.45
Case 6 Auto Repair Shop 5% Kickback	Rank=6 Mean=4.30 SD=1.03	Rank=6 Mean=3.70 SD=1.08	Rank=7 Mean=4.56 SD=0.93	Rank=7 Mean=4.10 SD=1.13	Rank=7 Mean=4.50 SD=0.90	Rank=7 Mean=4.25 SD=0.98
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Rank=7 Mean=4.40 SD=1.05	Rank=8 Mean=4.05 SD=1.08	Rank=6 Mean=4.18 SD=1.06	Rank=6 Mean=3.97 SD=1.09	Rank=6 Mean=4.18 SD=1.04	Rank=6 Mean=3.96 SD=1.10
Case 8 Cover Up of Officer DUI Incident	Rank=4 Mean=3.50 SD=1.40	Rank=5 Mean=3.05 SD=1.40	Rank=4 Mean=2.74 SD=1.40	Rank=4 Mean=2.42 SD=1.20	Rank=4 Mean=3.03 SD=1.39	Rank=4 Mean=2.86 SD=1.27
Case 9 Free Drinks to Ignore Late Bar	Rank=8 Mean=4.50 SD=0.61	Rank=7 Mean=3.85 SD=1.31	Rank=8 Mean=4.56 SD=0.93	Rank=8 Mean=4.22 SD=0.98	Rank=8 Mean=4.54 SD=0.90	Rank=8 Mean=4.28 SD=1.02
Case 10 Excessive Force on Car Thief	Rank=5 Mean=3.80 SD=1.36	Rank=4 Mean=3.00 SD=1.45	Rank=5 Mean=3.69 SD=1.43	Rank=5 Mean=3.26 SD=1.43	Rank=5 Mean=4.05 SD=1.23	Rank=5 Mean=3.70 SD=1.26
Case 11 Theft from found Wallet	Rank=9 Mean=4.85 SD=0.49	Rank=9 Mean=4.35 SD=0.99	Rank=9 Mean=4.84 SD=0.58	Rank=9 Mean=4.78 SD=0.59	Rank=9 Mean=4.85 SD=0.54	Rank=9 Mean=4.69 SD=0.72

Discipline

Table A2 (09)- Agency Response Profile - Discipline: Mean, Standard Deviation, and Modal Responses, Small Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive
Case 1 Off Duty Alarm System Business	Mean=1.10 SD=0.45 Mode: None	Mean=1.10 SD=0.45 Mode: None	Mean=1.30 SD=0.73 Mode: None	Mean=1.39 SD=0.86 Mode: None	Mean=1.33 SD=0.82 Mode: None	Mean=1.51 SD=1.02 Mode: None
Case 2 Free Meals and Discounts on Beat	Mean=2.05 SD=0.78 Model:Verbal Reprimand	Mean=4.95 SD=0.46 Mode:Verbal Reprimand	Mean=2.06 SD=0.88 Mode:Verbal Reprimand	Mean=2.08 SD=0.95 Mode:Verbal Reprimand	Mean=2.13 SD=1.03 Mode:Verbal Reprimand	Mean=2.37 SD=1.09 Mode:Verbal Reprimand
Case 3 Bribe from Speeding Motorist	Mean=4.90 SD=1.25 Mode: Dismissal	Mean=4.68 SD=1.25 Mode: Suspension	Mean=4.84 SD=1.21 Mode: Dismissal	Mean=4.80 SD=1.22 Mode: Dismissal	Mean=4.97 SD=1.89 Mode: Dismissal	Mean=4.90 SD=1.18 Mode: Dismissal**
Case 4 Holiday Gifts from Merchants	Mean=2.42 SD=1.17 Mode:Verbal Reprimand	Mean=2.21 SD=0.92 Mode:Verbal Reprimand	Mean=2.37 SD=1.15 Mode:Verbal Reprimand	Mean=2.52 SD=1.16 Mode:Written Reprimand	Mean=2.53 SD=1.26 Mode:Verbal Reprimand	Mean=2.82 SD=1.27 Mode:Written Reprimand
Case 5 Theft of Watch from Crime Scene	Mean=5.68 SD=0.75 Mode: Dismissal	Mean=6.37 SD=0.96 Mode: Dismissal	Mean=5.67 SD=0.80 Mode: Dismissal	Mean =5.52 SD=0.89 Mode: Dismissal	Mean=5.66 SD=0.80 Mode: Dismissal	Mean=5.57 SD=0.87 Mode: Dismissal
Case 6 Auto Repair Shop 5% Kickback	Mean= 4.05 SD=1.39 Mode: Suspension	Mean=3.75 SD=1.41 Mode: Suspension	Mean=4.36 SD=1.36 Mode: Suspension	Mean=4.37 SD=1.34 Mode: Suspension	Mean=4.40 SD=1.30 Mode: Suspension	Mean=4.46 SD=1.25 Mode: Suspension
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Mean=3.55 SD=0.83 Mode: Suspension	Mean=3.10 SD=1.25 Mode:Written Reprimand	Mean=3.47 SD=1.18 Mode:Written Reprimand	Mean=3.27 SD=1.23 Mode:Written Reprimand	Mean=3.59 SD=1.21 Mode:*	Mean=3.43 SD=1.24 Mode:*
Case 8 Cover Up of Officer DUI Incident	Mean=2.85 SD=1.46 Mode:Verbal Reprimand	Mean=2.90 SD=1.29 Mode: Suspension	Mean=2.47 SD=1.30 Mode: None	Mean=2.69 SD=1.37 Mode: None	Mean=2.81 SD=1.31 Mode: Suspension	Mean=3.20 SD=1.30 Mode: Suspension
Case 9 Free Drinks to Ignore Late Bar	Mean=3.55 SD=0.95 Mode: Suspension	Mean=3.25 SD=0.91 Mode: Suspension	Mean=3.80 SD=1.15 Mode: Suspension	Mean=3.83 SD=1.19 Mode: Suspension	Mean=4.01 SD=1.16 Mode: Suspension	Mean=4.08 SD=1.14 Mode: Suspension
Case 10 Excessive Force on Car Thief	Mean=3.35 SD=1.57 Mode: Suspension	Mean=3.65 SD=1.35 Mode: Suspension	Mean=3.38 SD=1.31 Mode: Suspension	Mean=3.54 SD=1.37 Mode: Suspension	Mean=3.76 SD=1.28 Mode: Suspension	Mean=3.99 SD=1.23 Mode: Suspension
Case 11 Theft from found Wallet	Mean=4.50 SD=1.40 Mode: Suspension	Mean=4.10 SD= 1.48 Mode: Suspension	Mean=4.88 SD=1.26 Mode: Dismissal	Mean=4.87 SD=1.30 Mode: Dismissal	Mean=5.08 SD=1.18 Mode: Dismissal	Mean=5.03 SD=1.18 Mode: Dismissal

* 29.7% of the sample indicated a written reprimand while 27.5% indicated a period of suspension. For the discipline would responses, the respective distributions were 30.0% and 28.5%.
** 41.3% of the respondents indicated that a period of suspension would be the discipline administered. However, 47.6% indicated that dismissal should be the discipline administered.
*** 45.8% indicated suspension would be the discipline, while 42.6% indicated dismissal would be the discipline.
# While the modal response was for no discipline (29.4%), 29% indicated a verbal reprimand should be administered and 23.6% indicated a written reprimand should be the discipline.
**** Percent indicating would be a written reprimand and percent indicating discipline would be a period of suspension were virtually identical, 32.2% and 32.8%, respectively.
@ 26.1% indicated a written reprimand should be the discipline administered.

Willingness to Report

Table A3 (09) - Agency Response Profile - Willingness to Report, Small Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	OWN Willingness to Report	OTHERS Willingness to Report	OWN Willingness to Report	OTHERS Willingness to Report	OWN Willingness to Report	OTHERS Willingness to Report
Case 1 Off Duty Alarm System Business	Rank=1 Mean=1.20 SD=0.89	Rank=1 Mean=1.20 SD=0.41	Rank=1 Mean=1.34 SD=0.95	Rank=1 Mean=1.42 SD=0.92	Rank=1 Mean=1.37 SD=0.94	Rank=1 Mean=1.46 SD=0.91
Case 2 Free Meals and Discounts on Beat	Rank=2 Mean=1.70 SD=1.38	Rank=4 Mean=1.55 SD=0.76	Rank=2 Mean=1.79 SD=1.17	Rank=2 Mean=1.71 SD=1.02	Rank=2 Mean=1.94 SD=1.27	Rank=2 Mean=1.82 SD=1.08
Case 3 Bribe from Speeding Motorist	Rank=8 Mean=3.40 SD=1.60	Rank=10 Mean=2.85 SD=1.18	Rank=9 Mean=3.88 SD=1.46	Rank=9 Mean=3.62 SD=1.37	Rank=9 Mean=4.92 SD=1.15	Rank=9 Mean=4.85 SD=1.14
Case 4 Holiday Gifts from Merchants	Rank=4 Mean=1.90 SD=1.24	Rank=3 Mean=1.53 SD=0.84	Rank=4 Mean=2.13 SD=1.34	Rank=4 Mean=2.04 SD=1.17	Rank=4 Mean=2.36 SD=1.41	Rank=4 Mean=2.28 SD=1.25
Case 5 Theft of Watch from Crime Scene	Rank=11 Mean=3.78 SD=1.66	Rank=11 Mean=3.39 SD=1.33	Rank=11 Mean=4.33 SD=1.25	Rank=11 Mean=4.16 SD=1.15	Rank=11 Mean=4.53 SD=1.06	Rank=11 Mean=4.34 SD=1.03
Case 6 Auto Repair Shop 5% Kickback	Rank=10 Mean=3.25 SD=1.71	Rank=8 Mean=2.55 SD=1.05	Rank=8 Mean=3.68 SD=1.51	Rank=8 Mean=3.40 SD=1.31	Rank=8 Mean=3.95 SD=1.36	Rank=8 Mean=3.71 SD=1.25
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Rank=9 Mean=3.42 SD=1.68	Rank=9 Mean=2.75 SD=1.41	Rank=6 Mean=3.35 SD=1.54	Rank=6 Mean=3.23 SD=1.38	Rank=6 Mean=3.45 SD=1.45	Rank=6 Mean=3.29 SD=1.34
Case 8 Cover Up of Officer DUI Incident	Rank=3 Mean=1.45 SD=0.89	Rank=2 Mean=1.25 SD=0.64	Rank=3 Mean=1.87 SD=1.27	Rank=3 Mean=1.83 SD=1.12	Rank=3 Mean=2.34 SD=1.45	Rank=3 Mean=2.28 SD=1.25
Case 9 Free Drinks to Ignore Late Bar	Rank=6 Mean=2.75 SD=1.41	Rank=6 Mean=2.15 SD=1.18	Rank=7 Mean=3.39 SD=1.55	Rank=7 Mean=3.083 SD=1.45	Rank=7 Mean=3.73 SD=1.42	Rank=7 Mean=3.47 SD=1.32
Case 10 Excessive Force on Car Thief	Rank=5 Mean=2.25 SD=1.45	Rank=5 Mean=1.85 SD=1.18	Rank=5 Mean=2.69 SD=1.52	Rank=5 Mean=2.39 SD=1.33	Rank=5 Mean=3.39 SD=1.51	Rank=5 Mean=3.07 SD=1.38
Case 11 Theft from found Wallet	Rank=7 Mean=3.05 SD=1.57	Rank=7 Mean=2.50 SD=1.40	Rank=10 Mean=3.94 SD=1.42	Rank=10 Mean=3.62 SD=1.37	Rank=10 Mean=4.23 SD=1.26	Rank=10 Mean=3.96 SD=1.25

That possibility is that the "police culture" discourages individual officers from disclosing their true feelings about the misconduct of other officers. If this is so, then our finding about your agency, similar agencies, and the national sample suggests that there is a greater amount of intolerance for misconduct in police agencies than even most police officers realize. If this is true an officer, supervisor, or administrator who stands up against misconduct may well find more support than he or she expects.

Officers in your agency rank ordered the seriousness of misconduct quite similarly to officers in our national sample.

The next thing you may notice about Table A1 is that the ranking offered by officers in your agency of their views of the seriousness of the behavior described in each case was very similar to the national ranking. What this means is that **officers in your agency share an understanding of the *relative seriousness*** of the types of misconduct described in the survey that was very similar to police officers across the United States.

Relative seriousness, reflected in the way in which the cases are rank ordered is, however, quite different from absolute seriousness which is reflected in the mean scores. Police officers in different agencies often gave very different answers to how serious they considered the behavior described in each of the cases to be.

How Your Agency Compares with Other Agencies on Seriousness

We urge you to look very carefully at the mean seriousness scores officers in your agency assigned to each of the eleven cases and compare them to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which your agency differs from most other agencies. You will find, overall, that ***your officers rated the cases we presented about as serious as officers from other agencies***. When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of seriousness scores, *your agency came out 15th of 30 agencies in terms of officer's own estimates of seriousness and tied with three other agencies for 22nd place out of 30 agencies in terms of officer's estimates of how serious most officers in your agency would rate them.*

The first finding is about average for all of the U.S. police agencies we surveyed, but *The second finding indicates that your officers consistently rated others officers' opinions as LESS serious than officers from other agencies.*

Discipline

The answers for the two discipline questions, "What discipline, if any, do you think this behavior SHOULD receive?" and "What discipline, if any, do you think this behavior WOULD receive?" are reported in Table A2. We found in our national sample a very high degree of agreement among police officers on the answers to these questions.

What this finding means is that, nationally, police officers believe that the discipline that would actually be given in their departments for the types of offenses we asked about in our survey was fair, at least in terms of its severity. We did not ask any questions about disciplinary procedures or process in our survey. Thus we cannot say anything about how officers in your agency regard the fairness of the process or procedure of discipline. We did ask officers for their opinions about the appropriate severity of discipline. Discipline in your agency is seen to be fair, at least with respect to its severity. In eight (8) out of the eleven (11) incidents we asked about, the discipline most officers thought **should** be given was the discipline that they thought **would be** given.

Minority Opinions

Although these national summary figures suggest a high degree of agreement among U.S. officers on appropriate and expected discipline, closer analysis reveals that for some of the conduct described in our survey a substantial minority of officers differ with the majority opinion. Table A4 below was constructed to identify this minority opinion in the national sample by comparing the difference between officers' scores on the "discipline SHOULD receive" and "discipline WOULD receive" questions.

This analysis found that, in our national sample, more than twenty percent of officers believed that the discipline they would receive in their agencies would be ***too harsh in four cases***: Case 2 - receiving free meals and discounts on their beats; Case 4 - receiving holiday gifts from merchants on their beats; Case 8 - covering up a DUI offense and minor accident by a police officer; and Case 10 - using excessive force on a car thief after a foot pursuit. A substantial minority (18.6%) also thought that a supervisor who offered a line officer a holiday day off in exchange for the officer's tuning up the supervisor's personal automobile (Case 7) would be punished too leniently.

We performed the same analysis on the responses about discipline from the officers we surveyed in your agency. ***Overall, we found that the majority of officers in your agency thought that the severity of discipline in your agency was fair***. However, we urge you to attend to the fact that, as was the case with the national sample, there is a substantial minority of officers who do not think that the level of discipline in your agency is appropriate. More than twenty percent of officers in your agency believe that the discipline that would be given in Case 10 (excessive use of force on the car thief) would be too harsh and more than twenty percent believed that in Cases 3, 7, 9, and 11, it would be too lenient.

These findings do not mean that disciplinary policies in your agency should be altered in the direction suggested by this minority opinion. They do suggest that this minority opinion may be a factor to be dealt with when administering discipline at current levels in your agency.

TABLE A4: U.S. Police Officer Opinions on the Fairness of the Severity of Discipline in their Agencies: Percent of U.S. Police Officers Finding Discipline in their Agencies Too Harsh, Too Lenient, or Fair, by Case

CASE / DISCIPLINE	1 - Off Duty Security System Business	2 - Free Meals, Discounts on Beat	3 - Bribe from Speeding Motorist	4 - Holiday Gifts from Merchants	5 - Crime Scene Theft of Watch	6 - Auto Repair Shop 5% Kickback	7 - Super-visor: holi-day for tune-up	8 - Cover-Up of Police DUI Accident	9 - Drinks to Ignore Late Bar Closing	10 - Excessive Force on car Thief	11 - Theft from Found Wallet
Too Harsh	13.1%	**26.4%**	9.4%	**27.0%**	3.4%	12.5%	10.3%	**30.3%**	13.4%	**21.5%**	6.9%
Fair	83.9%	64.6%	78.7%	66.3%	89.0%	79.8%	71.1%	62.9%	78.3%	71.7%	83.6%
Too Lenient	2.9%	9.0%	11.9%	6.7%	7.6%	7.7%	**18.6%**	6.8%	8.3%	6.9%	9.5%

TABLE A5: (09) Opinions of Officers in Your Agency about the Fairness of Discipline: Percent Finding Discipline Too Harsh, Too Lenient, or Fair, by Case

CASE / DISCIPLINE	1 - Off Duty Security System Business	2 - Free Meals, Discounts on Beat	3 - Bribe from Speeding Motorist	4 - Holiday Gifts from Merchants	5 - Crime Scene Theft of Watch	6 - Auto Repair Shop 5% Kickback	7 - Super-visor: holi-day for tune-up	8 - Cover-Up of Police DUI Accident	9 - Drinks to Ignore Late Bar Closing	10 - Excessive Force on car Thief	11 - Theft from Found Wallet
Too Harsh	%	%	10.5%	10.5%	%	%	5.0%	10.0%	5.0%	**25.0%**	%
Fair	100.0%	94.7%	68.4%	73.7%	84.2%	80.0%	70.0%	20.0%	70.0%	65.0%	75.0%
Too Lenient	%	5.3%	**21.1%**	15.8%	15.8%	20.0%	**25.0%**	10.0%	**25.0%**	10.0%	**25.0%**

How Your Agency Compares with Other Agencies on Discipline

Finally, we urge you to look very carefully at Table A2 once again, and in particular at the mean disciplinary scores officers in your agency assigned to each of the eleven cases. Compare them to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which your agency differs from most other agencies with respect to discipline. You will find, overall, that your officers rated the cases we asked about as deserving a degree of discipline that was about the same as officers from other agencies with respect to what discipline should be administered. They were lower than other officers with respect to what discipline they thought would be administered. When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of discipline scores, *your agency came out tied with two other agencies in 19th place out of 30 agencies in terms of officers' estimates of the discipline they thought cases should receive and tied with two other agencies for 25th place out of 30 agencies in terms of officers' estimates of discipline they thought cases would receive.*

The "discipline SHOULD receive" score is *about average* for all of the U.S. police agencies we surveyed. It indicates that officers in your agency agree with officers in the average agency surveyed as to what discipline is appropriate for the cases presented. Your agency's "discipline WOULD receive" score is below average for the agencies we surveyed. This means that officers in your agency expect less discipline to be forthcoming for the cases described as do officers in the average agency we surveyed.

Willingness to Report

Table A3 above summarize the responses of officers in your agency, as well as those of officers in similar agencies and in the national sample, to the two "willingness-to-report" questions:

> "Do you think YOU would report a fellow police officer who engaged in this behavior?"
>
> and
>
> "Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?"

These questions were asked of all eleven cases and the responses to these questions could range from 1 to 5. A response of "1" meant "definitely would NOT" report and a response of "5" meant "definitely WOULD" report.

The answers to these questions are of critical importance and we urge you to study them closely. They describe what has sometimes been called the "Blue Curtain" or the "Police Code of Silence." Both expressions, as you are probably aware, refer to the willingness of officers to remain silent about the misconduct of other police officers.

Our research shows that The Code is, overall, very strong in most of the police agencies we

surveyed. On the five point scale, the mean score of all officers own willingness to report exceeded 4.0 in only three of the eleven cases, one involving bribery and the other two involving theft. When the national sample of officers were asked how likely most other officers in their agency were to report misconduct, only Case 5 (involving the theft of a watch from a crime scene), earned a mean value higher than 4.0. We should note, however, that the strength of The Code varies dramatically between agencies. In some agencies most officers appear to be willing to tolerate in silence almost any misconduct by fellow officers. In others officers run a substantial risk of being reported by fellow officers for even relatively low levels of misconduct.

We urge you to look very carefully at the mean willingness-to-report scores officers in your agency assigned to each of the eleven cases. They describe in numerical detail the contours of The Code as it exists in your agency. You should also compare the mean scores in your agency to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which The Code in your agency differs from most other agencies.

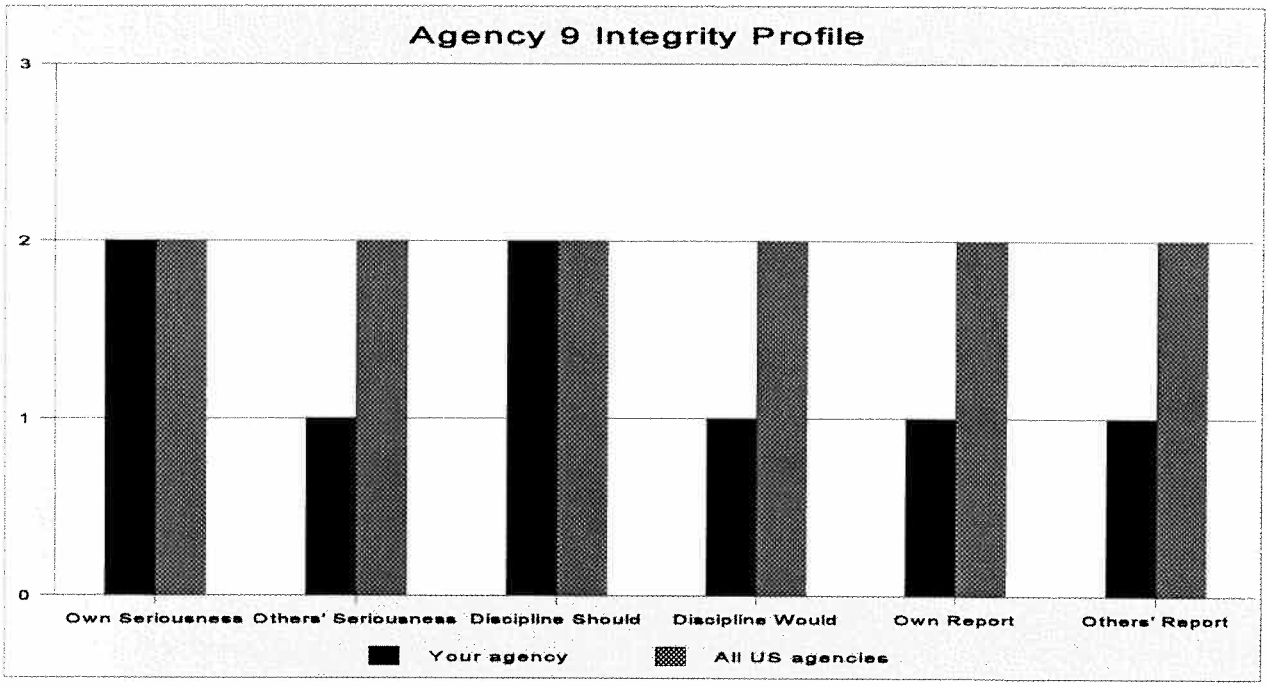
How Your Agency Compares with Other Agencies on Willingness to Report Misconduct

When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of their willingness-to-report scores, *your agency came out tied with three other agencies for 26th place out of 30 agencies in terms of officers' estimates of their own willingness to report the behavior described in the eleven cases. Their answers to the question about what behavior they thought most officers in your agency would be willing to report placed your agency in 30th place out of all 30 agencies we surveyed.*

These scores indicate that officers in your agency are much more willing than officers in most agencies we surveyed to tolerate corruption and abuse in silence. The Code is very strong in your agency and provides an environment in which misconduct of all types can flourish. It is a very troubling finding with which everyone in your agency should be seriously concerned.

Summary

We believe that you may find it helpful to have an overall picture of the integrity profile of your agency as it emerged from our survey. Chart A1 provides such a picture. It depicts how your agency stacks up against all other agencies we surveyed on each of the six questions asked about all eleven cases. If your agency scored among the bottom third of agencies we surveyed on a question it was awarded one point, two if it scored in the middle third, and three if it scored among the top third. These scores are displayed in Chart 1 with your agency's scores represented by the solid black bar and the mid-point agency in our national sample represented by the checkered bar. This chart summarizes, at a glance, whether your agency scored above, below, or about the same as other agencies we surveyed.



By using this same 1, 2, 3 point system to rate each agency's answers to each question, it made it possible not only to assign each agency an overall integrity profile score but rank each agency with respect to all the others we surveyed. These scores could range from a maximum of 18 for an agency that scored among the top third of agencies on all six questions to a minimum of 6 for an agency that scored in the bottom third of agencies on all six questions.

Table A8 below shows how we arrived at the total summary score for your agency as well as the total summary score for all of the other agencies we surveyed. It also shows where this total summary score ranked your agency among the thirty agencies surveyed.

In closing we should like to emphasize that the survey and the measures we created to describe our findings do *NOT* measure the amount or extent of corruption in your agency. They *ARE* a measure of the culture of integrity in your agency. They do *NOT* identify either corrupt or honest individual officers nor do they provide any evidence whatsoever of any type of abusive or dishonest practice, past, present, or future. They *DO* describe in a fairly precise and specific way the levels and the areas in which the culture of your agency makes it likely to resist or tolerate certain types of misconduct on the part of its employees. Hopefully, they will serve as both a reminder and a guide - a reminder that enhancing the culture of integrity should be a major goal of police administration and a guide to where in any particular agency those efforts should be directed. We hope that this information proves useful to you and thank your agency for participating in this research project.

Table A8 - Composite Seriousness, Discipline, and Willingness to Report Scores. Rank Ordered by Total Agency Integrity Profile Score

AGENCY	OWN OPINION OF SERIOUSNESS	OTHERS' OPINION OF SERIOUSNESS	DISCIPLINE SHOULD RECEIVE	DISCIPLINE WOULD RECEIVE	OWN WILLINGNESS TO REPORT	OTHERS' WILLINGNESS TO REPORT	INTEGRITY PROFILE RANK SCORE
1	3	3	3	3	3	3	1 18
3	3	3	3	3	3	3	1 18
4	3	3	3	3	3	3	1 18
6	3	3	3	3	3	3	1 18
10	3	3	3	3	3	3	1 18
17	3	3	3	3	3	3	1 18
30	3	3	3	3	3	3	1 18
2	3	2	3	3	3	3	8 17
18	2	2	3	3	3	3	9 16
7	3	2	2	2	3	3	10 15
11	3	3	2	2	2	2	11 14
12	3	3	3	1	2	2	11 14
5	2	2	2	3	2	2	13 13
19	3	2	2	2	2	2	13 13
20	3	2	2	2	2	2	13 13
29	2	3	2	1	2	2	16 12
26	3	2	2	2	1	1	17 11
27	2	2	2	1	2	2	17 11
24	2	2	1	1	2	2	19 10
21	1	1	2	3	1	1	20 9
22	1	1	2	2	1	2	20 9
9	2	1	2	1	1	1	22 8
16	1	1	1	1	2	2	22 8
13	1	2	1	1	1	1	24 7
14	1	1	1	2	1	1	24 7
15	1	1	1	1	2	1	24 7
23	1	1	1	2	1	1	24 7

Integrity Profile: Agency 09

AGENCY	OWN OPINION OF SERIOUSNESS	OTHERS' OPINION OF SERIOUSNESS	DISCIPLINE SHOULD RECEIVE	DISCIPLINE WOULD RECEIVE	OWN WILLINGNESS TO REPORT	OTHERS' WILLINGNESS TO REPORT	INTEGRITY PROFILE RANK SCORE
25	1	1	1	2	1	1	24 7
8	1	1	1	1	1	1	29 6
28	1	1	1	1	1	1	29 6

Agency No. 10
Integrity Profile

Some time ago members of your agency participated in a national survey of police officer opinions about the severity of certain types of misconduct, the punishment they believed that misconduct deserved, and their willingness to report that misconduct. This report profiles the responses of officers in your agency and permits you to compare the responses from your agency not only with the national results but with the results from agencies that are similar in size to your agency.

The Survey

In all we surveyed 3235 U.S. police officers from thirty different police agencies. The survey described eleven different scenarios. They are displayed in Figure 1 on the following page. You will recall that we asked the same six questions about each of these eleven scenarios. Two questions dealt with the **seriousness** of the behavior described in the scenarios; two with the **discipline** it should or would receive; and two with the **willingness to report** such behavior.

1. How serious do YOU consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

2. How serious do MOST POLICE OFFICERS IN YOUR AGENCY consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

3. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think SHOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

4. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think WOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

5. Do you think YOU would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

6. Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

Figure 1: Case-Scenarios

Case 1. A police officer runs his own private business in which he sells and installs security devices, such as alarms, special locks, etc. He does this work during his off-duty hours.

Case 2. A police officer routinely accepts free meals, cigarettes, and other items of small value from merchants on his beat. He does not solicit these gifts and is careful not to abuse the generosity of those who give gifts to him.

Case 3. A police officer stops a motorist for speeding. The officer agrees to accept a personal gift of half of the amount of the fine in exchange for not issuing a citation.

Case 4. A police officer is widely liked in the community, and on holidays local merchants and restaurant and bar owners show their appreciation for his attention by giving him gifts of food and liquor.

Case 5. A police officer discovers a burglary of a jewelry shop. The display cases are smashed and it is obvious that many items have been taken. While searching the shop, he takes a watch, worth about two days pay for that officer. He reports that the watch had been stolen during the burglary.

Case 6. A police officer has a private arrangement with a local auto body shop to refer the owners of the cars damaged in the accidents to the shop. In exchange for each referral, he receives a payment of 5% of the repair bill from the shop owner.

Case 7. A police officer, who happens to be a very good auto mechanic, is scheduled to work during coming holidays. A supervisor offers to give him these days off, if he agrees to tune-up his supervisor's personal car. Evaluate the SUPERVISOR'S behavior.

Case 8. At 2 A.M. a police officer, who is on duty, is driving his patrol car on a deserted road. He sees a vehicle that has been driven off the road and is stuck in a ditch. He approaches the vehicle and observes that the driver is not hurt but is obviously intoxicated. He also finds that the driver is a police officer. Instead of reporting this accident and offense he transports the driver to his home.

Case 9. A police officer finds a bar on his beat which is still serving drinks a half hour past its legal closing time. Instead of reporting this violation, the police officer agrees to accept a couple of free drinks from the owner.

Case 10. Two police officers on foot patrol surprise a man who is attempting to break into an automobile. The man flees. They chase him for about two blocks before apprehending him by tackling him and wrestling him to the ground. After he is under control both officers punch him a couple of times in the stomach as punishment for fleeing and resisting.

Case 11 A police officer finds a wallet in a parking lot. It contains the amount of money equivalent to a full-day's pay for that officer. He reports the wallet as lost property, but keeps the money for himself.

On Tables A1, A2, and A3 below we report the mean and standard deviation[1] of the answers officers from your agency gave with respect to each of the eleven case scenarios. We have also provided the rank order of the cases and, in the case of discipline, the modal or most frequently given response. Moreover, in order to let you compare the answers given by officers in your agency with those given by officers in other agencies, we provide in the same tables the same measures from agencies of similar size to your agency as well as from our national sample. To make comparison easier we summarize the two responses about **Seriousness** in Table A1, the two responses about **Discipline** in Table A2, and the two responses about **Willingness to Report** in Table A3. The number in parentheses following the table numbers in this report is an identifying number we have assigned to your agency.

What Can be Learned About Your Agency From the Survey? How do Officers in Your Agency Differ in Their Responses from Officers in the National Survey and Officers from Similar Agencies?

Seriousness

Let's first consider the responses reported in Table A1. They deal with the two "seriousness" questions: the officers' OWN estimate of seriousness and the estimate of how serious OTHER officers in your agency would regard the behavior described in each case..

Officers in your agency as well as officers in similar agencies and in the national sample consistently <u>underestimate</u> how serious other police officers in their agencies regard the incidents of misconduct we asked about in the survey

The first thing you should notice is that officers in your agency consistently **<u>UNDERESTIMATE</u>** how serious most officers in your agency regard the behavior described in the cases in the survey. You will note that we found the same thing to be true in agencies that were similar to your agency as well as in the national sample. This finding could suggest that even though the survey was confidential, officers who filled out the surveys may have tried to make themselves "look good" (perhaps to themselves?) by saying that their own personal estimates of seriousness were higher than they actually were. This is a possibility, but there is another that is also worth considering.

That possibility is that the "police culture" discourages individual officers from disclosing their true feelings about the misconduct of other officers. If this is so, then our finding about your agency,

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1 For those of you who may be unfamiliar with these measures: the mean is simply the mathematical average, as is, for example, a batting average in baseball. The standard deviation is a measure of the dispersion of scores around the mean. A very low standard deviation would mean that the vast majority of people selected the same or almost the same answer; a high standard deviation would mean that there was considerable difference among people in how they answered this question.

Seriousness of Misconduct

Table A1 (10) - Agency Response Profile - Seriousness, Rank, Mean, Standard Deviation of Responses, Very Small Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	Seriousness Own Opinion	Seriousness Other Opinion	Seriousness Own Opinion	Seriousness Other Opinion	Seriousness Own Opinion	Seriousness Other Opinion
Case 1 Off Duty Alarm System Business	Rank=1 Mean=1.39 SD=0.65	Rank=1 Mean=1.23 SD=0.45	Rank=1 Mean=1.31 SD=0.77	Rank=1 Mean=1.28 SD=0.68	Rank=1 Mean=1.46 SD=0.94	Rank=1 Mean=1.48 SD=0.87
Case 2 Free Meals and Discounts on Beat	Rank=3 Mean=3.23 SD=1.54	Rank=2 Mean=2.69 SD=1.38	Rank=3 Mean=3.19 SD=1.29	Rank=3 Mean=2.84 SD=1.28	Rank=2 Mean=2.60 SD=1.33	Rank=2 Mean=2.31 SD=1.17
Case 3 Bribe from Speeding Motorist	Rank=10 Mean=5.00 SD=0.00	Rank=10.5 Mean=5.00 SD=0.00	Rank=10 Mean=4.90 SD=0.43	Rank=10 Mean=4.84 SD=0.50	Rank=10 Mean=4.50 SD=0.90	Rank=10 Mean=4.81 SD=0.52
Case 4 Holiday Gifts from Merchants	Rank=4 Mean=3.54 SD=1.27	Rank=4 Mean=3.31 SD=1.03	Rank=4 Mean=3.31 SD=1.37	Rank=4 Mean=3.11 SD=1.19	Rank=3 Mean=2.84 SD=1.38	Rank=3 Mean=2.64 SD=1.28
Case 5 Theft of Watch from Crime Scene	Rank=10 Mean=5.00 SD=0.00	Rank=10.5 Mean=5.00 SD=0.00	Rank=11 Mean=4.97 SD=0.32	Rank=11 Mean=4.93 SD=0.25	Rank=11 Mean=4.95 SD=0.32	Rank=11 Mean=4.88 SD=0.45
Case 6 Auto Repair Shop 5% Kickback	Rank=7.5 Mean=4.85 SD=0.38	Rank=7 Mean= 4.69 SD= 0.48	Rank=8 Mean=4.56 SD=0.79	Rank=7 Mean=4.28 SD=0.98	Rank=7 Mean=4.50 SD=0.90	Rank=7 Mean=4.25 SD=0.98
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Rank=6 Mean=4.46 SD=0.88	Rank=6 Mean=4.39 SD=0.77	Rank=6 Mean=4.19 SD=1.06	Rank=6 Mean=4.06 SD=1.08	Rank=6 Mean=4.18 SD=1.04	Rank=6 Mean=3.96 SD=1.10
Case 8 Cover Up of Officer DUI Incident	Rank=2 Mean=3.08 SD=0.95	Rank=3 Mean=3.00 SD=0.91	Rank=2 Mean=2.64 SD=1.29	Rank=2 Mean=2.44 SD=1.24	Rank=4 Mean=3.03 SD=1.39	Rank=4 Mean=2.86 SD=1.27
Case 9 Free Drinks to Ignore Late Bar	Rank=7.5 Mean=4.85 SD=0.38	Rank=8 Mean= 4.77 SD=0.60	Rank=7 Mean=4.55 SD=0.76	Rank=8 Mean=4.31 SD=0.96	Rank=8 Mean=4.54 SD=0.90	Rank=8 Mean=4.28 SD=1.02
Case 10 Excessive Force on Car Thief	Rank=5 Mean=3.62 SD=1.26	Rank=5 Mean=3.46 SD=1.33	Rank=5 Mean=3.63 SD=1.37	Rank=5 Mean=3.21 SD=1.39	Rank=5 Mean=4.05 SD=1.23	Rank=5 Mean=3.70 SD=1.26
Case 11 Theft from found Wallet	Rank=10 Mean=5.00 SD=0.00	Rank=9 Mean=4.92 SD=0.28	Rank=9 Mean=4.76 SD=0.70	Rank=9 Mean=4.61 SD=0.81	Rank=9 Mean=4.85 SD=0.54	Rank=9 Mean=4.69 SD=0.72

Discipline

Table A2 (10) - Agency Response Profile - Discipline, Mean, Standard Deviation, Modal Response, Very Small Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive
Case 1 Off Duty Alarm System Business	Mean=1.00 SD=0.00 Mode: None	Mean=1.00 SD=0.00 Mode: None	Mean=1.17 SD=0.49 Mode: None	Mean=1.21 SD=0.64 Mode: None	Mean=1.33 SD=0.82 Mode: None	Mean=1.51 SD=1.02 Mode: None
Case 2 Free Meals and Discounts on Beat	Mean=2.46 SD=0.97 Mode:Verbal Reprimand	Mean=2.54 SD=0.97 Mode:Verbal Reprimand	Mean=2.43 SD=1.00 Mode:Verbal Reprimand	Mean=2.57 SD=1.09 Mode:Verbal Reprimand	Mean=2.13 SD=1.03 Mode:Verbal Reprimand	Mean=2.37 SD=1.09 Mode:Verbal Reprimand
Case 3 Bribe from Speeding Motorist	Mean=4.85 SD=1.14 Mode: Suspension	Mean=4.69 SD=1.11 Mode: Suspension	Mean=4.75 SD=1.09 Mode: Suspension	Mean=4.42 SD=1.07 Mode: Suspension	Mean=4.97 SD=1.89 Mode: Dismissal	Mean=4.90 SD=1.18 Mode: Dismissal**
Case 4 Holiday Gifts from Merchants	Mean=3.08 SD=0.49 Mode:Written Reprimand	Mean=3.00 SD=0.58 Mode:Written Reprimand	Mean=2.74 SD=1.06 Mode:Written Reprimand	Mean=2.85 SD=1.09 Mode:Written Reprimand	Mean=2.53 SD=1.26 Mode:Verbal Reprimand	Mean=2.82 SD=1.27 Mode:Written Reprimand
Case 5 Theft of Watch from Crime Scene	Mean=5.54 SD=0.88 Mode: Dismissal	Mean=5.54 SD=0.88 Mode: Dismissal	Mean=5.55 SD=0.82 Mode: Dismissal	Mean=5.39 SD=0.91 Mode: Dismissal	Mean=5.66 SD=0.80 Mode: Dismissal	Mean=5.57 SD=0.87 Mode: Dismissal
Case 6 Auto Repair Shop 5% Kickback	Mean=4.54 SD=1.13 Mode: Suspension	Mean=4.54 SD=1.05 Mode: Suspension	Mean=4.24 SD=1.25 Mode: Suspension	Mean=4.20 SD=1.30 Mode: Suspension	Mean=4.40 SD=1.30 Mode: Suspension	Mean=4.46 SD=1.25 Mode: Suspension
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Mean=3.77 SD=1.01 Mode: Suspension	Mean=3.85 SD=0.90 Mode: Suspension	Mean=3.45 SD=1.27 Mode:Written Reprimand	Mean=3.18 SD=1.27 Mode:Written Reprimand#	Mean=3.59 SD=1.21 Mode:*	Mean=3.43 SD=1.24 Mode:*
Case 8 Cover Up of Officer DUI Incident	Mean=3.15 SD=0.99 Mode: Suspension	Mean=3.23 SD=1.17 Mode:Verbal Reprimand	Mean=2.32 SD=1.33 Mode: None	Mean=2.43 SD=1.33 Mode: None	Mean=2.81 SD=1.31 Mode: Suspension	Mean=3.20 SD=1.30 Mode: Suspension
Case 9 Free Drinks to Ignore Late Bar	Mean=4.23 SD=1.09 Mode: Suspension	Mean=4.31 SD=1.25 Mode: Suspension	Mean=3.74 SD=1.08 Mode: Suspension	Mean=3.72 SD=1.20 Mode: Suspension	Mean=4.01 SD=1.16 Mode: Suspension	Mean=4.08 SD=1.14 Mode: Suspension
Case 10 Excessive Force on Car Thief	Mean=3.39 SD=1.04 Mode: Written Reprimand	Mean=3.54 SD=1.33 Mode:Written Reprimand	Mean=3.03 SD=1.20 Mode:Written Reprimand***	Mean=3.18 SD=1.32 Mode: Suspension	Mean=3.76 SD=1.28 Mode: Suspension	Mean=3.99 SD=1.23 Mode: Suspension
Case 11 Theft from found Wallet	Mean=5.08 SD=1.04 Mode: Dismissal	Mean=5.00 SD=1.15 Mode: Dismissal	Mean=4.59 SD=1.31 Mode: Suspension	Mean=4.44 SD=1.38 Mode: Suspension	Mean=5.08 SD=1.18 Mode: Dismissal	Mean=5.03 SD=1.18 Mode: Dismissal

* 29.7% of the sample indicated a written reprimand while 27.5% indicated a period of suspension. For the discipline would responses, the respective distributions were 30.0% and 28.5%.
** 41.3% of the respondents indicated that a period of suspension would be the discipline administered. However, 47.6% indicated that dismissal should be the discipline administered.
*** 45.8% indicated suspension would be the discipline, while 42.6% indicated dismissal would be the discipline.
# While the modal response was for no discipline (29.4%), 29% indicated a verbal reprimand should be administered and 23.6% indicated a written reprimand should be the discipline.
**** Percent indicating would be a written reprimand and percent indicating discipline would be a period of suspension were virtually identical, 32.2% and 32.8%, respectively.
@ 26.1% indicated a written reprimand should be the discipline administered.

Willingness to Report

Table A3 (10) - Agency Response Profile - Willingness to Report, Rank, Mean, Standard Deviation, Very Small Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	OWN Willingness to Report	OTHERS Willingness to Report	OWN Willingness to Report	OTHERS Willingness to Report	OWN Willingness to Report	OTHERS Willingness to Report
Case 1 Off Duty Alarm System Business	Rank=1 Mean=1.00 SD=0.00	Rank=1 Mean=1.15 SD=0.55	Rank=1 Mean=1.21 SD=0.67	Rank=1 Mean=1.36 SD=0.85	Rank=1 Mean=1.37 SD=0.94	Rank=1 Mean=1.46 SD=0.91
Case 2 Free Meals and Discounts on Beat	Rank=3 Mean=2.69 SD=1.60	Rank=2 Mean=2.31 SD=1.44	Rank=3 Mean=2.43 SD=1.44	Rank=3 Mean=2.19 SD=1.21	Rank=2 Mean=1.94 SD=1.27	Rank=2 Mean=1.82 SD=1.08
Case 3 Bribe from Speeding Motorist	Rank=9 Mean=4.69 SD=0.63	Rank=10 Mean=4.54 SD=0.66	Rank=10 Mean=3.95 SD=1.29	Rank=9 Mean=3.81 SD=1.19	Rank=9 Mean=4.92 SD=1.15	Rank=9 Mean=4.85 SD=1.14
Case 4 Holiday Gifts from Merchants	Rank=5 Mean=3.15 SD=1.41	Rank=4 Mean=2.77 SD=1.30	Rank=5 Mean=2.74 SD=1.43	Rank=5 Mean=2.57 SD=1.33	Rank=4 Mean=2.36 SD=1.41	Rank=4 Mean=2.28 SD=1.25
Case 5 Theft of Watch from Crime Scene	Rank=11 Mean=4.85 SD=0.55	Rank=11 Mean=4.77 SD=0.44	Rank=11 Mean=4.32 SD=1.20	Rank=11 Mean=4.15 SD=1.09	Rank=11 Mean=4.53 SD=1.06	Rank=11 Mean=4.34 SD=1.03
Case 6 Auto Repair Shop 5% Kickback	Rank=8 Mean=4.54 SD=0.78	Rank=8 Mean=4.23 SD=0.73	Rank=8 Mean=3.84 SD=1.42	Rank=8 Mean=3.63 SD=1.30	Rank=8 Mean=3.95 SD=1.36	Rank=8 Mean=3.71 SD=1.25
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Rank=6 Mean=4.23 SD=1.17	Rank=6 Mean=3.92 SD=0.95	Rank=6 Mean=3.41 SD=1.57	Rank=7 Mean=3.46 SD=1.38	Rank=6 Mean=3.45 SD=1.45	Rank=6 Mean=3.29 SD=1.34
Case 8 Cover Up of Officer DUI Incident	Rank=2 Mean=2.39 SD=1.12	Rank=3 Mean=2.39 SD=0.96	Rank=2 Mean=1.89 SD=1.30	Rank=2 Mean=1.82 SD=1.16	Rank=3 Mean=2.34 SD=1.45	Rank=3 Mean=2.28 SD=1.25
Case 9 Free Drinks to Ignore Late Bar	Rank=7 Mean=4.31 SD=1.38	Rank=7 Mean=4.08 SD=1.04	Rank=7 Mean=3.72 SD=1.20	Rank=6 Mean=3.30 SD=1.37	Rank=7 Mean=3.73 SD=1.42	Rank=7 Mean=3.47 SD=1.32
Case 10 Excessive Force on Car Thief	Rank=4 Mean=2.92 SD=1.12	Rank=5 Mean=2.85 SD=0.99	Rank=4 Mean=2.55 SD=1.36	Rank=4 Mean=2.34 SD=1.21	Rank=5 Mean=3.39 SD=1.51	Rank=5 Mean=3.07 SD=1.38
Case 11 Theft from found Wallet	Rank=10 Mean=4.77 SD=0.60	Rank=9 Mean=4.46 SD=0.78	Rank=9 Mean=3.85 SD=1.43	Rank=10 Mean=3.71 SD=1.38	Rank=10 Mean=4.23 SD=1.26	Rank=10 Mean=3.96 SD=1.25

similar agencies, and the national sample suggests that there is a greater amount of intolerance for misconduct in police agencies than even most police officers realize. If this is true an officer, supervisor, or administrator who stands up against misconduct may well find more support than he or she expects.

Officers in your agency rank ordered the seriousness of misconduct quite similarly to officers in our national sample.

The next thing you may notice about Table A1 is that the ranking offered by officers in your agency of their views of the seriousness of the behavior described in each case was very similar to the national ranking. What this means is that **officers in your agency share an understanding of the *relative seriousness*** of the types of misconduct described in the survey that was very similar to police officers across the United States.

Relative seriousness, reflected in the way in which the cases are rank ordered is, however, quite different from absolute seriousness which is reflected in the mean scores. Police officers in different agencies often gave very different answers to how serious they considered the behavior described in each of the cases to be.

How Your Agency Compares with Other Agencies on Seriousness

We urge you to look very carefully at the mean seriousness scores officers in your agency assigned to each of the eleven cases and compare them to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which your agency differs from most other agencies. You will find, overall, that ***your officers consistently rated the cases we asked about as MORE serious than officers from other agencies***. When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of seriousness scores, *your agency came out 3rd among 30 agencies in terms of officer's own estimates of seriousness and 6th out of 30 in terms of officer's estimates of how serious most officers in your agency would rate them.*

You should be pleased by these findings. The best way we know to control corruption and abuse in any police agency is to create an environment among officers in that agency that is intolerant of it. A key component of such an environment is the belief among officers that such behavior is wrong. Officers in your agency feel more strongly about the seriousness of the behavior we asked them about than do officers in at least two thirds of the agencies we surveyed.

Discipline

The answers for the two discipline questions, ' What discipline, if any, do you think this behavior SHOULD receive?" and "What discipline, if any, do you think this behavior WOULD receive?" are reported in Table A2. We found in our national sample a very high degree of agreement among police officers on the answers to these questions.

What this finding means is that, nationally, police officers believe that the discipline that would actually be given in their departments for the types of offenses we asked about in our survey was fair, at least in terms of its severity..We did not ask any questions about disciplinary procedures or process in our survey. Thus we cannot say anything about how officers in your agency regard the fairness of the process or procedure of discipline. We did ask officers for their opinions about the appropriate severity of discipline. **Discipline in your agency is seen to be fair, at least with respect to its severity.**. In nine out of the eleven incidents we asked about, the discipline most officers thought **should** be given was the discipline that they thought **would be** given.

Minority Opinions

Although these national summary figures suggest a high degree of agreement among U.S. officers on appropriate and expected discipline, closer analysis reveals that for some of the conduct described in our survey a substantial minority of officers differ with the majority opinion. Table A4 below was constructed to identify this minority opinion in the national sample by comparing the difference between officers' scores on the "discipline SHOULD receive" and "discipline WOULD receive" questions.

This analysis found that, in our national sample, more than twenty percent of officers believed that the discipline they would receive in their agencies would be ***too harsh in four cases***: Case 2 - receiving free meals and discounts on their beats; Case 4 - receiving holiday gifts from merchants on their beats; Case 8 - covering up a DUI offense and minor accident by a police officer; and Case 10 - using excessive force on a car thief after a foot pursuit. A substantial minority (18.6%) also thought that a supervisor who offered a line officer a holiday day off in exchange for the officer's tuning up the supervisor's personal automobile (Case 7) would be punished too leniently.

We performed the same analysis on the responses about discipline from the officers we surveyed in your agency. ***Overall, we found that the majority of officers in your agency thought that the severity of discipline in your agency was fair***. However, we urge you to attend to the fact that, as was the case with the national sample, there is a substantial minority of officers who do not think that the level of discipline in your agency is appropriate. More than twenty percent of officers in your agency believe that the discipline that would be given in Case 8 would be too harsh and more than twenty percent believed that in Case 8, it would be too lenient.

These findings do not mean that disciplinary policies in your agency should be altered in the direction suggested by this minority opinion. They do suggest that this minority opinion may be a factor to be dealt with when administering discipline at current levels in your agency.

TABLE A4: U.S. Police Officer Opinions on the Fairness of the Severity of Discipline in their Agencies: Percent of U.S. Police Officers Finding Discipline in their Agencies Too Harsh, Too Lenient, or Fair, by Case

CASE / DISCIPLINE	1 - Off Duty Security System Business	2 - Free Meals, Discounts on Beat	3 - Bribe from Speeding Motorist	4 - Holiday Gifts from Merchants	5 - Crime Scene Theft of Watch	6 - Auto Repair Shop 5% Kickback	7 - Super-visor: Holi-day for Tune-up	8 - Cover-Up of Police DUI Accident	9 - Drinks to Ignore Late Bar Closing	10 - Excessive Force on Car Thief	11 - Theft from Found Wallet
Too Harsh	13.1%	**26.4%**	9.4%	**27.0%**	3.4%	12.5%	10.3%	**30.3%**	13.4%	**21.5%**	6.9%
Fair	83.9%	64.6%	78.7%	66.3%	89.0%	79.8%	71.1%	62.9%	78.3%	71.7%	83.6%
Too Lenient	2.9%	9.0%	11.9%	6.7%	7.6%	7.7%	**18.6%**	6.8%	8.3%	6.9%	9.5%

TABLE A5:(10) Opinions of Officers in Your Agency about the Fairness of Discipline: Percent Finding Discipline Too Harsh, Too Lenient, or Fair, by Case

CASE / DISCIPLINE	1 - Off Duty Security System Business	2 - Free Meals, Discounts on Beat	3 - Bribe from Speeding Motorist	4 - Holiday Gifts from Merchants	5 - Crime Scene Theft of Watch	6 - Auto Repair Shop 5% Kickback	7 - Super-visor: Holi-day for Tune-up	8 - Cover-Up of Police DUI Accident	9 - Drinks to Ignore Late Bar Closing	10 - Excessive Force on Car Thief	11 - Theft from Found Wallet
Too Harsh	%	15.4%	7.7%	7.7%	%	15.4%	15.4%	23.1%	7.7%	7.7%	%
Fair	100.0%	76.9%	76.9%	76.9%	100.0%	69.2%	76.9%	53.8%	84.6%	84.6%	92.3%
Too Lenient	%	7.7%	15.4%	15.4%	%	15.4%	7.7%	23.1%	7.7%	7.7%	7.7%

How Your Agency Compares with Other Agencies on Discipline

Finally, we urge you to look very carefully at Table A2 once again, and in particular at the mean disciplinary scores officers in your agency assigned to each of the eleven cases. Compare them to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which your agency differs from most other agencies with respect to the severity of discipline. You will find, overall, that ***your officers rated the cases we asked about as deserving a higher degree of discipline than officers from other agencies***. When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of discipline scores, *your agency came out 5 out of 30 agencies in terms of officers' estimates of the discipline they thought cases should receive and 5 out of 30 agencies in terms of officers' estimates of discipline they thought cases would receive.*

This is *well above average* for all of the U.S. police agencies we surveyed. It indicates not only a high level of intolerance of corruption and abuse among the administration in your agency but also a strong support for relatively strict discipline for corruption and abuse throughout your entire agency.

Willingness to Report

Table A3 above summarize the responses of officers in your agency, as well as those of officers in similar agencies and in the national sample, to the two "willingness-to-report" questions:

> "Do you think YOU would report a fellow police officer who engaged in this behavior?"
>
> and
>
> "Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?"

These questions were asked of all eleven cases and the responses to these questions could range from 1 to 5. A response of "1" meant "definitely would NOT" report and a response of "5" meant "definitely WOULD report."

The answers to these questions are of critical importance and we urge you to study them closely. They describe what has sometimes been called the "Blue Curtain" or the "Police Code of Silence." Both expressions, as you are probably aware, refer to the willingness of officers to remain silent about the misconduct of other police officers.

Our research shows that The Code is, overall, very strong in most of the police agencies we surveyed. On the five point scale, the mean score of all officers own willingness to report exceeded 4.0 in only three of the eleven cases, one involving bribery and the other two involving theft. When the national sample of officers were asked how likely most other officers in their agency were to report misconduct, only one case - Case 5 - involving theft of a watch from a crime scene, earned a mean value higher than 4.0. We should note, however, that the strength of The Code varies

dramatically between agencies. In some agencies most officers appear to be willing to tolerate in silence almost any misconduct by fellow officers. In others officers run a substantial risk of being reported by fellow officers for even relatively low levels of misconduct.

We urge you to look very carefully at the mean willingness-to-report scores officers in your agency assigned to each of the eleven cases. They describe in numerical detail the contours of The Code as it exists in your agency. You should also compare the mean scores in your agency to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which The Code in your agency differs from most other agencies.

How Your Agency Compares with Other Agencies on Willingness to Report Misconduct

When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of their willingness-to- report scores, *your agency came out 4 of 30 agencies in terms of officers' estimates of their own willingness to report the behavior described in the eleven cases. Their answers to the question about what behavior they thought most officers in your agency would be willing to report placed your agency in 3 place out of all 30 agencies we surveyed.*

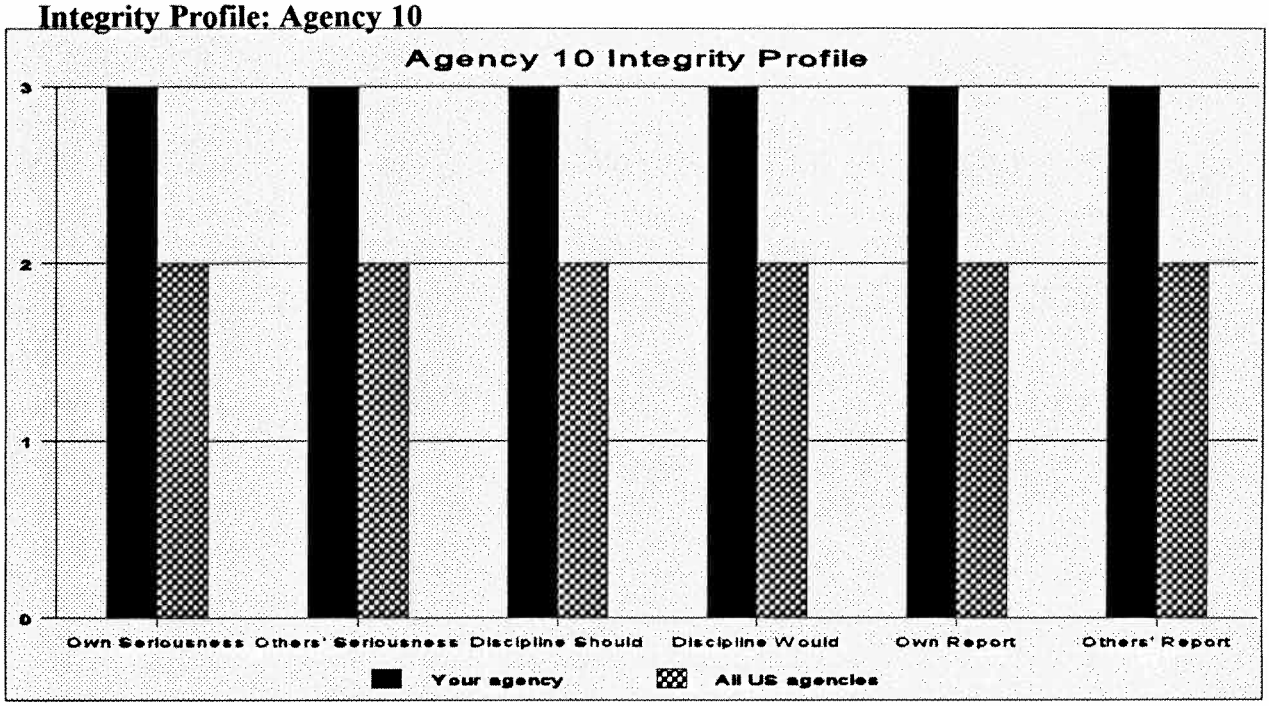
These scores indicate that officers in your agency are much less willing than officers in most agencies we surveyed to tolerate corruption and abuse in silence. The Code is under control in your agency and provides an environment that strongly discourages misconduct. It is a very positive finding of which everyone in your agency is entitled to be proud.

Summary

We believe that you may find it helpful to have an overall picture of the integrity profile of your agency as it emerged from our survey. Chart A1 provides such a picture. It depicts how your agency stacks up against all other agencies we surveyed on each of the six questions asked about all eleven cases. If your agency scored among the bottom third of agencies we surveyed on a question it was awarded one point, two if it scored in the middle third, and three if it scored among the top third. These scores are displayed an Chart 1 with your agency's scores represented by the solid black bar and the mid-point agency in our national sample represented by the checkered bar. This chart summarizes, at a glance, whether your agency scored above, below, or about the same as other agencies we surveyed.

By using this same 1, 2, 3 point system to rate each agency's answers to each question, it made it possible not only to assign each agency an overall integrity profile score but rank each agency with respect to all the others we surveyed. These scores could range from a maximum of 18 for an agency that scored among the top third of agencies on all six questions to a minimum of 6 for an agency that scored in the bottom third of agencies on all six questions.

Table A8 below shows how we arrived at the total summary score for your agency as well as the total summary score for all of the other agencies we surveyed. It also shows where this total summary score ranked your agency among the thirty agencies we surveyed.



In closing we should like to emphasize that the survey and the measures we created to describe our findings do *NOT* measure the amount or extent of corruption in your agency. They *ARE* a measure of the culture of integrity in your agency. They do *NOT* identify either corrupt or honest individual officers nor do they provide any evidence whatsoever of any type of abusive or dishonest practice, past, present, or future. They *DO* describe in a fairly precise and specific way the levels and the areas in which the culture of your agency makes it likely to resist or tolerate certain types of misconduct on the part of its employees. Hopefully, they will serve as both a reminder and a guide - a reminder that enhancing the culture of integrity should be a major goal of police administration and a guide to where in any particular agency those efforts should be directed. We hope that this information proves useful to you and thank your agency for participating in this research project.

Table A8 - Composite Seriousness, Discipline, and Willingness to Report Scores. Rank Ordered by Total Agency Integrity Profile Score

AGENCY	OWN OPINION OF SERIOUSNESS	OTHERS' OPINION OF SERIOUSNESS	DISCIPLINE SHOULD RECEIVE	DISCIPLINE WOULD RECEIVE	OWN WILLINGNESS TO REPORT	OTHERS' WILLINGNESS TO REPORT	INTEGRITY PROFILE RANK SCORE
1	3	3	3	3	3	3	1 18
3	3	3	3	3	3	3	1 18
4	3	3	3	3	3	3	1 18
6	3	3	3	3	3	3	1 18
10	3	3	3	3	3	3	1 18
17	3	3	3	3	3	3	1 18
30	3	3	3	3	3	3	1 18
2	3	2	3	3	3	3	8 17
18	2	2	3	3	3	3	9 16
7	3	2	2	2	3	3	10 15
11	3	3	2	2	2	2	11 14
12	3	3	3	1	2	2	11 14
5	2	2	2	3	2	2	13 13
19	3	2	2	2	2	2	13 13
20	3	2	2	2	2	2	13 13
29	2	3	2	1	2	2	16 12
26	3	2	2	2	1	1	17 11
27	2	2	2	1	2	2	17 11
24	2	2	1	1	2	2	19 10
21	1	1	2	3	1	1	20 9
22	1	1	2	2	1	2	20 9
9	2	1	2	1	1	1	22 8
16	1	1	1	1	2	2	22 8
13	1	2	1	1	1	1	24 7
14	1	1	1	2	1	1	24 7
15	1	1	1	1	2	1	24 7
23	1	1	1	2	1	1	24 7
25	1	1	1	2	1	1	24 7
8	1	1	1	1	1	1	29 6
28	1	1	1	1	1	1	29 6

Agency No. 11
Integrity Profile

Some time ago members of your agency participated in a national survey of police officer opinions about the severity of certain types of misconduct, the punishment they believed that misconduct deserved, and their willingness to report that misconduct. This report profiles the responses of officers in your agency and permits you to compare the responses from your agency not only with the national results but with the results from agencies that are similar in size to your agency.

The Survey

In all we surveyed 3235 U.S. police officers from thirty different police agencies. The survey described eleven different scenarios. They are displayed in Figure 1 on the following page. You will recall that we asked the same six questions about each of these eleven scenarios. Two questions dealt with the **seriousness** of the behavior described in the scenarios; two with the **discipline** it should or would receive; and two with the **willingness to report** such behavior.

1. How serious do YOU consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

2. How serious do MOST POLICE OFFICERS IN YOUR AGENCY consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

3. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think SHOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

4. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think WOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

5. Do you think YOU would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

6. Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

Figure 1: Case-Scenarios

Case 1. A police officer runs his own private business in which he sells and installs security devices, such as alarms, special locks, etc. He does this work during his off-duty hours.

Case 2. A police officer routinely accepts free meals, cigarettes, and other items of small value from merchants on his beat. He does not solicit these gifts and is careful not to abuse the generosity of those who give gifts to him.

Case 3. A police officer stops a motorist for speeding. The officer agrees to accept a personal gift of half of the amount of the fine in exchange for not issuing a citation.

Case 4. A police officer is widely liked in the community, and on holidays local merchants and restaurant and bar owners show their appreciation for his attention by giving him gifts of food and liquor.

Case 5. A police officer discovers a burglary of a jewelry shop. The display cases are smashed and it is obvious that many items have been taken. While searching the shop, he takes a watch, worth about two days pay for that officer. He reports that the watch had been stolen during the burglary.

Case 6. A police officer has a private arrangement with a local auto body shop to refer the owners of the cars damaged in the accidents to the shop. In exchange for each referral, he receives a payment of 5% of the repair bill from the shop owner.

Case 7. A police officer, who happens to be a very good auto mechanic, is scheduled to work during coming holidays. A supervisor offers to give him these days off, if he agrees to tune-up his supervisor's personal car. Evaluate the SUPERVISOR'S behavior.

Case 8. At 2 A.M. a police officer, who is on duty, is driving his patrol car on a deserted road. He sees a vehicle that has been driven off the road and is stuck in a ditch. He approaches the vehicle and observes that the driver is not hurt but is obviously intoxicated. He also finds that the driver is a police officer. Instead of reporting this accident and offense he transports the driver to his home.

Case 9. A police officer finds a bar on his beat which is still serving drinks a half hour past its legal closing time. Instead of reporting this violation, the police officer agrees to accept a couple of free drinks from the owner.

Case 10. Two police officers on foot patrol surprise a man who is attempting to break into an automobile. The man flees. They chase him for about two blocks before apprehending him by tackling him and wrestling him to the ground. After he is under control both officers punch him a couple of times in the stomach as punishment for fleeing and resisting.

Case 11 A police officer finds a wallet in a parking lot. It contains the amount of money equivalent to a full-day's pay for that officer. He reports the wallet as lost property, but keeps the money for himself.

On Tables A1, A2, and A3 below we report the mean and standard deviation[1] of the answers officers from your agency gave with respect to each of the eleven case scenarios. We have also provided the rank order of the cases and, in the case of discipline, the modal or most frequently given response. Moreover, in order to let you compare the answers given by officers in your agency with those given by officers in other agencies, we provide in the same tables the same measures from agencies of similar size to your agency as well as from our national sample. To make comparison easier we summarize the two responses about **Seriousness** in Table A1, the two responses about **Discipline** in Table A2, and the two responses about **Willingness to Report** in Table A3. The number in parentheses following the table numbers in this report is an identifying number we have assigned to your agency.

What Can be Learned About Your Agency From the Survey? How do Officers in Your Agency Differ in Their Responses from Officers in the National Survey and Officers from Similar Agencies?

Seriousness

Let's first consider the responses reported in Table A1. They deal with the two "seriousness" questions: the officers' OWN estimate of seriousness and the estimate of how serious OTHER officers in your agency would regard the behavior described in each case..

Officers in your agency as well as officers in similar agencies and in the national sample consistently <u>underestimate</u> how serious other police officers in their agencies regard the incidents of misconduct we asked about in the survey

The first thing you should notice is that officers in your agency consistently **<u>UNDERESTI-MATE</u>** how serious most officers in your agency regard the behavior described in the cases in the survey. You will note that we found the same thing to be true in agencies that were similar to your agency as well as in the national sample. This finding could suggest that even though the survey was confidential, officers who filled out the surveys may have tried to make themselves "look good" (perhaps to themselves?) by saying that their own personal estimates of seriousness were higher than they actually were. This is a possibility, but there is another that is also worth considering.

That possibility is that the "police culture" discourages individual officers from disclosing their true feelings about the misconduct of other officers. If this is so, then our finding about your agency,

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1 For those of you who may be unfamiliar with these measures: the mean is simply the mathematical average, as is, for example, a batting average in baseball. The standard deviation is a measure of the dispersion of scores around the mean. A very low standard deviation would mean that the vast majority of people selected the same or almost the same answer; a high standard deviation would mean that there was considerable difference among people in how they answered this question.

Seriousness of Misconduct

Table A1 (11) - Agency Response Profile - Seriousness, Rank, Mean, Standard Deviation of Responses, Very Small Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	Seriousness Own Opinion	Seriousness Other Opinion	Seriousness Own Opinion	Seriousness Other Opinion	Seriousness Own Opinion	Seriousness Other Opinion
Case 1 Off Duty Alarm System Business	Rank=1 Mean=1.00 SD=0.00	Rank=1 Mean=1.00 SD=0.00	Rank=1 Mean=1.31 SD=0.77	Rank=1 Mean=1.28 SD=0.68	Rank=1 Mean=1.46 SD=0.94	Rank=1 Mean=1.48 SD=0.87
Case 2 Free Meals and Discounts on Beat	Rank=3 Mean=3.20 SD=1.10	Rank=3.5 Mean=3.20 SD=1.10	Rank=3 Mean=3.19 SD=1.29	Rank=3 Mean=2.84 SD=1.28	Rank=2 Mean=2.60 SD=1.33	Rank=2 Mean=2.31 SD=1.17
Case 3 Bribe from Speeding Motorist	Rank=9.5 Mean=5.00 SD=0.00	Rank=9.5 Mean=5.00 SD=0.00	Rank=10 Mean=4.90 SD=0.43	Rank=10 Mean=4.84 SD=0.50	Rank=10 Mean=4.50 SD=0.90	Rank=10 Mean=4.81 SD=0.52
Case 4 Holiday Gifts from Merchants	Rank =3 Mean=3.20 SD=1.10	Rank=3.5 Mean=3.20 SD=1.10	Rank=4 Mean=3.31 SD=1.37	Rank=4 Mean=3.11 SD=1.19	Rank=3 Mean=2.84 SD=1.38	Rank=3 Mean=2.64 SD=1.28
Case 5 Theft of Watch from Crime Scene	Rank=9.5 Mean=5.00 SD=0.00	Rank=9.5 Mean=5.00 SD=0.00	Rank=11 Mean=32 SD=0.28	Rank=11 Mean=4.93 SD=0.25	Rank=11 Mean=4.95 SD=0.32	Rank=11 Mean=4.88 SD=0.45
Case 6 Auto Repair Shop 5% Kickback	Rank=9.5 Mean=5.00 SD=0.00	Rank=9.5 Mean=5.00 SD=0.00	Rank=8 Mean=4.56 SD=0.79	Rank=7 Mean=4.28 SD=0.98	Rank=7 Mean=4.50 SD=0.90	Rank=7 Mean=4.25 SD=0.98
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Rank=6 Mean=4.40 SD=0.89	Rank=6 Mean=4.40 SD=0.89	Rank=6 Mean=4.19 SD=1.06	Rank=6 Mean=4.06 SD=1.08	Rank=6 Mean=4.18 SD=1.04	Rank=6 Mean=3.96 SD=1.10
Case 8 Cover Up of Officer DUI Incident	Rank=3 Mean=3.20 SD=1.79	Rank=3.5 Mean=3.20 SD=1.79	Rank=2 Mean=2.64 SD=1.29	Rank=2 Mean=2.44 SD=1.24	Rank=4 Mean=3.03 SD=1.39	Rank=4 Mean=2.86 SD=1.27
Case 9 Free Drinks to Ignore Late Bar	Rank=7 Mean=4.80 SD=0.46	Rank=7 Mean=4.80 SD=0.45	Rank=7 Mean=4.55 SD=0.76	Rank=8 Mean=4.31 SD=0.96	Rank=8 Mean=4.54 SD=0.90	Rank=8 Mean=4.28 SD=1.02
Case 10 Excessive Force on Car Thief	Rank=5 Mean=3.40 SD=0.89	Rank=3.5 Mean=3.20 SD=1.10	Rank=5 Mean=3.63 SD=1.37	Rank=5 Mean=3.21 SD=1.39	Rank=5 Mean=4.05 SD=1.23	Rank=5 Mean=3.70 SD=1.26
Case 11 Theft from found Wallet	Rank=9.5 Mean=5.00 SD=0.00	Rank=9.5 Mean=5.00 SD=0.00	Rank=9 Mean=4.76 SD=0.70	Rank=9 Mean=4.61 SD=0.81	Rank=9 Mean=4.85 SD=0.54	Rank=9 Mean=4.69 SD=0.72

Discipline

Table A2 (11) - Agency Response Profile - Discipline, Mean, Standard Deviation, Modal Response, Very Small Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive
Case 1 Off Duty Alarm System Business	Mean=1.00 SD=0.00 Mode: None	Mean=1.00 SD=0.00 Mode: None	Mean=1.17 SD=0.49 Mode: None	Mean=1.21 SD=0.64 Mode: None	Mean=1.33 SD=0.82 Mode: None	Mean=1.51 SD=1.02 Mode: None
Case 2 Free Meals and Discounts on Beat	Mean=1.80 SD=0.45 Mode: Verbal Reprimand	Mean=2.40 SD=0.55 Mode: Verbal Reprimand	Mean=2.43 SD=1.00 Mode:Verbal Reprimand	Mean=2.57 SD=1.09 Mode:Verbal Reprimand	Mean=2.13 SD=1.03 Mode:Verbal Reprimand	Mean=2.37 SD=1.09 Mode:Verbal Reprimand
Case 3 Bribe from Speeding Motorist	Mean=3.80 SD=0.45 Mode: Suspension	Mean=3.60 SD=0.55 Mode: Suspension	Mean=4.75 SD=1.09 Mode: Suspension	Mean=4.42 SD=1.07 Mode: Suspension	Mean=4.97 SD=1.89 Mode: Dismissal	Mean=4.90 SD=1.18 Mode: Dismissal**
Case 4 Holiday Gifts from Merchants	Mean=2.80 SD=0.84 Mode:Verbal Reprimand	Mean=2.60 SD=0.89 Mode: Verbal Reprimand	Mean=2.74 SD=1.06 Mode:Written Reprimand	Mean=2.85 SD=1.09 Mode:Written Reprimand	Mean=2.53 SD=1.26 Mode:Verbal Reprimand	Mean=2.82 SD=1.27 Mode:Written Reprimand
Case 5 Theft of Watch from Crime Scene	Mean=6.00 SD=0.00 Mode: Dismissal	Mean=6.00 SD=0.00 Mode: Dismissal	Mean=5.55 SD=0.82 Mode: Dismissal	Mean=5.39 SD=0.91 Mode: Dismissal	Mean=5.66 SD=0.80 Mode: Dismissal	Mean=5.57 SD=0.87 Mode: Dismissal
Case 6 Auto Repair Shop 5% Kickback	Mean=4.20 SD=1.10 Mode: Suspension	Mean=4.40 SD=1.14 Mode: Suspension	Mean=4.24 SD=1.25 Mode: Suspension	Mean=4.20 SD=1.30 Mode: Suspension	Mean=4.40 SD=1.30 Mode: Suspension	Mean=4.46 SD=1.25 Mode: Suspension
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Mean=3.60 SD=1.34 Mode:Written Reprimand	Mean=3.80 SD=1.30 Mode: Demote	Mean=3.45 SD=1.27 Mode:Written Reprimand	Mean=3.18 SD=1.27 Mode:Written Reprimand#	Mean=3.59 SD=1.21 Mode:*	Mean=3.43 SD=1.24 Mode:*
Case 8 Cover Up of Officer DUI Incident	Mean=2.60 SD=2.07 Mode: None	Mean=3.00 SD=2.00 Mode: Verbal Reprimand	Mean=2.32 SD=1.33 Mode: None	Mean=2.43 SD=1.33 Mode: None	Mean=2.81 SD=1.31 Mode: Suspension	Mean=3.20 SD=1.30 Mode: Suspension
Case 9 Free Drinks to Ignore Late Bar	Mean=4.00 SD=1.22 Mode:Written Reprimand	Mean=4.00 SD=1.58 Mode: Verbal Reprimand	Mean=3.74 SD=1.08 Mode: Suspension	Mean=3.72 SD=1.20 Mode: Suspension	Mean=4.01 SD=1.16 Mode: Suspension	Mean=4.08 SD=1.14 Mode: Suspension
Case 10 Excessive Force on Car Thief	Mean=3.20 SD=0.84 Mode:Written Reprimand	Mean=3.40 SD=0.89 Mode: Suspend w/o pay	Mean=3.03 SD=1.20 Mode:Written Reprimand***	Mean=3.18 SD=1.32 Mode: Suspension	Mean=3.76 SD=1.28 Mode: Suspension	Mean=3.99 SD=1.23 Mode: Suspension
Case 11 Theft from found Wallet	Mean=4.80 SD=1.10 Mode: Suspension	Mean=4.60 SD=0.89 Mode: Suspension	Mean=4.59 SD=1.31 Mode: Suspension	Mean=4.44 SD=1.38 Mode: Suspension	Mean=5.08 SD=1.18 Mode: Dismissal	Mean=5.03 SD=1.18 Mode: Dismissal

* 29.7% of the sample indicated a written reprimand while 27.5% indicated a period of suspension. For the discipline would responses, the respective distributions were 30.0% and 28.5%.
** 41.3% of the respondents indicated that a period of suspension would be the discipline administered. However, 47.6% indicated that dismissal should be the discipline administered.
*** 45.8% indicated suspension would be the discipline, while 42.6% indicated dismissal would be the discipline.
# While the modal response was for no discipline (29.4%), 29% indicated a verbal reprimand should be administered and 23.6% indicated a written reprimand should be the discipline.
**** Percent indicating would be a written reprimand and percent indicating discipline would be a period of suspension were virtually identical, 32.2% and 32.8%, respectively.
@ 26.1% indicated a written reprimand should be the discipline administered.

Willingness to Report

Table A3 (11) - Agency Response Profile - Willingness to Report, Rank, Mean, Standard Deviation, Very Small Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	OWN Willingness to Report	OTHERS Willingness to Report	OWN Willingness to Report	OTHERS Willingness to Report	OWN Willingness to Report	OTHERS Willingness to Report
Case 1 Off Duty Alarm System Business	Rank=1 Mean=1.00 SD=0.00	Rank=1 Mean=1.00 SD=0.00	Rank=1 Mean=1.21 SD=0.67	Rank=1 Mean=1.36 SD=0.85	Rank=1 Mean=1.37 SD=0.94	Rank=1 Mean=1.46 SD=0.91
Case 2 Free Meals and Discounts on Beat	Rank=2 Mean=2.00 SD=0.71	Rank=2 Mean=2.00 SD=0.71	Rank=3 Mean=2.43 SD=1.44	Rank=3 Mean=2.19 SD=1.21	Rank=2 Mean=1.94 SD=1.27	Rank=2 Mean=1.82 SD=1.08
Case 3 Bribe from Speeding Motorist	Rank=7.5 Mean=4.00 SD=1.00	Rank=8 Mean=4.00 SD=1.22	Rank=10 Mean=3.95 SD=1.29	Rank=9 Mean=3.81 SD=1.19	Rank=9 Mean=4.92 SD=1.15	Rank=9 Mean=4.85 SD=1.14
Case 4 Holiday Gifts from Merchants	Rank=4.5 Mean=2.60 SD=1.67	Rank=4 Mean=2.40 SD=1.67	Rank=5 Mean=2.74 SD=1.43	Rank=5 Mean=2.57 SD=1.33	Rank=4 Mean=2.36 SD=1.41	Rank=4 Mean=2.28 SD=1.25
Case 5 Theft of Watch from Crime Scene	Rank=11 Mean=5.00 SD=0.00	Rank=11 Mean=5.00 SD=0.00	Rank=11 Mean=4.32 SD=1.20	Rank=11 Mean=4.15 SD=1.09	Rank=11 Mean=4.53 SD=1.06	Rank=11 Mean=4.34 SD=1.03
Case 6 Auto Repair Shop 5% Kickback	Rank=9 Mean=4.20 SD=1.10	Rank=8 Mean=4.00 SD=1.00	Rank=8 Mean=3.84 SD=1.42	Rank=8 Mean=3.63 SD=1.30	Rank=8 Mean=3.95 SD=1.36	Rank=8 Mean=3.71 SD=1.25
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Rank=6 Mean=3.80 SD=1.79	Rank=8 Mean=4.00 SD=1.41	Rank=6 Mean=3.41 SD=1.57	Rank=7 Mean=3.46 SD=1.38	Rank=6 Mean=3.45 SD=1.45	Rank=6 Mean=3.29 SD=1.34
Case 8 Cover Up of Officer DUI Incident	Rank=4.5 Mean=2.60 SD=2.19	Rank=5 Mean=2.60 SD=2.19	Rank=2 Mean=1.89 SD=1.30	Rank=2 Mean=1.82 SD=1.16	Rank=3 Mean=2.34 SD=1.45	Rank=3 Mean=2.28 SD=1.25
Case 9 Free Drinks to Ignore Late Bar	Rank=7.5 Mean=4.00 SD=1.00	Rank=6 Mean=3.60 SD=1.34	Rank=7 Mean=3.72 SD=1.20	Rank=6 Mean=3.30 SD=1.37	Rank=7 Mean=3.73 SD=1.42	Rank=7 Mean=3.47 SD=1.32
Case 10 Excessive Force on Car Thief	Rank=3 Mean=2.40 SD=1.14	Rank=3 Mean=2.20 SD=1.30	Rank=4 Mean=2.55 SD=1.36	Rank=4 Mean=2.34 SD=1.21	Rank=5 Mean=3.39 SD=1.51	Rank=5 Mean=3.07 SD=1.38
Case 11 Theft from found Wallet	Rank=10 Mean=4.60 SD=0.89	Rank=10 Mean=4.60 SD=0.89	Rank=9 Mean=3.85 SD=1.43	Rank=10 Mean=3.71 SD=1.38	Rank=10 Mean=4.23 SD=1.26	Rank=10 Mean=3.96 SD=1.25

similar agencies, and the national sample suggests that there is a greater amount of intolerance for misconduct in police agencies than even most police officers realize. If this is true an officer, supervisor, or administrator who stands up against misconduct may well find more support than he or she expects.

Officers in your agency rank ordered the seriousness of misconduct quite similarly to officers in our national sample.

The next thing you may notice about Table A1 is that the ranking offered by officers in your agency of their views of the seriousness of the behavior described in each case was very similar to the national ranking. What this means is that **officers in your agency share an understanding of the *relative seriousness*** of the types of misconduct described in the survey that was very similar to police officers across the United States.

Relative seriousness, reflected in the way in which the cases are rank ordered is, however, quite different from absolute seriousness which is reflected in the mean scores. Police officers in different agencies often gave very different answers to how serious they considered the behavior described in each of the cases to be.

How Your Agency Compares with Other Agencies on Seriousness

We urge you to look very carefully at the mean seriousness scores officers in your agency assigned to each of the eleven cases and compare them to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which your agency differs from most other agencies. You will find, overall, that ***your officers consistently rated the cases we asked about as MORE serious than officers from other agencies***. When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of seriousness scores, *your agency came out in a three way tie for 6th place out of 30 agencies in terms of officer's own estimates of seriousness and 5th out of 30 in terms of officer's estimates of how serious most officers in your agency would rate them.*

You should be pleased by these findings. The best way we know to control corruption and abuse in any police agency is to create an environment among officers in that agency that is intolerant of it. A key component of such an environment is the belief among officers that such behavior is wrong. Officers in your agency feel more strongly about the seriousness of the behavior we asked them about than do officers in at least two thirds of the agencies we surveyed.

Discipline

The answers for the two discipline questions, ' What discipline, if any, do you think this behavior SHOULD receive?" and "What discipline, if any, do you think this behavior WOULD receive?" are reported in Table A2. We found in our national sample a very high degree of agreement among police officers on the answers to these questions.

What this finding means is that, nationally, police officers believe that the discipline that

would actually be given in their departments for the types of offenses we asked about in our survey was fair, at least in terms of its severity..We did not ask any questions about disciplinary procedures or process in our survey. Thus we cannot say anything about how officers in your agency regard the fairness of the process or procedure of discipline. We did ask officers for their opinions about the appropriate severity of discipline. **Discipline in your agency is seen to be fair, at least with respect to its severity.**. In seven out of the eleven incidents we asked about, the discipline most officers thought **should** be given was the discipline that they thought **would be** given.

Minority Opinions

Although these national summary figures suggest a high degree of agreement among U.S. officers on appropriate and expected discipline, closer analysis reveals that for some of the conduct described in our survey a substantial minority of officers differ with the majority opinion. Table A4 below was constructed to identify this minority opinion in the national sample by comparing the difference between officers' scores on the "discipline SHOULD receive" and "discipline WOULD receive" questions.

This analysis found that, in our national sample, more than twenty percent of officers believed that the discipline they would receive in their agencies would be ***too harsh in four cases***: Case 2 - receiving free meals and discounts on their beats; Case 4 - receiving holiday gifts from merchants on their beats; Case 8 - covering up a DUI offense and minor accident by a police officer; and Case 10 - using excessive force on a car thief after a foot pursuit. A substantial minority (18.6%) also thought that a supervisor who offered a line officer a holiday day off in exchange for the officer's tuning up the supervisor's personal automobile (Case 7) would be punished too leniently.

We performed the same analysis on the responses about discipline from the officers we surveyed in your agency. ***Overall, we found that the majority of officers in your agency thought that the severity of discipline in your agency was fair***. However, we urge you to attend to the fact that, as was the case with the national sample, there is a substantial minority of officers who do not think that the level of discipline in your agency is appropriate. More than twenty percent of officers in your agency believe that the discipline that would be given in Cases 2, 3, 6, 7, 8, 9, 10, and 11 would be too harsh and more than twenty percent believed that in Case(s) 3, 4, 9, and 11, it would be too lenient.

These findings do not mean that disciplinary policies in your agency should be altered in the direction suggested by this minority opinion. They do suggest that this minority opinion may be a factor to be dealt with when administering discipline at current levels in your agency.

TABLE A4: U.S. Police Officer Opinions on the Fairness of the Severity of Discipline in their Agencies: Percent of U.S. Police Officers Finding Discipline in their Agencies Too Harsh, Too Lenient, or Fair, by Case

CASE / DISCIPLINE	1 - Off Duty Security System Business	2 - Free Meals, Discounts on Beat	3 - Bribe from Speeding Motorist	4 - Holiday Gifts from Merchants	5 - Crime Scene Theft of Watch	6 - Auto Repair Shop 5% Kickback	7 - Super-visor: Holi-day for Tune-up	8 - Cover-Up of Police DUI Accident	9 - Drinks to Ignore Late Bar Closing	10 - Excessive Force on car Thief	11 - Theft from Found Wallet
Too Harsh	13.1%	**26.4%**	9.4%	**27.0%**	3.4%	12.5%	10.3%	**30.3%**	13.4%	**21.5%**	6.9%
Fair	83.9%	64.6%	78.7%	66.3%	89.0%	79.8%	71.1%	62.9%	78.3%	71.7%	83.6%
Too Lenient	2.9%	9.0%	11.9%	6.7%	7.6%	7.7%	**18.6%**	6.8%	8.3%	6.9%	9.5%

TABLE A5:(11) Opinions of Officers in Your Agency about the Fairness of Discipline: Percent Finding Discipline Too Harsh, Too Lenient, or Fair, by Case

CASE / DISCIPLINE	1 - Off Duty Security System Business	2 - Free Meals, Discounts on Beat	3 - Bribe from Speeding Motorist	4 - Holiday Gifts from Merchants	5 - Crime Scene Theft of Watch	6 - Auto Repair Shop 5% Kickback	7 - Super-visor: Holi-day for Tune-up	8 - Cover-Up of Police DUI Accident	9 - Drinks to Ignore Late Bar Closing	10 - Excessive Force on car Thief	11 - Theft from Found Wallet
Too Harsh	%	60.0%	20.0%	%	%	20.0%	20.0%	40.0%	20.0%	20.0%	20.0%
Fair	100.0%	40.0%	40.0%	80.0%	100.0%	80.0%	80.0%	60.0%	60.0%	80.0%	60.0%
Too Lenient	%	%	40.0%	20.0%	%	%	%	%	20.0%	%	20.0%

How Your Agency Compares with Other Agencies on Discipline

Finally, we urge you to look very carefully at Table A2 once again, and in particular at the mean disciplinary scores officers in your agency assigned to each of the eleven cases. Compare them to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which your agency differs from most other agencies with respect to discipline. You will find, overall, that ***your officers rated the cases we asked about as deserving a degree of discipline that was about the same as officers from other agencies***. When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of discipline scores, *your agency came in out in a three way tie for 13th place among 30 agencies in terms of officers' estimates of the discipline they thought cases should receive and in a two way tie for 14th place of 30 agencies in terms of officers' estimates of discipline they thought cases would receive.*

The "discipline should receive" score is *well below average* for all of the U.S. police agencies we surveyed. As It indicates support only for a relatively low level of discipline for corruption and abuse in your agency, it ought to cause some concern. Your agency's "discipline would receive" score is about average for the agencies we surveyed. This means that officers in your agency expect about the *same amount* of discipline as do officers in the average agency we surveyed.

Willingness to Report

Table A3 above summarize the responses of officers in your agency, as well as those of officers in similar agencies and in the national sample, to the two "willingness-to-report" questions:

> "Do you think YOU would report a fellow police officer who engaged in this behavior?"
>
> and
>
> "Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?"

These questions were asked of all eleven cases and the responses to these questions could range from 1 to 5. A response of "1" meant "definitely would NOT" report and a response of "5" meant "definitely WOULD report."

The answers to these questions are of critical importance and we urge you to study them closely. They describe what has sometimes been called the "Blue Curtain" or the "Police Code of Silence." Both expressions, as you are probably aware, refer to the willingness of officers to remain silent about the misconduct of other police officers.

Our research shows that The Code is, overall, very strong in most of the police agencies we surveyed. On the five point scale, the mean score of all officers own willingness to report exceeded 4.0 in only three of the eleven cases, one involving bribery and the other two involving theft. When

the national sample of officers were asked how likely most other officers in their agency were to report misconduct, only one case - Case 5 - involving theft of a watch from a crime scene, earned a mean value higher than 4.0. We should note, however, that the strength of The Code varies dramatically between agencies. In some agencies most officers appear to be willing to tolerate in silence almost any misconduct by fellow officers. In others officers run a substantial risk of being reported by fellow officers for even relatively low levels of misconduct.

We urge you to look very carefully at the mean willingness-to-report scores officers in your agency assigned to each of the eleven cases. They describe in numerical detail the contours of The Code as it exists in your agency. You should also compare the mean scores in your agency to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which The Code in your agency differs from most other agencies.

How Your Agency Compares with Other Agencies on Willingness to Report Misconduct

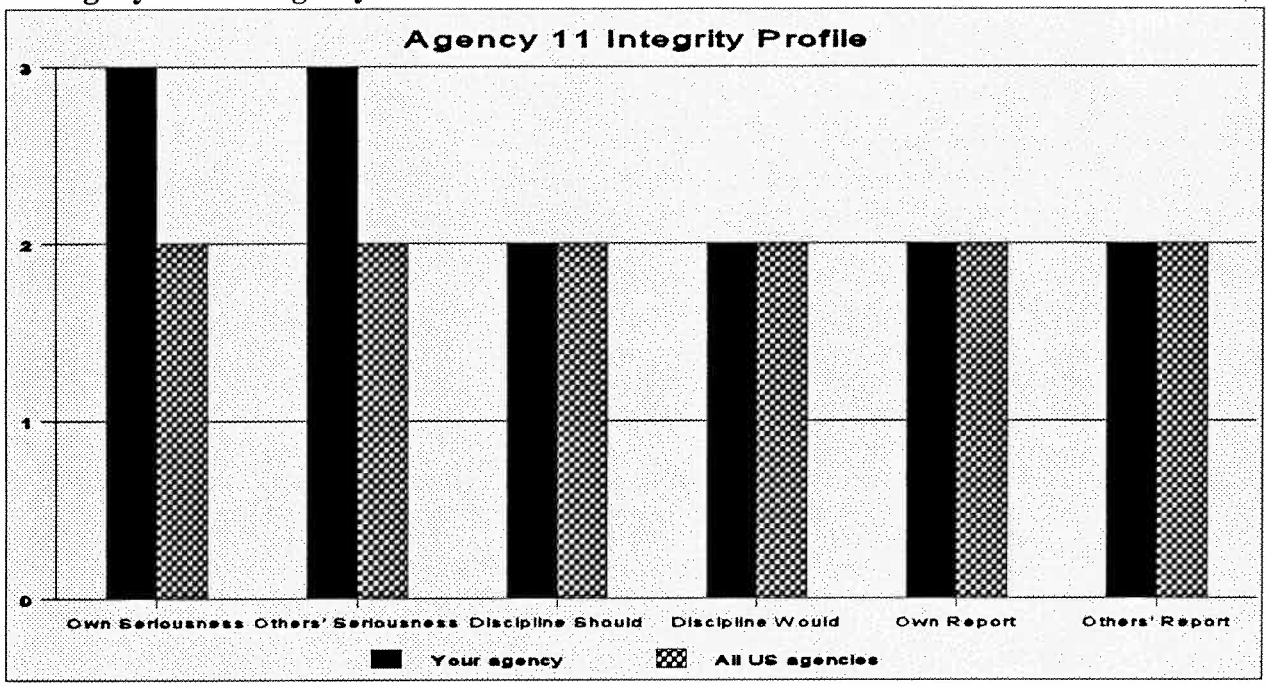
When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of their willingness-to- report scores, *your agency came out in a three way tie for 13th among 30 agencies in terms of officers' estimates of their own willingness to report the behavior described in the eleven cases. Their answers to the question about what behavior they thought most officers in your agency would be willing to report placed your agency in 13th place out of all 30 agencies we surveyed.*

These scores indicate that officers in your agency are about as willing as officers in most agencies we surveyed to tolerate corruption and abuse in silence. The stronger The Code in any police agency the more attractive that agency becomes to misconduct of all types. We urge you to interpret this finding as neither positive nor negative, but as a reminder that your police agency continues to have an affirmative obligation to contain and reduce the domain of The Code.

Summary

We believe that you may find it helpful to have an overall picture of the integrity profile of your agency as it emerged from our survey. Chart A1 provides such a picture. It depicts how your agency stacks up against all other agencies we surveyed on each of the six questions asked about all eleven cases. If your agency scored among the bottom third of agencies we surveyed on a question it was awarded one point, two if it scored in the middle third, and three if it scored among the top third. These scores are displayed an Chart 1 with your agency's scores represented by the solid black bar and the mid-point agency in our national sample represented by the checkered bar. This chart summarizes, at a glance, whether your agency scored above, below, or about the same as other agencies we surveyed.

By using this same 1, 2, 3 point system to rate each agency's answers to each question, it made it possible not only to assign each agency an overall integrity profile score but rank each agency



with respect to all the others we surveyed. These scores could range from a maximum of 18 for an agency that scored among the top third of agencies on all six questions to a minimum of 6 for an agency that scored in the bottom third of agencies on all six questions.

Table A8 below shows how we arrived at the total summary score for your agency as well as the total summary score for all of the other agencies we surveyed. It also shows where this total summary score ranked your agency among the thirty agencies we surveyed.

In closing we should like to emphasize that the survey and the measures we created to describe our findings do *NOT* measure the amount or extent of corruption in your agency. They *ARE* a measure of the culture of integrity in your agency. They do *NOT* identify either corrupt or honest individual officers nor do they provide any evidence whatsoever of any type of abusive or dishonest practice, past, present, or future. They *DO* describe in a fairly precise and specific way the levels and the areas in which the culture of your agency makes it likely to resist or tolerate certain types of misconduct on the part of its employees. Hopefully, they will serve as both a reminder and a guide - a reminder that enhancing the culture of integrity should be a major goal of police administration and a guide to where in any particular agency those efforts should be directed. We hope that this information proves useful to you and thank your agency for participating in this research project.

Table A8 - Composite Seriousness, Discipline, and Willingness to Report Scores. Rank Ordered by Total Agency Integrity Profile Score

AGENCY	OWN OPINION OF SERIOUSNESS	OTHERS' OPINION OF SERIOUSNESS	DISCIPLINE SHOULD RECEIVE	DISCIPLINE WOULD RECEIVE	OWN WILLINGNESS TO REPORT	OTHERS' WILLINGNESS TO REPORT	INTEGRITY PROFILE RANK SCORE
1	3	3	3	3	3	3	1 18
3	3	3	3	3	3	3	1 18
4	3	3	3	3	3	3	1 18
6	3	3	3	3	3	3	1 18
10	3	3	3	3	3	3	1 18
17	3	3	3	3	3	3	1 18
30	3	3	3	3	3	3	1 18
2	3	2	3	3	3	3	8 17
18	2	2	3	3	3	3	9 16
7	3	2	2	2	3	3	10 15
11	3	3	2	2	2	2	11 14
12	3	3	3	1	2	2	11 14
5	2	2	2	3	2	2	13 13
19	3	2	2	2	2	2	13 13
20	3	2	2	2	2	2	13 13
29	2	3	2	1	2	2	16 12
26	3	2	2	2	1	1	17 11
27	2	2	2	1	2	2	17 11
24	2	2	1	1	2	2	19 10
21	1	1	2	3	1	1	20 9
22	1	1	2	2	1	2	20 9
9	2	1	2	1	1	1	22 8
16	1	1	1	1	2	2	22 8
13	1	2	1	1	1	1	24 7
14	1	1	1	2	1	1	24 7
15	1	1	1	1	2	1	24 7
23	1	1	1	2	1	1	24 7
25	1	1	1	2	1	1	24 7
8	1	1	1	1	1	1	29 6
28	1	1	1	1	1	1	29 6

Agency No. 12
Integrity Profile

Some time ago members of your agency participated in a national survey of police officer opinions about the severity of certain types of misconduct, the punishment they believed that misconduct deserved, and their willingness to report that misconduct. This report profiles the responses of officers in your agency and permits you to compare the responses from your agency not only with the national results but with the results from agencies that are similar in size to your agency.

The Survey

In all we surveyed 3235 U.S. police officers from thirty different police agencies. The survey described eleven different scenarios. They are displayed in Figure 1 on the following page. You will recall that we asked the same six questions about each of these eleven scenarios. Two questions dealt with the **seriousness** of the behavior described in the scenarios; two with the **discipline** it should or would receive; and two with the **willingness to report** such behavior.

1. How serious do YOU consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

2. How serious do MOST POLICE OFFICERS IN YOUR AGENCY consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

3. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think SHOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

4. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think WOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

5. Do you think YOU would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

6. Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

Figure 1: Case-Scenarios

Case 1. A police officer runs his own private business in which he sells and installs security devices, such as alarms, special locks, etc. He does this work during his off-duty hours.

Case 2. A police officer routinely accepts free meals, cigarettes, and other items of small value from merchants on his beat. He does not solicit these gifts and is careful not to abuse the generosity of those who give gifts to him.

Case 3. A police officer stops a motorist for speeding. The officer agrees to accept a personal gift of half of the amount of the fine in exchange for not issuing a citation.

Case 4. A police officer is widely liked in the community, and on holidays local merchants and restaurant and bar owners show their appreciation for his attention by giving him gifts of food and liquor.

Case 5. A police officer discovers a burglary of a jewelry shop. The display cases are smashed and it is obvious that many items have been taken. While searching the shop, he takes a watch, worth about two days pay for that officer. He reports that the watch had been stolen during the burglary.

Case 6. A police officer has a private arrangement with a local auto body shop to refer the owners of the cars damaged in the accidents to the shop. In exchange for each referral, he receives a payment of 5% of the repair bill from the shop owner.

Case 7. A police officer, who happens to be a very good auto mechanic, is scheduled to work during coming holidays. A supervisor offers to give him these days off, if he agrees to tune-up his supervisor's personal car. Evaluate the SUPERVISOR'S behavior.

Case 8. At 2 A.M. a police officer, who is on duty, is driving his patrol car on a deserted road. He sees a vehicle that has been driven off the road and is stuck in a ditch. He approaches the vehicle and observes that the driver is not hurt but is obviously intoxicated. He also finds that the driver is a police officer. Instead of reporting this accident and offense he transports the driver to his home.

Case 9. A police officer finds a bar on his beat which is still serving drinks a half hour past its legal closing time. Instead of reporting this violation, the police officer agrees to accept a couple of free drinks from the owner.

Case 10. Two police officers on foot patrol surprise a man who is attempting to break into an automobile. The man flees. They chase him for about two blocks before apprehending him by tackling him and wrestling him to the ground. After he is under control both officers punch him a couple of times in the stomach as punishment for fleeing and resisting.

Case 11 A police officer finds a wallet in a parking lot. It contains the amount of money equivalent to a full-day's pay for that officer. He reports the wallet as lost property, but keeps the money for himself.

On Tables A1, A2, and A3 below we report the mean and standard deviation[1] of the answers officers from your agency gave with respect to each of the eleven case scenarios. We have also provided the rank order of the cases and, in the case of discipline, the modal or most frequently given response. Moreover, in order to let you compare the answers given by officers in your agency with those given by officers in other agencies, we provide in the same tables the same measures from agencies of similar size to your agency as well as from our national sample. To make comparison easier we summarize the two responses about **Seriousness** in Table A1, the two responses about **Discipline** in Table A2, and the two responses about **Willingness to Report** in Table A3. The number in parentheses following the table numbers in this report is an identifying number we have assigned to your agency.

What Can be Learned About Your Agency From the Survey? How do Officers in Your Agency Differ in Their Responses from Officers in the National Survey and Officers from Similar Agencies?

Seriousness

Let's first consider the responses reported in Table A1. They deal with the two "seriousness" questions: the officers' OWN estimate of seriousness and the estimate of how serious OTHER officers in your agency would regard the behavior described in each case..

Officers in your agency as well as officers in similar agencies and in the national sample consistently <u>underestimate</u> how serious other police officers in their agencies regard the incidents of misconduct we asked about in the survey

The first thing you should notice is that officers in your agency consistently **<u>UNDERESTIMATE</u>** how serious most officers in your agency regard the behavior described in the cases in the survey. You will note that we found the same thing to be true in agencies that were similar to your agency as well as in the national sample. This finding could suggest that even though the survey was confidential, officers who filled out the surveys may have tried to make themselves "look good" (perhaps to themselves?) by saying that their own personal estimates of seriousness were higher than they actually were. This is a possibility, but there is another that is also worth considering.

That possibility is that the "police culture" discourages individual officers from disclosing their true feelings about the misconduct of other officers. If this is so, then our finding about your agency,

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1

For those of you who may be unfamiliar with these measures: the mean is simply the mathematical average, as is, for example, a batting average in baseball. The standard deviation is a measure of the dispersion of scores around the mean. A very low standard deviation would mean that the vast majority of people selected the same or almost the same answer; a high standard deviation would mean that there was considerable difference among people in how they answered this question.

Seriousness of Misconduct

Table A1 (12) - Agency Response Profile - Seriousness, Rank, Mean, Standard Deviation of Responses, Very Small Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	Seriousness Own Opinion	Seriousness Other Opinion	Seriousness Own Opinion	Seriousness Other Opinion	Seriousness Own Opinion	Seriousness Other Opinion
Case 1 Off Duty Alarm System Business	Rank=1 Mean=1.38 SD=0.72	Rank=1 Mean=1.31 SD=0.60	Rank=1 Mean=1.31 SD=0.77	Rank=1 Mean=1.28 SD=0.68	Rank=1 Mean=1.46 SD=0.94	Rank=1 Mean=1.48 SD=0.87
Case 2 Free Meals and Discounts on Beat	Rank=4 Mean=3.69 SD= 1.20	Rank=3 Mean= 3.06 SD=1.29	Rank=3 Mean=3.19 SD=1.29	Rank=3 Mean=2.84 SD=1.28	Rank=2 Mean=2.60 SD=1.33	Rank=2 Mean=2.31 SD=1.17
Case 3 Bribe from Speeding Motorist	Rank=8.5 Mean=4.75 SD=0.58	Rank=9.5 Mean=4.75 SD=0.58	Rank=10 Mean=4.90 SD=0.43	Rank=10 Mean=4.84 SD=0.50	Rank=10 Mean=4.50 SD=0.90	Rank=10 Mean=4.81 SD=0.52
Case 4 Holiday Gifts from Merchants	Rank=5 Mean=3.88 SD=1.09	Rank=5 Mean=3.50 SD=0.89	Rank=4 Mean=3.31 SD=1.37	Rank=4 Mean=3.11 SD=1.19	Rank=3 Mean=2.84 SD=1.38	Rank=3 Mean=2.64 SD=1.28
Case 5 Theft of Watch from Crime Scene	Rank=11 Mean=5.00 SD= 0.00	Rank=11 Mean=4.88 SD=0.34	Rank=11 Mean=4.97 SD=0.32	Rank=11 Mean=4.93 SD=0.25	Rank=11 Mean=4.95 SD=0.32	Rank=11 Mean=4.88 SD=0.45
Case 6 Auto Repair Shop 5% Kickback	Rank=8.5 Mean=4.75 SD= 0.45	Rank=8 Mean=4.56 SD=0.63	Rank=8 Mean=4.56 SD=0.79	Rank=7 Mean=4.28 SD=0.98	Rank=7 Mean=4.50 SD=0.90	Rank=7 Mean=4.25 SD=0.98
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Rank=7 Mean=4.56 SD= 0.73	Rank=7 Mean=4.38 SD=0.81	Rank=6 Mean=4.19 SD=1.06	Rank=6 Mean=4.06 SD=1.08	Rank=6 Mean=4.18 SD=1.04	Rank=6 Mean=3.96 SD=1.10
Case 8 Cover Up of Officer DUI Incident	Rank=2 Mean=3.00 SD= 1.37	Rank=2 Mean=2.44 SD=1.21	Rank=2 Mean=2.64 SD=1.29	Rank=2 Mean=2.44 SD=1.24	Rank=4 Mean=3.03 SD=1.39	Rank=4 Mean=2.86 SD=1.27
Case 9 Free Drinks to Ignore Late Bar	Rank=6 Mean=4.44 SD= 0.81	Rank=6 Mean=4.25 SD=0.86	Rank=7 Mean=4.55 SD=0.76	Rank=8 Mean=4.31 SD=0.96	Rank=8 Mean=4.54 SD=0.90	Rank=8 Mean=4.28 SD=1.02
Case 10 Excessive Force on Car Thief	Rank=3 Mean=3.50 SD=1.32	Rank=4 Mean=3.13 SD=1.20	Rank=5 Mean=3.63 SD=1.37	Rank=5 Mean=3.21 SD=1.39	Rank=5 Mean=4.05 SD=1.23	Rank=5 Mean=3.70 SD=1.26
Case 11 Theft from found Wallet	Rank=10 Mean=4.81 SD= 0.40	Rank=9.5 Mean=4.75 SD=0.45	Rank=9 Mean=4.76 SD=0.70	Rank=9 Mean=4.61 SD=0.81	Rank=9 Mean=4.85 SD=0.54	Rank=9 Mean=4.69 SD=0.72

Discipline

Table A2 (12) - Agency Response Profile - Discipline, Mean, Standard Deviation, Modal Response, Very Small Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive
Case 1 Off Duty Alarm System Business	Mean=1.19 SD=0.54 Mode: None	Mean=1.13 SD=0.52 Mode: None	Mean=1.17 SD=0.49 Mode: None	Mean=1.21 SD=0.64 Mode: None	Mean=1.33 SD=0.82 Mode: None	Mean=1.51 SD=1.02 Mode: None
Case 2 Free Meals and Discounts on Beat	Mean=2.50 SD=0.82 Mode:Verbal Reprimand	Mean=2.25 SD=0.77 Mode:Verbal Reprimand	Mean=2.43 SD=1.00 Mode:Verbal Reprimand	Mean=2.57 SD=1.09 Mode:Verbal Reprimand	Mean=2.13 SD=1.03 Mode:Verbal Reprimand	Mean=2.37 SD=1.09 Mode:Verbal Reprimand
Case 3 Bribe from Speeding Motorist	Mean=5.00 SD=1.21 Mode: Dismissal	Mean=4.27 SD=1.33 Mode: Suspension	Mean=4.75 SD=1.09 Mode: Suspension	Mean=4.42 SD=1.07 Mode: Suspension	Mean=4.97 SD=1.89 Mode: Dismissal	Mean=4.90 SD=1.18 Mode: Dismissal**
Case 4 Holiday Gifts from Merchants	Mean=3.19 SD=0.83 Mode:Written Reprimand	Mean=3.13 SD=1.02 Mode:Written Reprimand	Mean=2.74 SD=1.06 Mode:Written Reprimand	Mean=2.85 SD=1.09 Mode:Written Reprimand	Mean=2.53 SD=1.26 Mode:Verbal Reprimand	Mean=2.82 SD=1.27 Mode:Written Reprimand
Case 5 Theft of Watch from Crime Scene	Mean=5.44 SD=0.89 Mode: Dismaissal	Mean=4.88 SD=1.02 Mode: Suspension	Mean=5.55 SD=0.82 Mode: Dismissal	Mean=5.39 SD=0.91 Mode: Dismissal	Mean=5.66 SD=0.80 Mode: Dismissal	Mean=5.57 SD=0.87 Mode: Dismissal
Case 6 Auto Repair Shop 5% Kickback	Mean=4.56 SD=1.09 Mode: Suspension	Mean=4.25 SD=1.18 Mode: Suspension	Mean=4.24 SD=1.25 Mode: Suspension	Mean=4.20 SD=1.30 Mode: Suspension	Mean=4.40 SD=1.30 Mode: Suspension	Mean=4.46 SD=1.25 Mode: Suspension
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Mean=4.06 SD=1.39 Mode:Written Reprimand	Mean=3.25 SD=1.48 Mode:Written Reprimand	Mean=3.45 SD=1.27 Mode:Written Reprimand	Mean=3.18 SD=1.27 Mode:Written Reprimand*	Mean=3.59 SD=1.21 Mode:*	Mean=3.43 SD=1.24 Mode:*
Case 8 Cover Up of Officer DUI Incident	Mean=2.44 SD=1.21 Mode: None	Mean=2.38 SD=1.20 Mode: None	Mean=2.32 SD=1.33 Mode: None	Mean=2.43 SD=1.33 Mode: None	Mean=2.81 SD=1.31 Mode: Suspension	Mean=3.20 SD=1.30 Mode: Suspension
Case 9 Free Drinks to Ignore Late Bar	Mean=3.94 SD=1.06 Mode: Suspension	Mean=3.88 SD=1.09 Mode: Suspension	Mean=3.74 SD=1.08 Mode: Suspension	Mean=3.72 SD=1.20 Mode: Suspension	Mean=4.01 SD=1.16 Mode: Suspension	Mean=4.08 SD=1.14 Mode: Suspension
Case 10 Excessive Force on Car Thief	Mean=2.75 SD=0.68 Mode:Written Reprimand	Mean=2.75 SD=0.83 Mode:Written Reprimand	Mean=3.03 SD=1.20 Mode:Written Reprimand***	Mean=3.18 SD=1.32 Mode: Suspension	Mean=3.76 SD=1.28 Mode: Suspension	Mean=3.99 SD=1.23 Mode: Suspension
Case 11 Theft from found Wallet	Mean=4.50 SD=1.26 Mode: Suspension	Mean=4.31 SD=1.25 Mode: Suspension	Mean=4.59 SD=1.31 Mode: Suspension	Mean=4.44 SD=1.38 Mode: Suspension	Mean=5.08 SD=1.18 Mode: Dismissal	Mean=5.03 SD=1.18 Mode: Dismissal

* 29.7% of the sample indicated a written reprimand while 27.5% indicated a period of suspension. For the discipline would responses, the respective distributions were 30.0% and 28.5%.
** 41.3% of the respondents indicated that a period of suspension would be the discipline administered. However, 47.6% indicated that dismissal should be the discipline administered.
*** 45.8% indicated suspension would be the discipline, while 42.6% indicated dismissal would be the discipline.
# While the modal response was for no discipline (29.4%), 29% indicated a verbal reprimand should be administered and 23.6% indicated a written reprimand should be the discipline.
**** Percent indicating would be a written reprimand and percent indicating discipline would be a period of suspension were virtually identical, 32.2% and 32.8%, respectively.
@ 26.1% indicated a written reprimand should be the discipline administered.

Willingness to Report

Table A3 (12)- Agency Response Profile - Willingness to Report, Rank, Mean, Standard Deviation, Very Small Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	OWN Willingness to Report	OTHERS Willingness to Report	OWN Willingness to Report	OTHERS Willingness to Report	OWN Willingness to Report	OTHERS Willingness to Report
Case 1 Off Duty Alarm System Business	Rank=1 Mean=1.33 SD=0.82	Rank=1 Mean=1.73 SD=1.28	Rank=1 Mean=1.21 SD=0.67	Rank=1 Mean=1.36 SD=0.85	Rank=1 Mean=1.37 SD=0.94	Rank=1 Mean=1.46 SD=0.91
Case 2 Free Meals and Discounts on Beat	Rank=4 Mean=2.88 SD=1.45	Rank=4 Mean=2.31 SD=1.08	Rank=3 Mean=2.43 SD=1.44	Rank=3 Mean=2.19 SD=1.21	Rank=2 Mean=1.94 SD=1.27	Rank=2 Mean=1.82 SD=1.08
Case 3 Bribe from Speeding Motorist	Rank=9 Mean=4.20 SD=0.94	Rank=8 Mean=3.93 SD=0.80	Rank=10 Mean=3.95 SD=1.29	Rank=9 Mean=3.81 SD=1.19	Rank=9 Mean=4.92 SD=1.15	Rank=9 Mean=4.85 SD=1.14
Case 4 Holiday Gifts from Merchants	Rank=5 Mean=3.50 SD=1.21	Rank=5 Mean=3.19 SD=0.83	Rank=5 Mean=2.74 SD=1.43	Rank=5 Mean=2.57 SD=1.33	Rank=4 Mean=2.36 SD=1.41	Rank=4 Mean=2.28 SD=1.25
Case 5 Theft of Watch from Crime Scene	Rank=11 Mean=4.56 SD=0.51	Rank=11 Mean=4.38 SD=0.50	Rank=11 Mean=4.32 SD=1.20	Rank=11 Mean=4.15 SD=1.09	Rank=11 Mean=4.53 SD=1.06	Rank=11 Mean=4.34 SD=1.03
Case 6 Auto Repair Shop 5% Kickback	Rank=10 Mean=4.38 SD=0.81	Rank=10 Mean=4.19 SD=0.66	Rank=8 Mean=3.84 SD=1.42	Rank=8 Mean=3.63 SD=1.30	Rank=8 Mean=3.95 SD=1.36	Rank=8 Mean=3.71 SD=1.25
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Rank=6.5 Mean=3.94 SD=1.29	Rank=7 Mean=3.88 SD=1.15	Rank=6 Mean=3.41 SD=1.57	Rank=7 Mean=3.46 SD=1.38	Rank=6 Mean=3.45 SD=1.45	Rank=6 Mean=3.29 SD=1.34
Case 8 Cover Up of Officer DUI Incident	Rank=2 Mean=2.00 SD=1.15	Rank=2 Mean=2.06 SD=1.00	Rank=2 Mean=1.89 SD=1.30	Rank=2 Mean=1.82 SD=1.16	Rank=3 Mean=2.34 SD=1.45	Rank=3 Mean=2.28 SD=1.25
Case 9 Free Drinks to Ignore Late Bar	Rank=6.5 Mean=3.94 SD=1.24	Rank=6 Mean=3.50 SD=1.15	Rank=7 Mean=3.72 SD=1.20	Rank=6 Mean=3.30 SD=1.37	Rank=7 Mean=3.73 SD=1.42	Rank=7 Mean=3.47 SD=1.32
Case 10 Excessive Force on Car Thief	Rank=3 Mean=2.44 SD=1.26	Rank=3 Mean=2.13 SD=0.81	Rank=4 Mean=2.55 SD=1.36	Rank=4 Mean=2.34 SD=1.21	Rank=5 Mean=3.39 SD=1.51	Rank=5 Mean=3.07 SD=1.38
Case 11 Theft from found Wallet	Rank=8 Mean=4.13 SD=1.09	Rank=9 Mean=4.06 SD=0.93	Rank=9 Mean=3.85 SD=1.43	Rank=10 Mean=3.71 SD=1.38	Rank=10 Mean=4.23 SD=1.26	Rank=10 Mean=3.96 SD=1.25

similar agencies, and the national sample suggests that there is a greater amount of intolerance for misconduct in police agencies than even most police officers realize. If this is true an officer, supervisor, or administrator who stands up against misconduct may well find more support than he or she expects.

Officers in your agency rank ordered the seriousness of misconduct quite similarly to officers in our national sample.

The next thing you may notice about Table A1 is that the ranking offered by officers in your agency of their views of the seriousness of the behavior described in each case was very similar to the national ranking. What this means is that **officers in your agency share an understanding of the *relative seriousness*** of the types of misconduct described in the survey that was very similar to police officers across the United States.

Relative seriousness, reflected in the way in which the cases are rank ordered is, however, quite different from absolute seriousness which is reflected in the mean scores. Police officers in different agencies often gave very different answers to how serious they considered the behavior described in each of the cases to be.

How Your Agency Compares with Other Agencies on Seriousness

We urge you to look very carefully at the mean seriousness scores officers in your agency assigned to each of the eleven cases and compare them to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which your agency differs from most other agencies. You will find, overall, that ***your officers consistently rated the cases we asked about as MORE serious than officers from other agencies***. When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of seriousness scores, *your agency came out in a three way tie for 10th place out of 30 agencies in terms of officer's own estimates of seriousness and in a three way tie for 8th out of 30 in terms of officer's estimates of how serious most officers in your agency would rate them.*

You should be pleased by these findings. The best way we know to control corruption and abuse in any police agency is to create an environment among officers in that agency that is intolerant of it. A key component of such an environment is the belief among officers that such behavior is wrong. Officers in your agency feel more strongly about the seriousness of the behavior we asked them about than do officers in at least two thirds of the agencies we surveyed.

Discipline

The answers for the two discipline questions, ' What discipline, if any, do you think this behavior SHOULD receive?" and "What discipline, if any, do you think this behavior WOULD receive?" are reported in Table A2. We found in our national sample a very high degree of agreement among police officers on the answers to these questions.

What this finding means is that, nationally, police officers believe that the discipline that

would actually be given in their departments for the types of offenses we asked about in our survey was fair, at least in terms of its severity..We did not ask any questions about disciplinary procedures or process in our survey. Thus we cannot say anything about how officers in your agency regard the fairness of the process or procedure of discipline. We did ask officers for their opinions about the appropriate severity of discipline. **Discipline in your agency is seen to be fair, at least with respect to its severity.**. In nine out of the eleven incidents we asked about, the discipline most officers thought **should** be given was the discipline that they thought **would be** given.

Minority Opinions

Although these national summary figures suggest a high degree of agreement among U.S. officers on appropriate and expected discipline, closer analysis reveals that for some of the conduct described in our survey a substantial minority of officers differ with the majority opinion. Table A4 below was constructed to identify this minority opinion in the national sample by comparing the difference between officers' scores on the "discipline SHOULD receive" and "discipline WOULD receive" questions.

This analysis found that, in our national sample, more than twenty percent of officers believed that the discipline they would receive in their agencies would be ***too harsh in four cases***: Case 2 - receiving free meals and discounts on their beats; Case 4 - receiving holiday gifts from merchants on their beats; Case 8 - covering up a DUI offense and minor accident by a police officer; and Case 10 - using excessive force on a car thief after a foot pursuit. A substantial minority (18.6%) also thought that a supervisor who offered a line officer a holiday day off in exchange for the officer's tuning up the supervisor's personal automobile (Case 7) would be punished too leniently.

We performed the same analysis on the responses about discipline from the officers we surveyed in your agency. ***Overall, we found that the majority of officers in your agency thought that the severity of discipline in your agency was fair***. However, we urge you to attend to the fact that, as was the case with the national sample, there is a substantial minority of officers who do not think that the level of discipline in your agency is appropriate. More than twenty percent of officers in your agency believe that the discipline that would be given in no cases would be too harsh and more than twenty percent believed that in Case(s) 2, 3, 5, 6, and 7, it would be too lenient.

These findings do not mean that disciplinary policies in your agency should be altered in the direction suggested by this minority opinion. They do suggest that this minority opinion may be a factor to be dealt with when administering discipline at current levels in your agency.

TABLE A4: U.S. Police Officer Opinions on the Fairness of the Severity of Discipline in their Agencies: Percent of U.S. Police Officers Finding Discipline in their Agencies Too Harsh, Too Lenient, or Fair, by Case

CASE / DISCIPLINE	1 - Off Duty Security System Business	2 - Free Meals, Discounts on Beat	3 - Bribe from Speeding Motorist	4 - Holiday Gifts from Merchants	5 - Crime Scene Theft of Watch	6 - Auto Repair Shop 5% Kickback	7 - Supervisor: Holiday for Tune-up	8 - Cover-Up of Police DUI Accident	9 - Drinks to Ignore Late Bar Closing	10 - Excessive Force on Car Thief	11 - Theft from Found Wallet
Too Harsh	13.1%	**26.4%**	9.4%	**27.0%**	3.4%	12.5%	10.3%	**30.3%**	13.4%	**21.5%**	6.9%
Fair	83.9%	64.6%	78.7%	66.3%	89.0%	79.8%	71.1%	62.9%	78.3%	71.7%	83.6%
Too Lenient	2.9%	9.0%	11.9%	6.7%	7.6%	7.7%	**18.6%**	6.8%	8.3%	6.9%	9.5%

TABLE A5:(12) Opinions of Officers in Your Agency about the Fairness of Discipline: Percent Finding Discipline Too Harsh, Too Lenient, or Fair, by Case

CASE / DISCIPLINE	1 - Off Duty Security System Business	2 - Free Meals, Discounts on Beat	3 - Bribe from Speeding Motorist	4 - Holiday Gifts from Merchants	5 - Crime Scene Theft of Watch	6 - Auto Repair Shop 5% Kickback	7 - Supervisor: Holiday for Tune-up	8 - Cover-Up of Police DUI Accident	9 - Drinks to Ignore Late Bar Closing	10 - Excessive Force on Car Thief	11 - Theft from Found Wallet
Too Harsh	%	18.0%	13.3%	12.5%	%	%	%	18.8%	6.3%	18.8%	%
Fair	100.0%	50.0%	53.3%	68.8%	68.8%	75.0%	62.5%	62.5%	81.3%	68.8%	87.5%
Too Lenient	%	31.3%	33.3%	18.8%	31.3%	25.0%	37.5%	18.8%	12.5%	12.5%	12.5%

How Your Agency Compares with Other Agencies on Discipline

Finally, we urge you to look very carefully at Table A2 once again, and in particular at the mean disciplinary scores officers in your agency assigned to each of the eleven cases. Compare them to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which your agency differs from most other agencies with respect to the severity of discipline. You will find, overall, that ***your officers rated the cases we asked about as deserving a higher degree of discipline than officers from other agencies***. When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of discipline scores, *your agency came out 10th out of 30 agencies in terms of officers' estimates of the discipline they thought cases should receive and in a three way tie for 21st place out of 30 agencies in terms of officers' estimates of discipline they thought cases would receive.*

The discipline SHOULD receive score is *well above average* for all of the U.S. police agencies we surveyed. It indicates not only a high level of intolerance of corruption and abuse but also strong support for relatively strict discipline for corruption and abuse in your agency. By contrast, the discipline WOULD receive score for your agency falls *well below average* among the thirty agencies surveyed.

Willingness to Report

Table A3 above summarize the responses of officers in your agency, as well as those of officers in similar agencies and in the national sample, to the two "willingness-to-report" questions:

> "Do you think YOU would report a fellow police officer who engaged in this behavior?"
>
> and
>
> "Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?"

These questions were asked of all eleven cases and the responses to these questions could range from 1 to 5. A response of "1" meant "definitely would NOT" report and a response of "5" meant "definitely WOULD report."

The answers to these questions are of critical importance and we urge you to study them closely. They describe what has sometimes been called the "Blue Curtain" or the "Police Code of Silence." Both expressions, as you are probably aware, refer to the willingness of officers to remain silent about the misconduct of other police officers.

Our research shows that The Code is, overall, very strong in most of the police agencies we surveyed. On the five point scale, the mean score of all officers own willingness to report exceeded 4.0 in only three of the eleven cases, one involving bribery and the other two involving theft. When

the national sample of officers were asked how likely most other officers in their agency were to report misconduct, only one case - Case 5 - involving theft of a watch from a crime scene, earned a mean value higher than 4.0. We should note, however, that the strength of The Code varies dramatically between agencies. In some agencies most officers appear to be willing to tolerate in silence almost any misconduct by fellow officers. In others officers run a substantial risk of being reported by fellow officers for even relatively low levels of misconduct.

We urge you to look very carefully at the mean willingness-to-report scores officers in your agency assigned to each of the eleven cases. They describe in numerical detail the contours of The Code as it exists in your agency. You should also compare the mean scores in your agency to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which The Code in your agency differs from most other agencies.

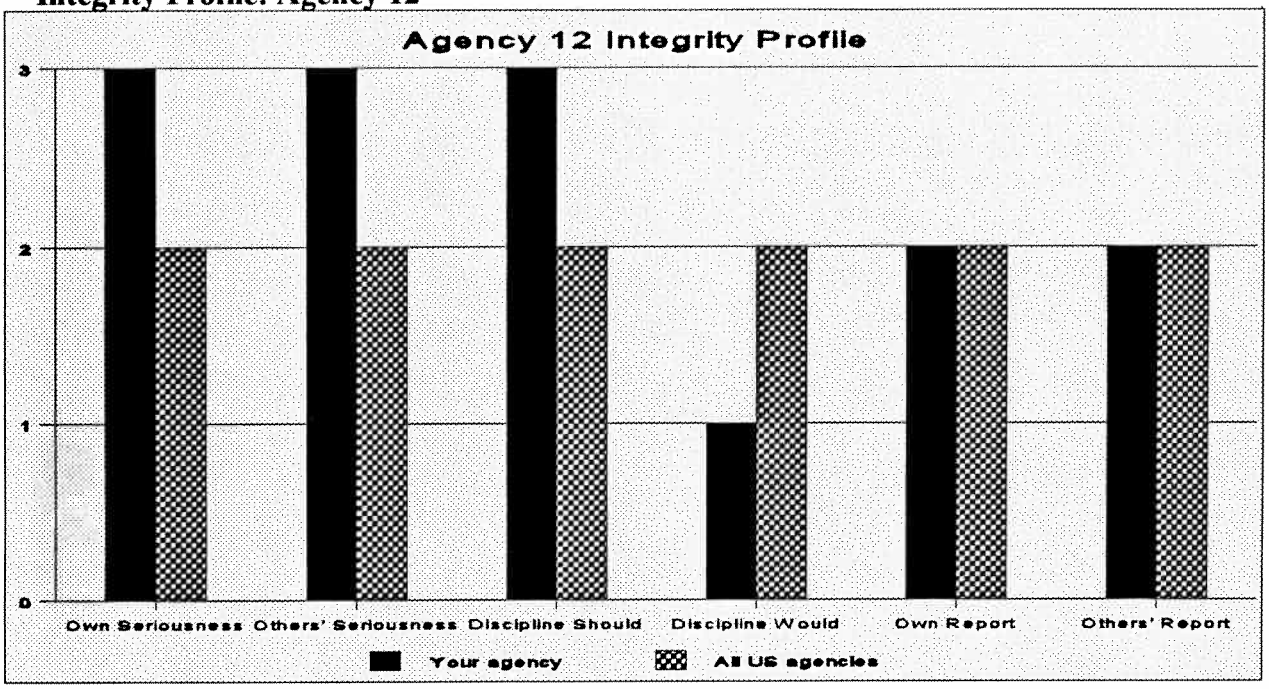
How Your Agency Compares with Other Agencies on Willingness to Report Misconduct

When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of their willingness-to- report scores, *your agency came out 11 of 30 agencies in terms of officers' estimates of their own willingness to report the behavior described in the eleven cases. Their answers to the question about what behavior they thought most officers in your agency would be willing to report placed your agency in 11 th place out of all 30 agencies we surveyed.*

These scores indicate that officers in your agency are about as willing as officers in most agencies we surveyed to tolerate corruption and abuse in silence. The stronger The Code in any police agency the more attractive that agency becomes to misconduct of all types. We urge you to interpret this finding as neither positive nor negative, but as a reminder that your police agency continues to have an affirmative obligation to contain and reduce the domain of The Code.

Summary

We believe that you may find it helpful to have an overall picture of the integrity profile of your agency as it emerged from our survey. Chart A1 provides such a picture. It depicts how your agency stacks up against all other agencies we surveyed on each of the six questions asked about all eleven cases. If your agency scored among the bottom third of agencies we surveyed on a question it was awarded one point, two if it scored in the middle third, and three if it scored among the top third. These scores are displayed an Chart 1 with your agency's scores represented by the solid black bar and the mid-point agency in our national sample represented by the checkered bar. This chart summarizes, at a glance, whether your agency scored above, below, or about the same as other agencies we surveyed.



By using this same 1, 2, 3 point system to rate each agency's answers to each question, it made it possible not only to assign each agency an overall integrity profile score but rank each agency with respect to all the others we surveyed. These scores could range from a maximum of 18 for an agency that scored among the top third of agencies on all six questions to a minimum of 6 for an agency that scored in the bottom third of agencies on all six questions.

Table A8 below shows how we arrived at the total summary score for your agency as well as the total summary score for all of the other agencies we surveyed. It also shows where this total summary score ranked your agency among the thirty agencies we surveyed.

In closing we should like to emphasize that the survey and the measures we created to describe our findings do *NOT* measure the amount or extent of corruption in your agency. They *ARE* a measure of the culture of integrity in your agency. They do *NOT* identify either corrupt or honest individual officers nor do they provide any evidence whatsoever of any type of abusive or dishonest practice, past, present, or future. They *DO* describe in a fairly precise and specific way the levels and the areas in which the culture of your agency makes it likely to resist or tolerate certain types of misconduct on the part of its employees. Hopefully, they will serve as both a reminder and a guide - a reminder that enhancing the culture of integrity should be a major goal of police administration and a guide to where in any particular agency those efforts should be directed. We hope that this information proves useful to you and thank your agency for participating in this research project.

Table A8 - Composite Seriousness, Discipline, and Willingness to Report Scores. Rank Ordered by Total Agency Integrity Profile Score

AGENCY	OWN OPINION OF SERIOUSNESS	OTHERS' OPINION OF SERIOUSNESS	DISCIPLINE SHOULD RECEIVE	DISCIPLINE WOULD RECEIVE	OWN WILLINGNESS TO REPORT	OTHERS' WILLINGNESS TO REPORT	INTEGRITY PROFILE RANK SCORE
1	3	3	3	3	3	3	1 18
3	3	3	3	3	3	3	1 18
4	3	3	3	3	3	3	1 18
6	3	3	3	3	3	3	1 18
10	3	3	3	3	3	3	1 18
17	3	3	3	3	3	3	1 18
30	3	3	3	3	3	3	1 18
2	3	2	3	3	3	3	8 17
18	2	2	3	3	3	3	9 16
7	3	2	2	2	3	3	10 15
11	3	3	2	2	2	2	11 14
12	3	3	3	1	2	2	11 14
5	2	2	2	3	2	2	13 13
19	3	2	2	2	2	2	13 13
20	3	2	2	2	2	2	13 13
29	2	3	2	1	2	2	16 12
26	3	2	2	2	1	1	17 11
27	2	2	2	1	2	2	17 11
24	2	2	1	1	2	2	19 10
21	1	1	2	3	1	1	20 9
22	1	1	2	2	1	2	20 9
9	2	1	2	1	1	1	22 8
16	1	1	1	1	2	2	22 8
13	1	2	1	1	1	1	24 7
14	1	1	1	2	1	1	24 7
15	1	1	1	1	2	1	24 7
23	1	1	1	2	1	1	24 7
25	1	1	1	2	1	1	24 7
8	1	1	1	1	1	1	29 6
28	1	1	1	1	1	1	29 6

Agency No. 13
Integrity Profile

Some time ago members of your agency participated in a national survey of police officer opinions about the severity of certain types of misconduct, the punishment they believed that misconduct deserved, and their willingness to report that misconduct. This report profiles the responses of officers in your agency and permits you to compare the responses from your agency not only with the national results but with the results from agencies that are similar in size to your agency.

The Survey

In all we surveyed 3235 U.S. police officers from thirty different police agencies. The survey described eleven different scenarios. They are displayed in Figure 1 on the following page. You will recall that we asked the same six questions about each of these eleven scenarios. Two questions dealt with the **seriousness** of the behavior described in the scenarios; two with the **discipline** it should or would receive; and two with the **willingness to report** such behavior.

1. How serious do YOU consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

2. How serious do MOST POLICE OFFICERS IN YOUR AGENCY consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

3. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think SHOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

4. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think WOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

5. Do you think YOU would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

6. Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

Figure 1: Case-Scenarios

Case 1. A police officer runs his own private business in which he sells and installs security devices, such as alarms, special locks, etc. He does this work during his off-duty hours.

Case 2. A police officer routinely accepts free meals, cigarettes, and other items of small value from merchants on his beat. He does not solicit these gifts and is careful not to abuse the generosity of those who give gifts to him.

Case 3. A police officer stops a motorist for speeding. The officer agrees to accept a personal gift of half of the amount of the fine in exchange for not issuing a citation.

Case 4. A police officer is widely liked in the community, and on holidays local merchants and restaurant and bar owners show their appreciation for his attention by giving him gifts of food and liquor.

Case 5. A police officer discovers a burglary of a jewelry shop. The display cases are smashed and it is obvious that many items have been taken. While searching the shop, he takes a watch, worth about two days pay for that officer. He reports that the watch had been stolen during the burglary.

Case 6. A police officer has a private arrangement with a local auto body shop to refer the owners of the cars damaged in the accidents to the shop. In exchange for each referral, he receives a payment of 5% of the repair bill from the shop owner.

Case 7. A police officer, who happens to be a very good auto mechanic, is scheduled to work during coming holidays. A supervisor offers to give him these days off, if he agrees to tune-up his supervisor's personal car. Evaluate the SUPERVISOR'S behavior.

Case 8. At 2 A.M. a police officer, who is on duty, is driving his patrol car on a deserted road. He sees a vehicle that has been driven off the road and is stuck in a ditch. He approaches the vehicle and observes that the driver is not hurt but is obviously intoxicated. He also finds that the driver is a police officer. Instead of reporting this accident and offense he transports the driver to his home.

Case 9. A police officer finds a bar on his beat which is still serving drinks a half hour past its legal closing time. Instead of reporting this violation, the police officer agrees to accept a couple of free drinks from the owner.

Case 10. Two police officers on foot patrol surprise a man who is attempting to break into an automobile. The man flees. They chase him for about two blocks before apprehending him by tackling him and wrestling him to the ground. After he is under control both officers punch him a couple of times in the stomach as punishment for fleeing and resisting.

Case 11 A police officer finds a wallet in a parking lot. It contains the amount of money equivalent to a full-day's pay for that officer. He reports the wallet as lost property, but keeps the money for himself.

On Tables A1, A2, and A3 below we report the mean and standard deviation[1] of the answers officers from your agency gave with respect to each of the eleven case scenarios. We have also provided the rank order of the cases and, in the case of discipline, the modal or most frequently given response. Moreover, in order to let you compare the answers given by officers in your agency with those given by officers in other agencies, we provide in the same tables the same measures from agencies of similar size to your agency as well as from our national sample. To make comparison easier we summarize the two responses about **Seriousness** in Table A1, the two responses about **Discipline** in Table A2, and the two responses about **Willingness to Report** in Table A3. The number in parentheses following the table numbers in this report is an identifying number we have assigned to your agency.

What Can be Learned About Your Agency From the Survey? How do Officers in Your Agency Differ in Their Responses from Officers in the National Survey and Officers from Similar Agencies?

Seriousness

Let's first consider the responses reported in Table A1. They deal with the two "seriousness" questions: the officers' OWN estimate of seriousness and the estimate of how serious OTHER officers in your agency would regard the behavior described in each case..

Officers in your agency as well as officers in similar agencies and in the national sample consistently <u>underestimate</u> how serious other police officers in their agencies regard the incidents of misconduct we asked about in the survey

The first thing you should notice is that officers in your agency consistently **<u>UNDERESTI-MATE</u>** how serious most officers in your agency regard the behavior described in the cases in the survey. You will note that we found the same thing to be true in agencies that were similar to your agency as well as in the national sample. This finding could suggest that even though the survey was confidential, officers who filled out the surveys may have tried to make themselves "look good" (perhaps to themselves?) by saying that their own personal estimates of seriousness were higher than they actually were. This is a possibility, but there is another that is also worth considering.

That possibility is that the "police culture" discourages individual officers from disclosing their true feelings about the misconduct of other officers. If this is so, then our finding about your agency,

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1

For those of you who may be unfamiliar with these measures: the mean is simply the mathematical average, as is, for example, a batting average in baseball. The standard deviation is a measure of the dispersion of scores around the mean. A very low standard deviation would mean that the vast majority of people selected the same or almost the same answer; a high standard deviation would mean that there was considerable difference among people in how they answered this question.

Seriousness of Misconduct

Table A1 (13) - Agency Response Profile - Seriousness, Rank, Mean, Standard Deviation of Responses, Very Small Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	Seriousness Own Opinion	Seriousness Other Opinion	Seriousness Own Opinion	Seriousness Other Opinion	Seriousness Own Opinion	Seriousness Other Opinion
Case 1 Off Duty Alarm System Business	Rank=1 Mean=1.44 SD=1.33	Rank=1 Mean=1.44 SD=1.01	Rank=1 Mean=1.31 SD=0.77	Rank=1 Mean=1.28 SD=0.68	Rank=1 Mean=1.46 SD=0.94	Rank=1 Mean=1.48 SD=0.87
Case 2 Free Meals and Discounts on Beat	Rank=4 Mean=2.78 SD=1.56	Rank=5 Mean=2.78 SD=1.56	Rank=3 Mean=3.19 SD=1.29	Rank=3 Mean=2.84 SD=1.28	Rank=2 Mean=2.60 SD=1.33	Rank=2 Mean=2.31 SD=1.17
Case 3 Bribe from Speeding Motorist	Rank=9.5 Mean=4.89 SD=0.33	Rank=9.5 Mean=4.89 SD=0.33	Rank=10 Mean=4.90 SD=0.43	Rank=10 Mean=4.84 SD=0.50	Rank=10 Mean=4.50 SD=0.90	Rank=10 Mean=4.81 SD=0.52
Case 4 Holiday Gifts from Merchants	Rank=3 Mean=2.00 SD=1.41	Rank=3 Mean=2.22 SD=1.39	Rank=4 Mean=3.31 SD=1.37	Rank=4 Mean=3.11 SD=1.19	Rank=3 Mean=2.84 SD=1.38	Rank=3 Mean=2.64 SD=1.28
Case 5 Theft of Watch from Crime Scene	Rank=11 Mean=5.00 SD=0.00	Rank=11 Mean=5.00 SD=0.00	Rank=11 Mean=4.97 SD=0.32	Rank=11 Mean=4.93 SD=0.25	Rank=11 Mean=4.95 SD=0.32	Rank=11 Mean=4.88 SD=0.45
Case 6 Auto Repair Shop 5% Kickback	Rank=7 Mean=4.11 SD=1.17	Rank=7 Mean=4.00 SD=1.32	Rank=8 Mean=4.56 SD=0.79	Rank=7 Mean=4.28 SD=0.98	Rank=7 Mean=4.50 SD=0.90	Rank=7 Mean=4.25 SD=0.98
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Rank=6 Mean=3.56 SD=1.51	Rank=6 Mean=3.67 SD=1.41	Rank=6 Mean=4.19 SD=1.06	Rank=6 Mean=4.06 SD=1.08	Rank=6 Mean=4.18 SD=1.04	Rank=6 Mean=3.96 SD=1.10
Case 8 Cover Up of Officer DUI Incident	Rank=2 Mean=1.89 SD=1.45	Rank=2 Mean=1.89 SD=1.45	Rank=2 Mean=2.64 SD=1.29	Rank=2 Mean=2.44 SD=1.24	Rank=4 Mean=3.03 SD=1.39	Rank=4 Mean=2.86 SD=1.27
Case 9 Free Drinks to Ignore Late Bar	Rank=8 Mean=4.33 SD=1.12	Rank=8 Mean=4.56 SD=0.88	Rank=7 Mean=4.55 SD=0.76	Rank=8 Mean=4.31 SD=0.96	Rank=8 Mean=4.54 SD=0.90	Rank=8 Mean=4.28 SD=1.02
Case 10 Excessive Force on Car Thief	Rank=5 Mean=3.00 SD=2.00	Rank=4 Mean=2.33 SD=1.80	Rank=5 Mean=3.63 SD=1.37	Rank=5 Mean=3.21 SD=1.39	Rank=5 Mean=4.05 SD=1.23	Rank=5 Mean=3.70 SD=1.26
Case 11 Theft from found Wallet	Rank=9.5 Mean=4.89 SD=0.33	Rank=9.5 Mean=4.89 SD=0.33	Rank=9 Mean=4.76 SD=0.70	Rank=9 Mean=4.61 SD=0.81	Rank=9 Mean=4.85 SD=0.54	Rank=9 Mean=4.69 SD=0.72

Discipline

Table A2 (13) - Agency Response Profile - Discipline, Mean, Standard Deviation, Modal Response, Very Small Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive
Case 1 Off Duty Alarm System Business	Mean=1.22 SD=0.44 Mode: None	Mean=1.22 SD=0.44 Mode: None	Mean=1.17 SD=0.49 Mode: None	Mean=1.21 SD=0.64 Mode: None	Mean=1.33 SD=0.82 Mode: None	Mean=1.51 SD=1.02 Mode: None
Case 2 Free Meals and Discounts on Beat	Mean=2.22 SD=1.09 Mode: None	Mean=2.33 SD=1.00 Mode:Verbal Reprimand	Mean=2.43 SD=1.00 Mode:Verbal Reprimand	Mean=2.57 SD=1.09 Mode:Verbal Reprimand	Mean=2.13 SD=1.03 Mode:Verbal Reprimand	Mean=2.37 SD=1.09 Mode:Verbal Reprimand
Case 3 Bribe from Speeding Motorist	Mean=3.89 SD=0.93 Mode: Suspension	Mean=3.89 SD=0.93 Mode: Suspension	Mean=4.75 SD=1.09 Mode: Suspension	Mean=4.42 SD=1.07 Mode: Suspension	Mean=4.97 SD=1.89 Mode: Dismissal	Mean=4.90 SD=1.18 Mode: Dismissal**
Case 4 Holiday Gifts from Merchants	Mean=1.78 SD=0.97 Mode: None	Mean=1.89 SD=0.93 Mode:Verbal Reprimand	Mean=2.74 SD=1.06 Mode:Written Reprimand	Mean=2.85 SD=1.09 Mode:Written Reprimand	Mean=2.53 SD=1.26 Mode:Verbal Reprimand	Mean=2.82 SD=1.27 Mode:Written Reprimand
Case 5 Theft of Watch from Crime Scene	Mean=4.89 SD=0.93 Mode: Suspension	Mean=5.00 SD=1.00 Mode: Suspension	Mean=5.55 SD=0.82 Mode: Dismissal	Mean=5.39 SD=0.91 Mode: Dismissal	Mean=5.66 SD=0.80 Mode: Dismissal	Mean=5.57 SD=0.87 Mode: Dismissal
Case 6 Auto Repair Shop 5% Kickback	Mean=4.00 SD=1.80 Mode: Suspension	Mean=4.22 SD=1.48 Mode: Suspension	Mean=4.24 SD=1.25 Mode: Suspension	Mean=4.20 SD=1.30 Mode: Suspension	Mean=4.40 SD=1.30 Mode: Suspension	Mean=4.46 SD=1.25 Mode: Suspension
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Mean=2.78 SD=1.20 Mode:Written Reprimand	Mean=2.89 SD=1.05 Mode:Written Reprimand	Mean=3.45 SD=1.27 Mode:Written Reprimand	Mean=3.18 SD=1.27 Mode:Written Reprimand#	Mean=3.59 SD=1.21 Mode:*	Mean=3.43 SD=1.24 Mode:*
Case 8 Cover Up of Officer DUI Incident	Mean=2.33 SD=1.80 Mode: None	Mean=2.33 SD=1.80 Mode: None	Mean=2.32 SD=1.33 Mode: None	Mean=2.43 SD=1.33 Mode: None	Mean=2.81 SD=1.31 Mode: Suspension	Mean=3.20 SD=1.30 Mode: Suspension
Case 9 Free Drinks to Ignore Late Bar	Mean=3.33 SD=0.71 Mode:Written Reprimand	Mean=3.44 SD=0.73 Mode: Suspension	Mean=3.74 SD=1.08 Mode: Suspension	Mean=3.72 SD=1.20 Mode: Suspension	Mean=4.01 SD=1.16 Mode: Suspension	Mean=4.08 SD=1.14 Mode: Suspension
Case 10 Excessive Force on Car Thief	Mean=2.33 SD=1.22 Mode: None	Mean=2.44 SD=1.33 Mode: None	Mean=3.03 SD=1.20 Mode:Written Reprimand***	Mean=3.18 SD=1.32 Mode: Suspension	Mean=3.76 SD=1.28 Mode: Suspension	Mean=3.99 SD=1.23 Mode: Suspension
Case 11 Theft from found Wallet	Mean=3.67 SD=1.80 Mode: Suspension	Mean=3.57 SD=1.81 Mode: Suspension	Mean=4.59 SD=1.31 Mode: Suspension	Mean=4.44 SD=1.38 Mode: Suspension	Mean=5.08 SD=1.18 Mode: Dismissal	Mean=5.03 SD=1.18 Mode: Dismissal

* 29.7% of the sample indicated a written reprimand while 27.5% indicated a period of suspension. For the discipline would responses, the respective distributions were 30.0% and 28.5%.
** 41.3% of the respondents indicated that a period of suspension would be the discipline administered. However, 47.6% indicated that dismissal should be the discipline administered.
*** 45.8% indicated suspension would be the discipline, while 42.6% indicated dismissal would be the discipline.
# While the modal response was for no discipline (29.4%), 29% indicated a verbal reprimand should be administered and 23.6% indicated a written reprimand should be the discipline.
**** Percent indicating would be a written reprimand and percent indicating discipline would be a period of suspension were virtually identical, 32.2% and 32.8%, respectively.
@ 26.1% indicated a written reprimand should be the discipline administered.

Willingness to Report

Table A3 (13) - Agency Response Profile - Willingness to Report, Rank, Mean, Standard Deviation, Very Small Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	OWN Willingness to Report	OTHERS Willingness to Report	OWN Willingness to Report	OTHERS Willingness to Report	OWN Willingness to Report	OTHERS Willingness to Report
Case 1 Off Duty Alarm System Business	Rank=1 Mean=1.11 SD=0.33	Rank=1 Mean=1.22 SD=0.44	Rank=1 Mean=1.21 SD=0.67	Rank=1 Mean=1.36 SD=0.85	Rank=1 Mean=1.37 SD=0.94	Rank=1 Mean=1.46 SD=0.91
Case 2 Free Meals and Discounts on Beat	Rank=5 Mean=2.00 SD=1.58	Rank=5 Mean=2.00 SD=1.58	Rank=3 Mean=2.43 SD=1.44	Rank=3 Mean=2.19 SD=1.21	Rank=2 Mean=1.94 SD=1.27	Rank=2 Mean=1.82 SD=1.08
Case 3 Bribe from Speeding Motorist	Rank=9.5 Mean=3.22 SD=1.79	Rank=10 Mean=3.44 SD=1.59	Rank=10 Mean=3.95 SD=1.29	Rank=9 Mean=3.81 SD=1.19	Rank=9 Mean=4.92 SD=1.15	Rank=9 Mean=4.85 SD=1.14
Case 4 Holiday Gifts from Merchants	Rank=2 Mean=1.56 SD=1.33	Rank=2 Mean=1.56 SD=1.33	Rank=5 Mean=2.74 SD=1.43	Rank=5 Mean=2.57 SD=1.33	Rank=4 Mean=2.36 SD=1.41	Rank=4 Mean=2.28 SD=1.25
Case 5 Theft of Watch from Crime Scene	Rank=11 Mean=3.44 SD=1.74	Rank=11 Mean=3.67 SD=1.66	Rank=11 Mean=4.32 SD=1.20	Rank=11 Mean=4.15 SD=1.09	Rank=11 Mean=4.53 SD=1.06	Rank=11 Mean=4.34 SD=1.03
Case 6 Auto Repair Shop 5% Kickback	Rank=6 Mean=2.56 SD=1.94	Rank=6 Mean=2.89 SD=1.90	Rank=8 Mean=3.84 SD=1.42	Rank=8 Mean=3.63 SD=1.30	Rank=8 Mean=3.95 SD=1.36	Rank=8 Mean=3.71 SD=1.25
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Rank=7.5 Mean=2.78 SD=1.79	Rank=8.5 Mean=3.22 SD=1.64	Rank=6 Mean=3.41 SD=1.57	Rank=7 Mean=3.46 SD=1.38	Rank=6 Mean=3.45 SD=1.45	Rank=6 Mean=3.29 SD=1.34
Case 8 Cover Up of Officer DUI Incident	Rank=3.5 Mean=1.78 SD=1.39	Rank=3.5 Mean=1.78 SD=1.39	Rank=2 Mean=1.89 SD=1.30	Rank=2 Mean=1.82 SD=1.16	Rank=3 Mean=2.34 SD=1.45	Rank=3 Mean=2.28 SD=1.25
Case 9 Free Drinks to Ignore Late Bar	Rank=9.5 Mean=3.22 SD=1.86	Rank=8.5 Mean=3.22 SD=1.86	Rank=7 Mean=3.72 SD=1.20	Rank=6 Mean=3.30 SD=1.37	Rank=7 Mean=3.73 SD=1.42	Rank=7 Mean=3.47 SD=1.32
Case 10 Excessive Force on Car Thief	Rank=3.5 Mean=1.78 SD=1.39	Rank=3.5 Mean=1.78 SD=1.39	Rank=4 Mean=2.55 SD=1.36	Rank=4 Mean=2.34 SD=1.21	Rank=5 Mean=3.39 SD=1.51	Rank=5 Mean=3.07 SD=1.38
Case 11 Theft from found Wallet	Rank=7.5 Mean=2.78 SD=1.86	Rank=7 Mean=3.11 SD=1.76	Rank=9 Mean=3.85 SD=1.43	Rank=10 Mean=3.71 SD=1.38	Rank=10 Mean=4.23 SD=1.26	Rank=10 Mean=3.96 SD=1.25

similar agencies, and the national sample suggests that there is a greater amount of intolerance for misconduct in police agencies than even most police officers realize. If this is true an officer, supervisor, or administrator who stands up against misconduct may well find more support than he or she expects.

Officers in your agency rank ordered the seriousness of misconduct quite similarly to officers in our national sample.

The next thing you may notice about Table A1 is that the ranking offered by officers in your agency of their views of the seriousness of the behavior described in each case was very similar to the national ranking. What this means is that **officers in your agency share an understanding of the *relative seriousness*** of the types of misconduct described in the survey that was very similar to police officers across the United States.

Relative seriousness, reflected in the way in which the cases are rank ordered is, however, quite different from absolute seriousness which is reflected in the mean scores. Police officers in different agencies often gave very different answers to how serious they considered the behavior described in each of the cases to be.

How Your Agency Compares with Other Agencies on Seriousness

We urge you to look very carefully at the mean seriousness scores officers in your agency assigned to each of the eleven cases and compare them to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which your agency differs from most other agencies. You will find, overall, that ***your officers tended to rate the cases we asked about as LESS serious than officers from other agencies***. When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of seriousness scores, *your agency came out 26 out of 30 agencies in terms of officer's own estimates of seriousness and in a two way tie for 14th place out of 30 in terms of officer's estimates of how serious most officers in your agency would rate them.*

You should not be pleased by these findings. The best way we know to control corruption and abuse in any police agency is to create an environment among officers in that agency that is intolerant of it. A key component of such an environment is the belief among officers that such behavior is wrong. Officers in your agency feel less strongly about the seriousness of the behavior we asked them about than do officers in at least two thirds of the agencies we surveyed.

Discipline

The answers for the two discipline questions, ' What discipline, if any, do you think this behavior SHOULD receive?" and "What discipline, if any, do you think this behavior WOULD receive?" are reported in Table A2. We found in our national sample a very high degree of agreement among police officers on the answers to these questions.

What this finding means is that, nationally, police officers believe that the discipline that

would actually be given in their departments for the types of offenses we asked about in our survey was fair, at least in terms of its severity..We did not ask any questions about disciplinary procedures or process in our survey. Thus we cannot say anything about how officers in your agency regard the fairness of the process or procedure of discipline. We did ask officers for their opinions about the appropriate severity of discipline. **Discipline in your agency is seen to be fair, at least with respect to its severity.**. In eight out of the eleven incidents we asked about, the discipline most officers thought **should** be given was the discipline that they thought **would be** given.

Minority Opinions

Although these national summary figures suggest a high degree of agreement among U.S. officers on appropriate and expected discipline, closer analysis reveals that for some of the conduct described in our survey a substantial minority of officers differ with the majority opinion. Table A4 below was constructed to identify this minority opinion in the national sample by comparing the difference between officers' scores on the "discipline SHOULD receive" and "discipline WOULD receive" questions.

This analysis found that, in our national sample, more than twenty percent of officers believed that the discipline they would receive in their agencies would be ***too harsh in four cases***: Case 2 - receiving free meals and discounts on their beats; Case 4 - receiving holiday gifts from merchants on their beats; Case 8 - covering up a DUI offense and minor accident by a police officer; and Case 10 - using excessive force on a car thief after a foot pursuit. A substantial minority (18.6%) also thought that a supervisor who offered a line officer a holiday day off in exchange for the officer's tuning up the supervisor's personal automobile (Case 7) would be punished too leniently.

We performed the same analysis on the responses about discipline from the officers we surveyed in your agency. ***Overall, we found that the majority of officers in your agency thought that the severity of discipline in your agency was fair***. In no case did more than twenty percent of officers in your agency believe that the discipline that would be given would be either too harsh or too lenient.

These findings do not mean that disciplinary policies in your agency should be altered in the direction suggested by this minority opinion. They do suggest that this minority opinion may be a factor to be dealt with when administering discipline at current levels in your agency.

TABLE A4: U.S. Police Officer Opinions on the Fairness of the Severity of Discipline in their Agencies: Percent of U.S. Police Officers Finding Discipline in their Agencies Too Harsh, Too Lenient, or Fair, by Case

CASE / DISCIPLINE	1 - Off Duty Security System Business	2 - Free Meals, Discounts on Beat	3 - Bribe from Speeding Motorist	4 - Holiday Gifts from Merchants	5 - Crime Scene Theft of Watch	6 - Auto Repair Shop 5% Kickback	7 - Supervisor: Holiday for Tune-up	8 - Cover-Up of Police DUI Accident	9 - Drinks to Ignore Late Bar Closing	10 - Excessive Force on Car Thief	11 - Theft from Found Wallet
Too Harsh	13.1%	**26.4%**	9.4%	**27.0%**	3.4%	12.5%	10.3%	**30.3%**	13.4%	**21.5%**	6.9%
Fair	83.9%	64.6%	78.7%	66.3%	89.0%	79.8%	71.1%	62.9%	78.3%	71.7%	83.6%
Too Lenient	2.9%	9.0%	11.9%	6.7%	7.6%	7.7%	**18.6%**	6.8%	8.3%	6.9%	9.5%

TABLE A5:(13) Opinions of Officers in Your Agency about the Fairness of Discipline: Percent Finding Discipline Too Harsh, Too Lenient, or Fair, by Case

CASE / DISCIPLINE	1 - Off Duty Security System Business	2 - Free Meals, Discounts on Beat	3 - Bribe from Speeding Motorist	4 - Holiday Gifts from Merchants	5 - Crime Scene Theft of Watch	6 - Auto Repair Shop 5% Kickback	7 - Supervisor: Holiday for Tune-up	8 - Cover-Up of Police DUI Accident	9 - Drinks to Ignore Late Bar Closing	10 - Excessive Force on Car Thief	11 - Theft from Found Wallet
Too Harsh	%	11.1%	%	11.1%	11.1%	11.1%	11.1%	%	11.1%	11.1%	%
Fair	100.0%	88.9%	100.0%	88.9%	88.9%	88.9%	77.8%	100.0%	88.9%	88.9%	88.9%
Too Lenient	%	%	%	%	%	%	11.1%	%	%	%	11.1%

How Your Agency Compares with Other Agencies on Discipline

Finally, we urge you to look very carefully at Table A2 once again, and in particular at the mean disciplinary scores officers in your agency assigned to each of the eleven cases. Compare them to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which your agency differs from most other agencies with respect to discipline. You will find, overall, that ***your officers rated the cases we asked about as deserving a degree of discipline that was lower than recommended by officers from other agencies***. When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of discipline scores, *your agency came out in a two way tie for 29th place out of 30 agencies in terms of officers' estimates of the discipline they thought cases should receive and in a three way tie for 25th place among 30 agencies in terms of officers' estimates of discipline they thought cases would receive.*

These discipline scores are *well below average* for all of the U.S. police agencies we surveyed. As they indicate support only for a relatively low level of discipline for corruption and abuse in your agency, it ought to cause some concern.

Willingness to Report

Table A3 above summarize the responses of officers in your agency, as well as those of officers in similar agencies and in the national sample, to the two "willingness-to-report" questions:

> "Do you think YOU would report a fellow police officer who engaged in this behavior?"
>
> and
>
> "Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?"

These questions were asked of all eleven cases and the responses to these questions could range from 1 to 5. A response of "1" meant "definitely would NOT" report and a response of "5" meant "definitely WOULD report."

The answers to these questions are of critical importance and we urge you to study them closely. They describe what has sometimes been called the "Blue Curtain" or the "Police Code of Silence." Both expressions, as you are probably aware, refer to the willingness of officers to remain silent about the misconduct of other police officers.

Our research shows that The Code is, overall, very strong in most of the police agencies we surveyed. On the five point scale, the mean score of all officers own willingness to report exceeded 4.0 in only three of the eleven cases, one involving bribery and the other two involving theft. When the national sample of officers were asked how likely most other officers in their agency were to report misconduct, only one case - Case 5 - involving theft of a watch from a crime scene, earned a

mean value higher than 4.0. We should note, however, that the strength of The Code varies dramatically between agencies. In some agencies most officers appear to be willing to tolerate in silence almost any misconduct by fellow officers. In others officers run a substantial risk of being reported by fellow officers for even relatively low levels of misconduct.

We urge you to look very carefully at the mean willingness-to-report scores officers in your agency assigned to each of the eleven cases. They describe in numerical detail the contours of The Code as it exists in your agency. You should also compare the mean scores in your agency to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which The Code in your agency differs from most other agencies.

How Your Agency Compares with Other Agencies on Willingness to Report Misconduct

When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of their willingness-to- report scores, *your agency came out in a four way tie for 26th place out of 30 agencies in terms of officers' estimates of their own willingness to report the behavior described in the eleven cases. Their answers to the question about what behavior they thought most officers in your agency would be willing to report placed your agency in a four way tie for 16th place out of all 30 agencies we surveyed.*

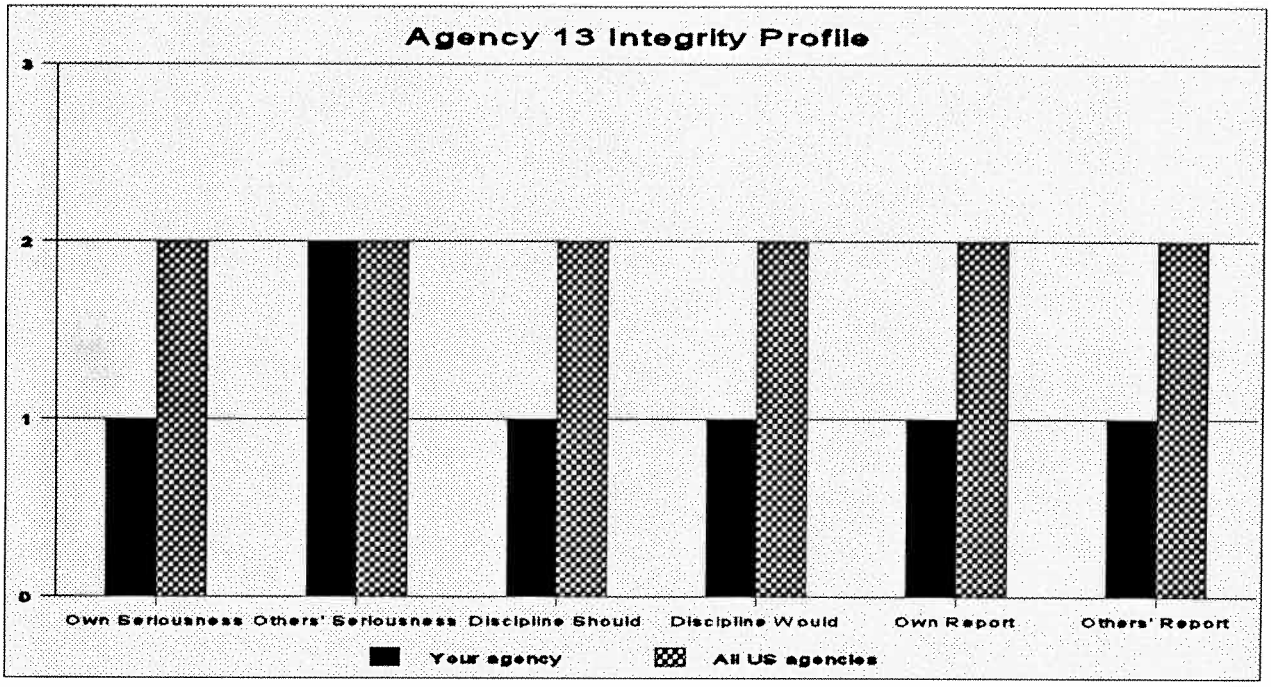
These scores indicate that officers in your agency are much more willing than officers in most agencies we surveyed to tolerate corruption and abuse in silence. The Code is very strong in your agency and provides an environment in which misconduct of all types can flourish. It is a very troubling finding with which everyone in your agency should be seriously concerned.

Summary

We believe that you may find it helpful to have an overall picture of the integrity profile of your agency as it emerged from our survey. Chart A1 provides such a picture. It depicts how your agency stacks up against all other agencies we surveyed on each of the six questions asked about all eleven cases. If your agency scored among the bottom third of agencies we surveyed on a question it was awarded one point, two if it scored in the middle third, and three if it scored among the top third. These scores are displayed an Chart 1 with your agency's scores represented by the solid black bar and the mid-point agency in our national sample represented by the checkered bar. This chart summarizes, at a glance, whether your agency scored above, below, or about the same as other agencies we surveyed.

By using this same 1, 2, 3 point system to rate each agency's answers to each question, it made it possible not only to assign each agency an overall integrity profile score but rank each agency with respect to all the others we surveyed. These scores could range from a maximum of 18 for an agency that scored among the top third of agencies on all six questions to a minimum of 6 for an agency that scored in the bottom third of agencies on all six questions.

Table A8 below shows how we arrived at the total summary score for your agency as well



as the total summary score for all of the other agencies we surveyed. It also shows where this total summary score ranked your agency among the thirty agencies we surveyed.

In closing we should like to emphasize that the survey and the measures we created to describe our findings do *NOT* measure the amount or extent of corruption in your agency. They *ARE* a measure of the culture of integrity in your agency. They do *NOT* identify either corrupt or honest individual officers nor do they provide any evidence whatsoever of any type of abusive or dishonest practice, past, present, or future. They *DO* describe in a fairly precise and specific way the levels and the areas in which the culture of your agency makes it likely to resist or tolerate certain types of misconduct on the part of its employees. Hopefully, they will serve as both a reminder and a guide - a reminder that enhancing the culture of integrity should be a major goal of police administration and a guide to where in any particular agency those efforts should be directed. We hope that this information proves useful to you and thank your agency for participating in this research project.

Table A8 - Composite Seriousness, Discipline, and Willingness to Report Scores. Rank Ordered by Total Agency Integrity Profile Score

AGENCY	OWN OPINION OF SERIOUSNESS	OTHERS' OPINION OF SERIOUSNESS	DISCIPLINE SHOULD RECEIVE	DISCIPLINE WOULD RECEIVE	OWN WILLINGNESS TO REPORT	OTHERS' WILLINGNESS TO REPORT	INTEGRITY PROFILE RANK SCORE
1	3	3	3	3	3	3	1 18
3	3	3	3	3	3	3	1 18
4	3	3	3	3	3	3	1 18
6	3	3	3	3	3	3	1 18
10	3	3	3	3	3	3	1 18
17	3	3	3	3	3	3	1 18
30	3	3	3	3	3	3	1 18
2	3	2	3	3	3	3	8 17
18	2	2	3	3	3	3	9 16
7	3	2	2	2	3	3	10 15
11	3	3	2	2	2	2	11 14
12	3	3	3	1	2	2	11 14
5	2	2	2	3	2	2	13 13
19	3	2	2	2	2	2	13 13
20	3	2	2	2	2	2	13 13
29	2	3	2	1	2	2	16 12
26	3	2	2	2	1	1	17 11
27	2	2	2	1	2	2	17 11
24	2	2	1	1	2	2	19 10
21	1	1	2	3	1	1	20 9
22	1	1	2	2	1	2	20 9
9	2	1	2	1	1	1	22 8
16	1	1	1	1	2	2	22 8
13	1	2	1	1	1	1	24 7
14	1	1	1	2	1	1	24 7
15	1	1	1	1	2	1	24 7
23	1	1	1	2	1	1	24 7
25	1	1	1	2	1	1	24 7
8	1	1	1	1	1	1	29 6
28	1	1	1	1	1	1	29 6

Agency No. 14
Integrity Profile

Some time ago members of your agency participated in a national survey of police officer opinions about the severity of certain types of misconduct, the punishment they believed that misconduct deserved, and their willingness to report that misconduct. This report profiles the responses of officers in your agency and permits you to compare the responses from your agency not only with the national results but with the results from agencies that are similar in size to your agency.

The Survey

In all we surveyed 3235 U.S. police officers from thirty different police agencies. The survey described eleven different scenarios. They are displayed in Figure 1 on the following page. You will recall that we asked the same six questions about each of these eleven scenarios. Two questions dealt with the **seriousness** of the behavior described in the scenarios; two with the **discipline** it should or would receive; and two with the **willingness to report** such behavior.

1. How serious do YOU consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

2. How serious do MOST POLICE OFFICERS IN YOUR AGENCY consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

3. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think SHOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

4. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think WOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

5. Do you think YOU would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

6. Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

Figure 1: Case-Scenarios

Case 1. A police officer runs his own private business in which he sells and installs security devices, such as alarms, special locks, etc. He does this work during his off-duty hours.

Case 2. A police officer routinely accepts free meals, cigarettes, and other items of small value from merchants on his beat. He does not solicit these gifts and is careful not to abuse the generosity of those who give gifts to him.

Case 3. A police officer stops a motorist for speeding. The officer agrees to accept a personal gift of half of the amount of the fine in exchange for not issuing a citation.

Case 4. A police officer is widely liked in the community, and on holidays local merchants and restaurant and bar owners show their appreciation for his attention by giving him gifts of food and liquor.

Case 5. A police officer discovers a burglary of a jewelry shop. The display cases are smashed and it is obvious that many items have been taken. While searching the shop, he takes a watch, worth about two days pay for that officer. He reports that the watch had been stolen during the burglary.

Case 6. A police officer has a private arrangement with a local auto body shop to refer the owners of the cars damaged in the accidents to the shop. In exchange for each referral, he receives a payment of 5% of the repair bill from the shop owner.

Case 7. A police officer, who happens to be a very good auto mechanic, is scheduled to work during coming holidays. A supervisor offers to give him these days off, if he agrees to tune-up his supervisor's personal car. Evaluate the SUPERVISOR'S behavior.

Case 8. At 2 A.M. a police officer, who is on duty, is driving his patrol car on a deserted road. He sees a vehicle that has been driven off the road and is stuck in a ditch. He approaches the vehicle and observes that the driver is not hurt but is obviously intoxicated. He also finds that the driver is a police officer. Instead of reporting this accident and offense he transports the driver to his home.

Case 9. A police officer finds a bar on his beat which is still serving drinks a half hour past its legal closing time. Instead of reporting this violation, the police officer agrees to accept a couple of free drinks from the owner.

Case 10. Two police officers on foot patrol surprise a man who is attempting to break into an automobile. The man flees. They chase him for about two blocks before apprehending him by tackling him and wrestling him to the ground. After he is under control both officers punch him a couple of times in the stomach as punishment for fleeing and resisting.

Case 11. A police officer finds a wallet in a parking lot. It contains the amount of money equivalent to a full-day's pay for that officer. He reports the wallet as lost property, but keeps the money for himself.

On Tables A1, A2, and A3 below we report the mean and standard deviation[1] of the answers officers from your agency gave with respect to each of the eleven case scenarios. We have also provided the rank order of the cases and, in the case of discipline, the modal or most frequently given response. Moreover, in order to let you compare the answers given by officers in your agency with those given by officers in other agencies, we provide in the tables the same measures from agencies of similar size to your agency as well as from our national sample. To make comparison easier we summarize the two responses about **Seriousness** in Table A1, the two responses about **Discipline** in Table A2, and the two responses about **Willingness to Report** in Table A3. The number in parentheses following the table numbers in this report is an identifying number we have assigned to your agency.

What Can be Learned About Your Agency From the Survey? How do Officers in Your Agency Differ in Their Responses from Officers in the National Survey and Officers from Similar Agencies?

Seriousness

Let's first consider the responses reported in Table A1. They deal with the two "seriousness" questions: the officers' OWN estimate of seriousness and the estimate of how serious OTHER officers in your agency would regard the behavior described in each case..

Officers in your agency as well as officers in similar agencies and in the national sample consistently <u>underestimate</u> how serious other police officers in their agencies regard the incidents of misconduct we asked about in the survey.

The first thing you should notice is that officers in your agency consistently **<u>UNDERESTIMATE</u>** how serious most officers in your agency regard the behavior described in the cases in the survey. You will note that we found the same thing to be true in agencies that were similar to your agency as well as in the national sample. This finding could suggest that even though the survey was confidential, officers who filled out the surveys may have tried to make themselves "look good" (perhaps to themselves?) by saying that their own personal estimates of seriousness were higher than they actually were. This is a possibility, but there is another that is also worth considering.

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[1] For those of you who may be unfamiliar with these measures: the mean is simply the mathematical average, as is, for example, a batting average in baseball. The standard deviation is a measure of the dispersion of scores around the mean. A very low standard deviation would mean that the vast majority of people selected the same or almost the same answer; a high standard deviation would mean that there was considerable difference among people in how they answered this question.

Seriousness of Misconduct

Table A1 (14) - Agency Response Profile - Seriousness Rank, Mean, and Standard Deviation of Responses, Small Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	Seriousness Own Opinion	Seriousness Other Opinion	Seriousness Own Opinion	Seriousness Other Opinion	Seriousness Own Opinion	Seriousness Other Opinion
Case 1 Off Duty Alarm System Business	Rank=1 Mean=1.21 SD=0.55	Rank=1 Mean=1.28 SD=0.68	Rank=1 Mean=1.47 SD=0.99	Rank=1 Mean=1.50 SD=0.92	Rank=1 Mean=1.46 SD=0.94	Rank=1 Mean=1.48 SD=0.87
Case 2 Free Meals and Discounts on Beat	Rank=3 Mean=2.17 SD=1.05	Rank=3 Mean=1.81 SD=0.77	Rank=2 Mean=2.66 SD=1.19	Rank=2 Mean=2.29 SD=1.08	Rank=2 Mean=2.60 SD=1.33	Rank=2 Mean=2.31 SD=1.17
Case 3 Bribe from Speeding Motorist	Rank=10.5 Mean= 4.89 SD=0.31	Rank=9 Mean=4.64 SD=0.64	Rank=10 Mean=4.94 SD=0.28	Rank=10 Mean=4.64 SD=0.78	Rank=10 Mean=4.50 SD=0.90	Rank=10 Mean=4.81 SD=0.52
Case 4 Holiday Gifts from Merchants	Rank=4 Mean=2.45 SD=1.28	Rank=4 Mean=2.09 SD=1.16	Rank=3 Mean=2.72 SD=1.33	Rank=3 Mean=2.52 SD=1.30	Rank=3 Mean=2.84 SD=1.38	Rank=3 Mean=2.64 SD=1.28
Case 5 Theft of Watch from Crime Scene	Rank=9 Mean=4.85 SD=0.47	Rank=10 Mean=4.75 SD=0.53	Rank=11 Mean=4.95 SD=0.31	Rank=11 Mean=4.80 SD= 0.58	Rank=11 Mean=4.95 SD=0.32	Rank=11 Mean=4.88 SD=0.45
Case 6 Auto Repair Shop 5% Kickback	Rank=8 Mean=4.48 SD=0.91	Rank=8 Mean=4.34 SD=0.81	Rank=7 Mean=4.56 SD=0.93	Rank=7 Mean=4.10 SD=1.13	Rank=7 Mean=4.50 SD=0.90	Rank=7 Mean=4.25 SD=0.98
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Rank=6 Mean=3.89 SD=1.34	Rank=7 Mean=3.75 SD=1.34	Rank=6 Mean=4.18 SD=1.06	Rank=6 Mean=3.97 SD=1.09	Rank=6 Mean=4.18 SD=1.04	Rank=6 Mean=3.96 SD=1.10
Case 8 Cover Up of Officer DUI Incident	Rank=2 Mean=1.87 SD=1.22	Rank=2 Mean=1.76 SD=1.12	Rank=4 Mean=2.74 SD=1.40	Rank=4 Mean=2.42 SD=1.20	Rank=4 Mean=3.03 SD=1.39	Rank=4 Mean=2.86 SD=1.27
Case 9 Free Drinks to Ignore Late Bar	Rank=7 Mean=3.98 SD=1.29	Rank=6 Mean=3.70 SD=1.21	Rank=8 Mean=4.56 SD=0.93	Rank=8 Mean=4.22 SD=0.98	Rank=8 Mean=4.54 SD=0.90	Rank=8 Mean=4.28 SD=1.02
Case 10 Excessive Force on Car Thief	Rank=5 Mean=3.06 SD=1.49	Rank=5 Mean=2.62 SD=1.34	Rank=5 Mean=3.69 SD=1.43	Rank=5 Mean=3.26 SD=1.43	Rank=5 Mean=4.05 SD=1.23	Rank=5 Mean=3.70 SD=1.26
Case 11 Theft from found Wallet	Rank=10.5 Mean=4.89 SD= 0.48	Rank=11 Mean=4.77 SD=0.52	Rank=9 Mean=4.84 SD=0.58	Rank=9 Mean=4.78 SD=0.59	Rank=9 Mean=4.85 SD=0.54	Rank=9 Mean=4.69 SD=0.72

Discipline

Table A2 (14)- Agency Response Profile - Discipline: Mean, Standard Deviation, and Modal Responses, Small Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive
Case 1 Off Duty Alarm System Business	Mean=1.19 SD=0.50 Mode: None	Mean=1.28 SD=0.68 Mode: None	Mean=1.30 SD=0.73 Mode: None	Mean=1.39 SD=0.86 Mode: None	Mean=1.33 SD=0.82 Mode: None	Mean=1.51 SD=1.02 Mode: None
Case 2 Free Meals and Discounts on Beat	Mean=1.85 SD=0.86 Mode:Verbal Reprimand	Mean=1.81 SD=0.77 Mode:Verbal Reprimand	Mean=2.06 SD=0.88 Mode:Verbal Reprimand	Mean=2.08 SD=0.95 Mode:Verbal Reprimand	Mean=2.13 SD=1.03 Mode:Verbal Reprimand	Mean=2.37 SD=1.09 Mode:Verbal Reprimand
Case 3 Bribe from Speeding Motorist	Mean=4.72 SD=1.31 Mode: Suspension	Mean=4.64 SD=0.64 Mode: Suspension	Mean=4.84 SD=1.21 Mode: Dismissal	Mean=4.80 SD=1.22 Mode: Dismissal	Mean=4.97 SD=1.89 Mode: Dismissal	Mean=4.90 SD=1.18 Mode: Dismissal**
Case 4 Holiday Gifts from Merchants	Mean=2.17 SD=1.24 Mode:Written Reprimand	Mean=2.09 SD=1.16 Mode:Written Reprimand	Mean=2.37 SD=1.15 Mode:Verbal Reprimand	Mean=2.52 SD=1.16 Mode:Written Reprimand	Mean=2.53 SD=1.26 Mode:Verbal Reprimand	Mean=2.82 SD=1.27 Mode:Written Reprimand
Case 5 Theft of Watch from Crime Scene	Mean=5.49 SD=1.04 Mode: Dismissal	Mean=4.75 SD=0.53 Mode: Dismissal	Mean=5.67 SD=0.80 Mode: Dismissal	Mean =5.52 SD=0.89 Mode: Dismissal	Mean=5.66 SD=0.80 Mode: Dismissal	Mean=5.57 SD=0.87 Mode: Dismissal
Case 6 Auto Repair Shop 5% Kickback	Mean=4.38 SD=1.36 Mode: Suspension	Mean=4.34 SD=0.81 Mode: Suspension	Mean=4.36 SD=1.36 Mode: Suspension	Mean=4.37 SD=1.34 Mode: Suspension	Mean=4.40 SD=1.30 Mode: Suspension	Mean=4.46 SD=1.25 Mode: Suspension
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Mean=3.38 SD=1.28 Mode: Suspension	Mean=3.75 SD=1.34 Mode: Suspension	Mean=3.47 SD=1.18 Mode:Written Reprimand	Mean=3.27 SD=1.23 Mode:Written Reprimand	Mean=3.59 SD=1.21 Mode:*	Mean=3.43 SD=1.24 Mode:*
Case 8 Cover Up of Officer DUI Incident	Mean=1.89 SD=1.16 Mode: None	Mean=1.76 SD=1.12 Mode: None	Mean=2.47 SD=1.30 Mode: None	Mean=2.69 SD=1.37 Mode: None	Mean=2.81 SD=1.31 Mode: Suspension	Mean=3.20 SD=1.30 Mode: Suspension
Case 9 Free Drinks to Ignore Late Bar	Mean=3.64 SD=1.24 Mode: Suspension	Mean=3.70 SD=1.21 Mode: Suspension	Mean=3.80 SD=1.15 Mode: Suspension	Mean=3.83 SD=1.19 Mode: Suspension	Mean=4.01 SD=1.16 Mode: Suspension	Mean=4.08 SD=1.14 Mode: Suspension
Case 10 Excessive Force on Car Thief	Mean=3.00 SD=1.34 Mode: Suspension	Mean=2.62 SD=1.34 Mode: Suspension	Mean=3.38 SD=1.31 Mode: Suspension	Mean=3.54 SD=1.37 Mode: Suspension	Mean=3.76 SD=1.28 Mode: Suspension	Mean=3.99 SD=1.23 Mode: Suspension
Case 11 Theft from found Wallet	Mean=4.98 SD=1.28 Mode: Dismissal	Mean=4.77 SD=0.52 Mode: Dismissal	Mean=4.88 SD=1.26 Mode: Dismissal	Mean=4.87 SD=1.30 Mode: Dismissal	Mean=5.08 SD=1.18 Mode: Dismissal	Mean=5.03 SD=1.18 Mode: Dismissal

* 29.7% of the sample indicated a written reprimand while 27.5% indicated a period of suspension. For the discipline would responses, the respective distributions were 30.0% and 28.5%.
** 41.3% of the respondents indicated that a period of suspension would be the discipline administered. However, 47.6% indicated that dismissal should be the discipline administered.
*** 45.8% indicated suspension would be the discipline, while 42.6% indicated dismissal would be the discipline.
# While the modal response was for no discipline (29.4%), 29% indicated a verbal reprimand should be administered and 23.6% indicated a written reprimand should be the discipline.
**** Percent indicating would be a written reprimand and percent indicating discipline would be a period of suspension were virtually identical, 32.2% and 32.8%, respectively.
@ 26.1% indicated a written reprimand should be the discipline administered.

Willingness to Report

Table A3 (14) - Agency Response Profile - Willingness to Report, Small Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	OWN Willingness to Report	OTHERS Willingness to Report	OWN Willingness to Report	OTHERS Willingness to Report	OWN Willingness to Report	OTHERS Willingness to Report
Case 1 Off Duty Alarm System Business	Rank=1 Mean=1.30 SD=1.00	Rank=1 Mean=1.15 SD=0.42	Rank=1 Mean=1.34 SD=0.95	Rank=1 Mean=1.42 SD=0.92	Rank=1 Mean=1.37 SD=0.94	Rank=1 Mean=1.46 SD=0.91
Case 2 Free Meals and Discounts on Beat	Rank=3 Mean=1.49 SD=0.95	Rank=3 Mean=1.36 SD=0.82	Rank=2 Mean=1.79 SD=1.17	Rank=2 Mean=1.71 SD=1.02	Rank=2 Mean=1.94 SD=1.27	Rank=2 Mean=1.82 SD=1.08
Case 3 Bribe from Speeding Motorist	Rank=8 Mean=3.32 SD=1.76	Rank=9 Mean=3.30 SD=1.38	Rank=9 Mean=3.88 SD=1.46	Rank=9 Mean=3.62 SD=1.37	Rank=9 Mean=4.92 SD=1.15	Rank=9 Mean=4.85 SD=1.14
Case 4 Holiday Gifts from Merchants	Rank=4 Mean=1.81 SD=1.19	Rank=4 Mean=1.70 SD=1.02	Rank=4 Mean=2.13 SD=1.34	Rank=4 Mean=2.04 SD=1.17	Rank=4 Mean=2.36 SD=1.41	Rank=4 Mean=2.28 SD=1.25
Case 5 Theft of Watch from Crime Scene	Rank=11 Mean=3.92 SD=1.61	Rank=11 Mean=3.89 SD=1.32	Rank=11 Mean=4.33 SD=1.25	Rank=11 Mean=4.16 SD=1.15	Rank=11 Mean=4.53 SD=1.06	Rank=11 Mean=4.34 SD=1.03
Case 6 Auto Repair Shop 5% Kickback	Rank=9 Mean=3.47 SD=1.57	Rank=8 Mean=3.15 SD=1.25	Rank=8 Mean=3.68 SD=1.51	Rank=8 Mean=3.40 SD=1.31	Rank=8 Mean=3.95 SD=1.36	Rank=8 Mean=3.71 SD=1.25
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Rank=7 Mean=2.94 SD=1.66	Rank=7 Mean=2.92 SD=1.50	Rank=6 Mean=3.35 SD=1.54	Rank=6 Mean=3.23 SD=1.38	Rank=6 Mean=3.45 SD=1.45	Rank=6 Mean=3.29 SD=1.34
Case 8 Cover Up of Officer DUI Incident	Rank=2 Mean=1.37 SD=0.90	Rank=2 Mean=1.28 SD=0.81	Rank=3 Mean=1.87 SD=1.27	Rank=3 Mean=1.83 SD=1.12	Rank=3 Mean=2.34 SD=1.45	Rank=3 Mean=2.28 SD=1.25
Case 9 Free Drinks to Ignore Late Bar	Rank=6 Mean=2.80 SD=1.63	Rank=6 Mean=2.60 SD=1.36	Rank=7 Mean=3.39 SD=1.55	Rank=7 Mean=3.083 SD=1.45	Rank=7 Mean=3.73 SD=1.42	Rank=7 Mean=3.47 SD=1.32
Case 10 Excessive Force on Car Thief	Rank=5 Mean=2.04 SD=1.23	Rank=5 Mean=1.72 SD=1.04	Rank=5 Mean=2.69 SD=1.52	Rank=5 Mean=2.39 SD=1.33	Rank=5 Mean=3.39 SD=1.51	Rank=5 Mean=3.07 SD=1.38
Case 11 Theft from found Wallet	Rank=10 Mean=3.81 SD=1.58	Rank=10 Mean=3.47 SD=1.32	Rank=10 Mean=3.94 SD=1.42	Rank=10 Mean=3.62 SD=1.37	Rank=10 Mean=4.23 SD=1.26	Rank=10 Mean=3.96 SD=1.25

That possibility is that the "police culture" discourages individual officers from disclosing their true feelings about the misconduct of other officers. If this is so, then our finding about your agency, similar agencies, and the national sample suggests that there is a greater amount of intolerance for misconduct in police agencies than even most police officers realize. If this is true an officer, supervisor, or administrator who stands up against misconduct may well find more support than he or she expects.

Officers in your agency rank ordered the seriousness of misconduct quite similarly to officers in our national sample.

The next thing you may notice about Table A1 is that the ranking offered by officers in your agency of their views of the seriousness of the behavior described in each case was very similar to the national ranking. What this means is that **officers in your agency share an understanding of the *relative seriousness*** of the types of misconduct described in the survey that was very similar to police officers across the United States.

Relative seriousness, reflected in the way in which the cases are rank ordered is, however, quite different from absolute seriousness which is reflected in the mean scores. Police officers in different agencies often gave very different answers to how serious they considered the behavior described in each of the cases to be.

How Your Agency Compares with Other Agencies on Seriousness

We urge you to look very carefully at the mean seriousness scores officers in your agency assigned to each of the eleven cases and compare them to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which your agency differs from most other agencies. You will find, overall, that ***your officers consistently rated the cases we asked about as LESS serious than officers from other agencies***. When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of seriousness scores, *your agency came out in 29th place out of 30 agencies in terms of officer's own estimates of seriousness and tied with one other agency for 29th place out of 30 in terms of officer's estimates of how serious most officers in your agency would rate them.*

You should NOT be pleased by these findings. The best way we know to control corruption and abuse in any police agency is to create an environment among officers in that agency that is intolerant of it. A key component of such an environment is the belief among officers that such behavior is wrong. Officers in your agency feel less strongly about the seriousness of the behavior we asked them about than do officers in at least two thirds of the agencies we surveyed.

Discipline

The answers for the two discipline questions, "What discipline, if any, do you think this behavior SHOULD receive?" and "What discipline, if any, do you think this behavior WOULD receive?" are reported in Table A2. We found in our national sample a very high degree of

agreement among police officers on the answers to these questions.

What this finding means is that, nationally, police officers believe that the discipline that would actually be given in their departments for the types of offenses we asked about in our survey was fair, at least in terms of its severity. We did not ask any questions about disciplinary procedures or process in our survey. Thus we cannot say anything about how officers in your agency regard the fairness of the process or procedure of discipline. We did ask officers for their opinions about the appropriate severity of discipline. **Discipline in your agency is seen to be fair, at least with respect to its severity.** In nine (9) out of the eleven incidents we asked about, the discipline most officers thought **should** be given was the discipline that they thought **would be** given.

Minority Opinions

Although these national summary figures suggest a high degree of agreement among U.S. officers on appropriate and expected discipline, closer analysis reveals that for some of the conduct described in our survey a substantial minority of officers differ with the majority opinion. Table A4 below was constructed to identify this minority opinion in the national sample by comparing the difference between officers' scores on the "discipline SHOULD receive" and "discipline WOULD receive" questions.

This analysis found that, in our national sample, more than twenty percent of officers believed that the discipline they would receive in their agencies would be ***too harsh in four cases***: Case 2 - receiving free meals and discounts on their beats; Case 4 - receiving holiday gifts from merchants on their beats; Case 8 - covering up a DUI offense and minor accident by a police officer; and Case 10 - using excessive force on a car thief after a foot pursuit. A substantial minority (18.6%) also thought that a supervisor who offered a line officer a holiday day off in exchange for the officer's tuning up the supervisor's personal automobile (Case 7) would be punished too leniently.

We performed the same analysis on the responses about discipline from the officers we surveyed in your agency. ***Overall, we found that the majority of officers in your agency thought that the severity of discipline in your agency was fair.*** However, we urge you to attend to the fact that, as was the case with the national sample, there is a substantial minority of officers who do not think that the level of discipline in your agency is appropriate. More than twenty percent of officers in your agency believe that the discipline that would be given in Cases 2, 3, 4, 8, and 10, would be too harsh and in none of the cases did more than twenty percent believe that the discipline would be too lenient.

These findings do not mean that disciplinary policies in your agency should be altered in the direction suggested by this minority opinion. They do suggest that this minority opinion may be a factor to be dealt with when administering discipline at current levels in your agency.

TABLE A4: U.S. Police Officer Opinions on the Fairness of the Severity of Discipline in their Agencies: Percent of U.S. Police Officers Finding Discipline in their Agencies Too Harsh, Too Lenient, or Fair, by Case

CASE / DISCIPLINE	1 - Off Duty Security System Business	2 - Free Meals, Discounts on Beat	3 - Bribe from Speeding Motorist	4 - Holiday Gifts from Merchants	5 - Crime Scene Theft of Watch	6 - Auto Repair Shop 5% Kickback	7 - Super-visor: Holi-day for Tune-up	8 - Cover-Up of Police DUI Accident	9 - Drinks to Ignore Late Bar Closing	10 - Excessive Force on Car Thief	11 - Theft from Found Wallet
Too Harsh	13.1%	**26.4%**	9.4%	**27.0%**	3.4%	12.5%	10.3%	**30.3%**	13.4%	**21.5%**	6.9%
Fair	83.9%	64.6%	78.7%	66.3%	89.0%	79.8%	71.1%	62.9%	78.3%	71.7%	83.6%
Too Lenient	2.9%	9.0%	11.9%	6.7%	7.6%	7.7%	**18.6%**	6.8%	8.3%	6.9%	9.5%

TABLE A5: (14) Opinions of Officers in Your Agency about the Fairness of Discipline: Percent Finding Discipline Too Harsh, Too Lenient, or Fair, by Case

CASE / DISCIPLINE	1 - Off Duty Security System Business	2 - Free Meals, Discounts on Beat	3 - Bribe from Speeding Motorist	4 - Holiday Gifts from Merchants	5 - Crime Scene Theft of Watch	6 - Auto Repair Shop 5% Kickback	7 - Super-visor: Holi-day for Tune-up	8 - Cover-Up of Police DUI Accident	9 - Drinks to Ignore Late Bar Closing	10 - Excessive Force on Car Thief	11 - Theft from Found Wallet
Too Harsh	17.0%	**21.3%**	**21.3%**	**27.7%**	10.6%	19.1%	17.0%	**26.1%**	19.1%	**26.1%**	14.9%
Fair	80.9%	68.1%	63.8%	66.0%	83.0%	72.3%	72.3%	69.6%	72.3%	60.9%	76.6%
Too Lenient	2.1%	10.6%	14.9%	6.4%	6.4%	8.5%	10.6%	4.3%	8.5%	13.0%	8.5%

How Your Agency Compares with Other Agencies on Discipline

Finally, we urge you to look very carefully at Table A2 once again, and in particular at the mean disciplinary scores officers in your agency assigned to each of the eleven cases. Compare them to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which your agency differs from most other agencies with respect to discipline. You will find, overall, that ***your officers rated the cases we asked about as deserving a degree of discipline that was lower than officers from other agencies***. When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of discipline scores, *your agency came out tied with three other agencies for 26th place out of 30 agencies in terms of officers' estimates of the discipline they thought cases should receive and tied with three other agencies for 25th place of 30 agencies in terms of officers' estimates of discipline they thought cases would receive.*

The "discipline SHOULD receive" score is *well below average* for all of the U.S. police agencies we surveyed. As it indicates support only for a relatively low level of discipline for corruption and abuse in your agency, it ought to cause some concern. Your agency's "discipline WOULD receive" score is below average for the agencies we surveyed. This means that officers in your agency expect less harsh discipline than do officers in the average agency we surveyed.

Willingness to Report

Table A3 above summarize the responses of officers in your agency, as well as those of officers in similar agencies and in the national sample, to the two "willingness-to-report" questions:

> "Do you think YOU would report a fellow police officer who engaged in this behavior?"
>
> and
>
> "Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?"

These questions were asked of all eleven cases and the responses to these questions could range from 1 to 5. A response of "1" meant "definitely would NOT" report and a response of "5" meant "definitely WOULD" report.

The answers to these questions are of critical importance and we urge you to study them closely. They describe what has sometimes been called the "Blue Curtain" or the "Police Code of Silence." Both expressions, as you are probably aware, refer to the willingness of officers to remain silent about the misconduct of other police officers.

Our research shows that The Code is, overall, very strong in most of the police agencies we surveyed. On the five point scale, the mean score of all officers own willingness to report exceeded 4.0 in only three of the eleven cases, one involving bribery and the other two involving theft. When

the national sample of officers were asked how likely most other officers in their agency were to report misconduct, only Case 5 (involving the theft of a watch from a crime scene), earned a mean value higher than 4.0. We should note, however, that the strength of The Code varies dramatically between agencies. In some agencies most officers appear to be willing to tolerate in silence almost any misconduct by fellow officers. In others officers run a substantial risk of being reported by fellow officers for even relatively low levels of misconduct.

We urge you to look very carefully at the mean willingness-to-report scores officers in your agency assigned to each of the eleven cases. They describe in numerical detail the contours of The Code as it exists in your agency. You should also compare the mean scores in your agency to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which The Code in your agency differs from most other agencies.

The Contours of The Code among Line Officers in Your Agency

Because The Code dictates what an officer should or should not report to supervisors or administrators, focusing on line officer responses to the willingness to report questions is probably most helpful in answering two critical questions:

What type of misconduct by fellow police officers will most police officers in your agency NOT report?

and

What type of misconduct by fellow police officers WILL most police officers in your agency report?

The answers to these questions may be found by carefully looking at Table A7 below. It displays the number and percent of line officers in your agency who gave each of the five possible responses to the question about how willing they would be to report the behavior described in each case. In order to determine what behavior most officers in your agency will not report, we suggest that you look at the percentage figures in columns 1 and 2 of Table A7. If the sum of those percentages in any row in those two columns exceeds 50%, you should conclude that the behavior described will NOT be reported by most officers in your agency. To determine what behavior most officers in your agency will report, we suggest that you look at the percentage scores in columns 4 and 5 of Table A7. If the sum of the percentages in any row in those two columns exceeds 50%, you should conclude that the behavior described will be reported by most officers in your agency.

While The Code exists in some form in all police agencies, it is the responsibility of every police administration to attempt to confine the behavior it covers. In examining the willingness-to-report responses from line officers in your agency, the failure of a majority of officers to say that they would report a kickback deal (Case 7); a bribery (Case 3); or a theft (Cases 5 and 11) should be regarded with particular concern. This concern should rise dramatically, if, in any of these cases, a majority of line officers declare that they would not report such behavior.

Table A7(14) : Your Agency Response Profile - Line Officer Estimates of their OWN Willingness to Report

SCORE Case # & Description	Definitely Not (1) % (#)	2 % (#)	3 % (#)	4 % (#)	Definitely Yes (5) % (#)	TOTALS % (#)
Case 1 Off Duty Alarm System Business	100% (29)	0% (0)	0% (0)	0% (0)	0% (0)	100% (29)
Case 2 Free Meals and Discounts on Beat	82.8% (24)	13.8% (4)	3.4% (1)	0% (0)	0% (0)	100% (29)
Case 3 Bribe from Speeding Motorist	34.5% (10)	6.9% (2)	27.6% (8)	3.4% (1)	27.6% (8)	100% (29)
Case 4 Holiday Gifts from Merchants	72.4% (21)	13.8% (4)	10.3% (3)	0% (0)	3.4% (1)	100% (29)
Case 5 Theft of Watch from Crime Scene	24.1% (7)	6.9% (2)	6.9% (2)	13.8% (4)	48.3% (14)	100% (29)
Case 6 Auto Repair Shop 5% Kickback	27.6% (8)	10.3% (2)	20.7% (6)	24.1% (7)	17.2% (5)	100% (29)
Case 7 Supervisor Offers Holiday Off for Auto Tune Up%	41.4% (12)	24.1% (7)	10.3% (3)	3.4% (1)	20.7% (6)	100% (29)
Case 8 Cover Up of Officer DUI Incident	82.8% (24)	10.3% (3)	3.4% (1)	3.4% (1)	0% (0)	100% (29)
Case 9 Free Drinks to Ignore Late Bar	34.5% (10)	31% (9)	10.3% (3)	10.3% (3)	13.8% (4)	100% (29)
Case 10 Excessive Force on Car Thief	58.6% (17)	17.2% (5)	17.2% (5)	3.4% (1)	3.4% (1)	100% (29)
Case 11 Theft from found Wallet	24.1% (7)	6.9% (2)	10.3% (2)	20.7% (6)	37.9% (11)	100% (29)

How Your Agency Compares with Other Agencies on Willingness to Report Misconduct

When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of their willingness-to-report scores, *your agency came out tied with one other agency for 24th place out of 30 agencies in terms of officers' estimates of their own willingness to report the behavior described in the eleven cases. Their answers to the question about what behavior they thought most officers in your agency would be willing to report placed your agency tied with one other agency in 26th place out of the 30 agencies surveyed.*

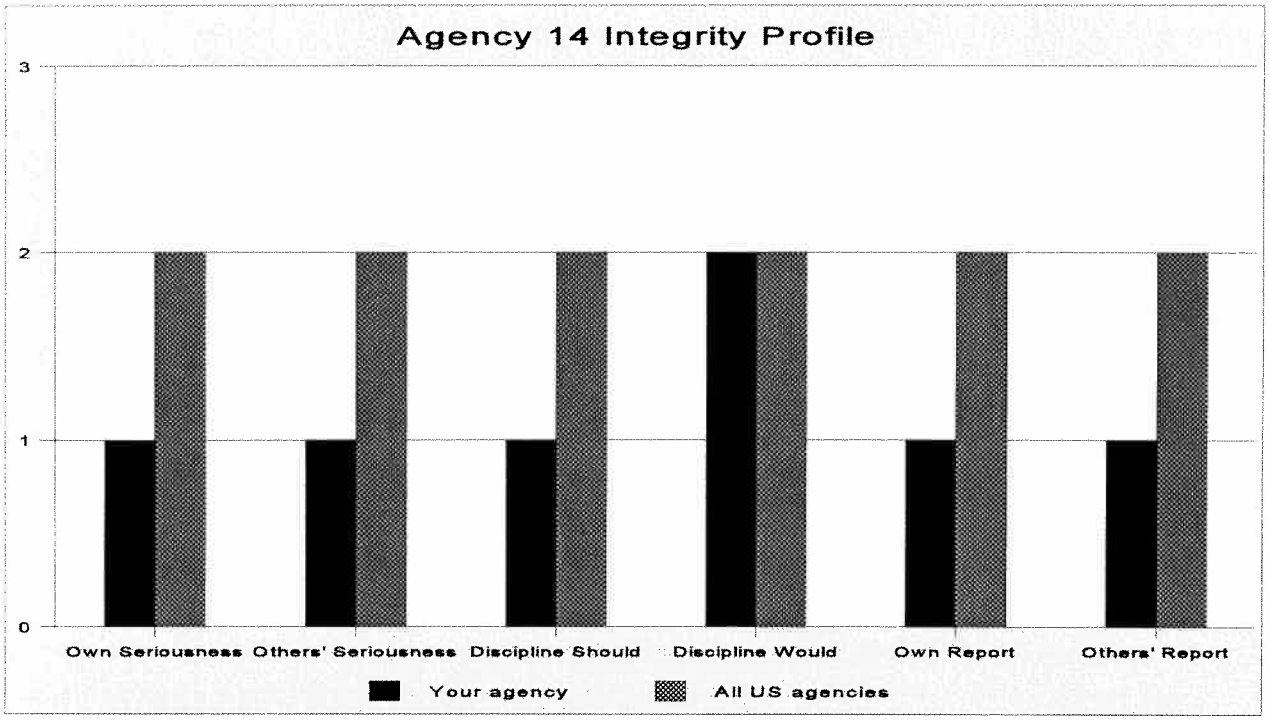
These scores indicate that officers in your agency are much more willing than officers in most agencies we surveyed to tolerate corruption and abuse in silence. The Code is very strong in your agency and provides an environment in which misconduct of all types can flourish. It is a very troubling finding with which everyone in your agency should be seriously concerned.

Summary

We believe that you may find it helpful to have an overall picture of the integrity profile of your agency as it emerged from our survey. Chart A1 provides such a picture. It depicts how your agency stacks up against all other agencies we surveyed on each of the six questions asked about all eleven cases. If your agency scored among the bottom third of agencies we surveyed on a question it was awarded one point, two if it scored in the middle third, and three if it scored among the top third. These scores are displayed in Chart 1 with your agency's scores represented by the solid black bar and the mid-point agency in our national sample represented by the checkered bar. This chart summarizes, at a glance, whether your agency scored above, below, or about the same as other agencies we surveyed.

By using this same 1, 2, 3 point system to rate each agency's answers to each question, it made it possible not only to assign each agency an overall integrity profile score but rank each agency with respect to all the others we surveyed. These scores could range from a maximum of 18 for an agency that scored among the top third of agencies on all six questions to a minimum of 6 for an agency that scored in the bottom third of agencies on all six questions.

Table A8 below shows how we arrived at the total summary score for your agency as well as the total summary score for all of the other agencies we surveyed. It also shows where this total summary score ranked your agency among the thirty agencies surveyed.



In closing we should like to emphasize that the survey and the measures we created to describe our findings do *NOT* measure the amount or extent of corruption in your agency. They *ARE* a measure of the culture of integrity in your agency. They do *NOT* identify either corrupt or honest individual officers nor do they provide any evidence whatsoever of any type of abusive or dishonest practice, past, present, or future. They *DO* describe in a fairly precise and specific way the levels and the areas in which the culture of your agency makes it likely to resist or tolerate certain types of misconduct on the part of its employees. Hopefully, they will serve as both a reminder and a guide - reminder that enhancing the culture of integrity should be a major goal of police administration and a guide to where in any particular agency those efforts should be directed. We hope that this information proves useful to you and thank your agency for participating in this research project.

Table A8: Agency Integrity Profile Score A8 - Composite Seriousness, Discipline, and Willingness to Report Scores. Rank Ordered by Total

AGENCY	OWN OPINION OF SERIOUSNESS	OTHERS' OPINION OF SERIOUSNESS	DISCIPLINE SHOULD RECEIVE	DISCIPLINE WOULD RECEIVE	OWN WILLINGNESS TO REPORT	OTHERS' WILLINGNESS TO REPORT	INTEGRITY PROFILE RANK SCORE
1	3	3	3	3	3	3	1 18
3	3	3	3	3	3	3	1 18
4	3	3	3	3	3	3	1 18
6	3	3	3	3	3	3	1 18
10	3	3	3	3	3	3	1 18
17	3	3	3	3	3	3	1 18
30	3	3	3	3	3	3	1 18
2	3	2	3	3	3	3	8 17
18	2	2	3	3	3	3	9 16
7	3	2	2	2	3	3	10 15
11	3	3	2	2	2	2	11 14
12	3	3	3	1	2	2	11 14
5	2	2	2	3	2	2	13 13
19	3	2	2	2	2	2	13 13
20	3	2	2	2	2	2	13 13
29	2	3	2	1	2	2	16 12
26	3	2	2	2	1	1	17 11
27	2	2	2	1	2	2	17 11
24	2	2	1	1	2	2	19 10
21	1	1	2	3	1	1	20 9
22	1	1	2	2	1	2	20 9
9	2	1	2	1	1	1	22 8
16	1	1	1	1	2	2	22 8
13	1	2	1	1	1	1	24 7
14	1	1	1	2	1	1	24 7
15	1	1	1	1	2	1	24 7
23	1	1	1	2	1	1	24 7

AGENCY	OWN OPINION OF SERIOUSNESS	OTHERS' OPINION OF SERIOUSNESS	DISCIPLINE SHOULD RECEIVE	DISCIPLINE WOULD RECEIVE	OWN WILLINGNESS TO REPORT	OTHERS' WILLINGNESS TO REPORT	INTEGRITY PROFILE RANK SCORE
25	1	1	1	2	1	1	24 7
8	1	1	1	1	1	1	29 6
28	1	1	1	1	1	1	29 6

Agency No. 15
Integrity Profile

Some time ago members of your agency participated in a national survey of police officer opinions about the severity of certain types of misconduct, the punishment they believed that misconduct deserved, and their willingness to report that misconduct. This report profiles the responses of officers in your agency and permits you to compare the responses from your agency not only with the national results but with the results from agencies that are similar in size to your agency.

The Survey

In all we surveyed 3235 U.S. police officers from thirty different police agencies. The survey described eleven different scenarios. They are displayed in Figure 1 on the following page. You will recall that we asked the same six questions about each of these eleven scenarios. Two questions dealt with the **seriousness** of the behavior described in the scenarios; two with the **discipline** it should or would receive; and two with the **willingness to report** such behavior.

1. How serious do YOU consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

2. How serious do MOST POLICE OFFICERS IN YOUR AGENCY consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

3. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think SHOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

4. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think WOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

5. Do you think YOU would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

6. Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

Figure 1: Case-Scenarios

Case 1. A police officer runs his own private business in which he sells and installs security devices, such as alarms, special locks, etc. He does this work during his off-duty hours.

Case 2. A police officer routinely accepts free meals, cigarettes, and other items of small value from merchants on his beat. He does not solicit these gifts and is careful not to abuse the generosity of those who give gifts to him.

Case 3. A police officer stops a motorist for speeding. The officer agrees to accept a personal gift of half of the amount of the fine in exchange for not issuing a citation.

Case 4. A police officer is widely liked in the community, and on holidays local merchants and restaurant and bar owners show their appreciation for his attention by giving him gifts of food and liquor.

Case 5. A police officer discovers a burglary of a jewelry shop. The display cases are smashed and it is obvious that many items have been taken. While searching the shop, he takes a watch, worth about two days pay for that officer. He reports that the watch had been stolen during the burglary.

Case 6. A police officer has a private arrangement with a local auto body shop to refer the owners of the cars damaged in the accidents to the shop. In exchange for each referral, he receives a payment of 5% of the repair bill from the shop owner.

Case 7. A police officer, who happens to be a very good auto mechanic, is scheduled to work during coming holidays. A supervisor offers to give him these days off, if he agrees to tune-up his supervisor's personal car. Evaluate the SUPERVISOR'S behavior.

Case 8. At 2 A.M. a police officer, who is on duty, is driving his patrol car on a deserted road. He sees a vehicle that has been driven off the road and is stuck in a ditch. He approaches the vehicle and observes that the driver is not hurt but is obviously intoxicated. He also finds that the driver is a police officer. Instead of reporting this accident and offense he transports the driver to his home.

Case 9. A police officer finds a bar on his beat which is still serving drinks a half hour past its legal closing time. Instead of reporting this violation, the police officer agrees to accept a couple of free drinks from the owner.

Case 10. Two police officers on foot patrol surprise a man who is attempting to break into an automobile. The man flees. They chase him for about two blocks before apprehending him by tackling him and wrestling him to the ground. After he is under control both officers punch him a couple of times in the stomach as punishment for fleeing and resisting.

Case 11. A police officer finds a wallet in a parking lot. It contains the amount of money equivalent to a full-day's pay for that officer. He reports the wallet as lost property, but keeps the money for himself.

On Tables A1, A2, and A3 below we report the mean and standard deviation[1] of the answers officers from your agency gave with respect to each of the eleven case scenarios. We have also provided the rank order of the cases and, in the case of discipline, the modal or most frequently given response. Moreover, in order to let you compare the answers given by officers in your agency with those given by officers in other agencies, we provide in the tables the same measures from agencies of similar size to your agency as well as from our national sample. To make comparison easier we summarize the two responses about **Seriousness** in Table A1, the two responses about **Discipline** in Table A2, and the two responses about **Willingness to Report** in Table A3. The number in parentheses following the table numbers in this report is an identifying number we have assigned to your agency.

What Can be Learned About Your Agency From the Survey? How do Officers in Your Agency Differ in Their Responses from Officers in the National Survey and Officers from Similar Agencies?

Seriousness

Let's first consider the responses reported in Table A1. They deal with the two "seriousness" questions: the officers' OWN estimate of seriousness and the estimate of how serious OTHER officers in your agency would regard the behavior described in each case..

Officers in your agency as well as officers in similar agencies and in the national sample consistently <u>underestimate</u> how serious other police officers in their agencies regard the incidents of misconduct we asked about in the survey.

The first thing you should notice is that officers in your agency consistently **<u>UNDERESTIMATE</u>** how serious most officers in your agency regard the behavior described in the cases in the survey. You will note that we found the same thing to be true in agencies that were similar to your agency as well as in the national sample. This finding could suggest that even though the survey was confidential, officers who filled out the surveys may have tried to make themselves "look good" (perhaps to themselves?) by saying that their own personal estimates of seriousness were higher than they actually were. This is a possibility, but there is another that is also worth considering.

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[1] For those of you who may be unfamiliar with these measures: the mean is simply the mathematical average, as is, for example, a batting average in baseball. The standard deviation is a measure of the dispersion of scores around the mean. A very low standard deviation would mean that the vast majority of people selected the same or almost the same answer; a high standard deviation would mean that there was considerable difference among people in how they answered this question.

Seriousness of Misconduct

Table A1 (15) - Agency Response Profile - Seriousness Rank, Mean, and Standard Deviation of Responses, Small Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	Seriousness Own Opinion	Seriousness Other Opinion	Seriousness Own Opinion	Seriousness Other Opinion	Seriousness Own Opinion	Seriousness Other Opinion
Case 1 Off Duty Alarm System Business	Rank=1 Mean=1.65 SD=1.21	Rank=1 Mean=1.54 SD=1.12	Rank=1 Mean=1.47 SD=0.99	Rank=1 Mean=1.50 SD=0.92	Rank=1 Mean=1.46 SD=0.94	Rank=1 Mean=1.48 SD=0.87
Case 2 Free Meals and Discounts on Beat	Rank=4 Mean=2.76 SD=1.28	Rank=3 Mean=2.19 SD=1.10	Rank=2 Mean=2.66 SD=1.19	Rank=2 Mean=2.29 SD=1.08	Rank=2 Mean=2.60 SD=1.33	Rank=2 Mean=2.31 SD=1.17
Case 3 Bribe from Speeding Motorist	Rank=10 Mean=4.95 SD=0.23	Rank=10 Mean=4.60 SD=0.90	Rank=10 Mean=4.94 SD=0.28	Rank=10 Mean=4.64 SD=0.78	Rank=10 Mean=4.50 SD=0.90	Rank=10 Mean=4.81 SD=0.52
Case 4 Holiday Gifts from Merchants	Rank=2 Mean =2.31 SD=1.32	Rank=2 Mean=2.09 SD=1.12	Rank=3 Mean=2.72 SD=1.33	Rank=3 Mean=2.52 SD=1.30	Rank=3 Mean=2.84 SD=1.38	Rank=3 Mean=2.64 SD=1.28
Case 5 Theft of Watch from Crime Scene	Rank=11 Mean=5.00 SD=0.00	Rank=11 Mean=4.73 SD=0.69	Rank=11 Mean=4.95 SD=0.31	Rank=11 Mean=4.80 SD= 0.58	Rank=11 Mean=4.95 SD=0.32	Rank=11 Mean=4.88 SD=0.45
Case 6 Auto Repair Shop 5% Kickback	Rank=7 Mean=4.11 SD=1.41	Rank=7 Mean=3.70 SD=1.37	Rank=7 Mean=4.56 SD=0.93	Rank=7 Mean=4.10 SD=1.13	Rank=7 Mean=4.50 SD=0.90	Rank=7 Mean=4.25 SD=0.98
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Rank=8 Mean=4.22 SD=1.08	Rank=8 Mean=4.05 SD=1.20	Rank=6 Mean=4.18 SD=1.06	Rank=6 Mean=3.97 SD=1.09	Rank=6 Mean=4.18 SD=1.04	Rank=6 Mean=3.96 SD=1.10
Case 8 Cover Up of Officer DUI Incident	Rank=3 Mean=2.61 SD=1.36	Rank=4 Mean= 2.41 SD=1.36	Rank=4 Mean=2.74 SD=1.40	Rank=4 Mean=2.42 SD=1.20	Rank=4 Mean=3.03 SD=1.39	Rank=4 Mean=2.86 SD=1.27
Case 9 Free Drinks to Ignore Late Bar	Rank=6 Mean=3.94 SD=1.12	Rank=6 Mean= 3.25 SD=1.44	Rank=8 Mean=4.56 SD=0.93	Rank=8 Mean=4.22 SD=0.98	Rank=8 Mean=4.54 SD=0.90	Rank=8 Mean=4.28 SD=1.02
Case 10 Excessive Force on Car Thief	Rank=5 Mean=3.49 SD=1.63	Rank=5 Mean=3.00 SD=1.65	Rank=5 Mean=3.69 SD=1.43	Rank=5 Mean=3.26 SD=1.43	Rank=5 Mean=4.05 SD=1.23	Rank=5 Mean=3.70 SD=1.26
Case 11 Theft from found Wallet	Rank=9 Mean=4.73 SD=0.80	Rank=9 Mean=4.43 SD=1.01	Rank=9 Mean=4.84 SD=0.58	Rank=9 Mean=4.78 SD=0.59	Rank=9 Mean=4.85 SD=0.54	Rank=9 Mean=4.69 SD=0.72

Discipline

Table A2 (15)- Agency Response Profile - Discipline: Mean, Standard Deviation, and Modal Responses, Small Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive	Discipline SHOULD Receive	Discipline WOULD Receive
Case 1 Off Duty Alarm System Business	Mean=1.22 SD=0.60 Mode: None	Mean=1.17 SD=0.56 Mode: None	Mean=1.30 SD=0.73 Mode: None	Mean=1.39 SD=0.86 Mode: None	Mean=1.33 SD=0.82 Mode: None	Mean=1.51 SD=1.02 Mode: None
Case 2 Free Meals and Discounts on Beat	Mean=2.19 SD=0.88 Mode:Verbal Reprimand	Mean=2.32 SD=1.03 Mode: Verbal Reprimand	Mean=2.06 SD=0.88 Mode:Verbal Reprimand	Mean=2.08 SD=0.95 Mode: Verbal Reprimand	Mean=2.13 SD=1.03 Mode:Verbal Reprimand	Mean=2.37 SD=1.09 Mode:Verbal Reprimand
Case 3 Bribe from Speeding Motorist	Mean=4.65 SD=1.23 Mode: Suspension	Mean=4.65 SD=1.06 Mode: Suspension	Mean=4.84 SD=1.21 Mode: Dismissal	Mean=4.80 SD=1.22 Mode: Dismissal	Mean=4.97 SD=1.89 Mode: Dismissal	Mean=4.90 SD=1.18 Mode: Dismissal**
Case 4 Holiday Gifts from Merchants	Mean=2.28 SD=1.06 Mode: None	Mean=2.47 SD=1.28 Mode: None	Mean=2.37 SD=1.15 Mode:Verbal Reprimand	Mean=2.52 SD=1.16 Mode:Written Reprimand	Mean=2.53 SD=1.26 Mode:Verbal Reprimand	Mean=2.82 SD=1.27 Mode:Written Reprimand
Case 5 Theft of Watch from Crime Scene	Mean=5.65 SD=0.75 Mode: Dismissal	Mean=5.38 SD=0.92 Mode: Dismissal	Mean=5.67 SD=0.80 Mode: Dismissal	Mean =5.52 SD=0.89 Mode: Dismissal	Mean=5.66 SD=0.80 Mode: Dismissal	Mean=5.57 SD=0.87 Mode: Dismissal
Case 6 Auto Repair Shop 5% Kickback	Mean=3.84 SD=1.55 Mode: Suspension	Mean=3.89 SD=1.45 Mode: Suspension	Mean=4.36 SD=1.36 Mode: Suspension	Mean=4.37 SD=1.34 Mode: Suspension	Mean=4.40 SD=1.30 Mode: Suspension	Mean=4.46 SD=1.25 Mode: Suspension
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Mean=3.51 SD=1.12 Mode:Written Reprimand	Mean=3.27 SD=1.45 Mode:Written Reprimand	Mean=3.47 SD=1.18 Mode:Written Reprimand	Mean=3.27 SD=1.23 Mode:Written Reprimand	Mean=3.59 SD=1.21 Mode:*	Mean=3.43 SD=1.24 Mode:*
Case 8 Cover Up of Officer DUI Incident	Mean=2.57 SD=1.12 Mode:Verbal Reprimand	Mean=3.00 SD=1.24 Mode: Suspension	Mean=2.47 SD=1.30 Mode: None	Mean=2.69 SD=1.37 Mode: None	Mean=2.81 SD=1.31 Mode: Suspension	Mean=3.20 SD=1.30 Mode: Suspension
Case 9 Free Drinks to Ignore Late Bar	Mean=3.22 SD=0.83 Mode: Suspension	Mean=3.37 SD=1.33 Mode: Suspension	Mean=3.80 SD=1.15 Mode: Suspension	Mean=3.83 SD=1.19 Mode: Suspension	Mean=4.01 SD=1.16 Mode: Suspension	Mean=4.08 SD=1.14 Mode: Suspension
Case 10 Excessive Force on Car Thief	Mean=3.00 SD=1.20 Mode: Suspension	Mean=3.24 SD=1.09 Mode: Suspension	Mean=3.38 SD=1.31 Mode: Suspension	Mean=3.54 SD=1.37 Mode: Suspension	Mean=3.76 SD=1.28 Mode: Suspension	Mean=3.99 SD=1.23 Mode: Suspension
Case 11 Theft from found Wallet	Mean=4.60 SD=1.14 Mode: Suspension	Mean=4.73 SD=1.28 Mode: Dismissal	Mean=4.88 SD=1.26 Mode: Dismissal	Mean=4.87 SD=1.30 Mode: Dismissal	Mean=5.08 SD=1.18 Mode: Dismissal	Mean=5.03 SD=1.18 Mode: Dismissal

* 29.7% of the sample indicated a written reprimand while 27.5% indicated a period of suspension. For the discipline would responses, the respective distributions were 30.0% and 28.5%.
** 41.3% of the respondents indicated that a period of suspension would be the discipline administered. However, 47.6% indicated that dismissal should be the discipline administered.
*** 45.8% indicated suspension would be the discipline, while 42.6% indicated dismissal would be the discipline.
# While the modal response was for no discipline (29.4%), 29% indicated a verbal reprimand should be administered and 23.6% indicated a written reprimand should be the discipline.
**** Percent indicating would be a written reprimand and percent indicating discipline would be a period of suspension were virtually identical, 32.2% and 32.8%, respectively.
@ 26.1% indicated a written reprimand should be the discipline administered.

Willingness to Report

Table A3 (15) - Agency Response Profile - Willingness to Report, Small Agencies

	Your Agency		Similar Agencies		National Sample	
Case # & Description	OWN Willingness to Report	OTHERS Willingness to Report	OWN Willingness to Report	OTHERS Willingness to Report	OWN Willingness to Report	OTHERS Willingness to Report
Case 1 Off Duty Alarm System Business	Rank=1 Mean=1.22 SD=0.58	Rank=1 Mean=1.46 SD=0.96	Rank=1 Mean=1.34 SD=0.95	Rank=1 Mean=1.42 SD=0.92	Rank=1 Mean=1.37 SD=0.94	Rank=1 Mean=1.46 SD=0.91
Case 2 Free Meals and Discounts on Beat	Rank=2 Mean=1.46 SD=0.90	Rank=2 Mean=1.65 SD=1.09	Rank=2 Mean=1.79 SD=1.17	Rank=2 Mean=1.71 SD=1.02	Rank=2 Mean=1.94 SD=1.27	Rank=2 Mean=1.82 SD=1.08
Case 3 Bribe from Speeding Motorist	Rank=9 Mean=3.46 SD=1.56	Rank=10 Mean=3.32 SD=1.23	Rank=9 Mean=3.88 SD=1.46	Rank=9 Mean=3.62 SD=1.37	Rank=9 Mean=4.92 SD=1.15	Rank=9 Mean=4.85 SD=1.14
Case 4 Holiday Gifts from Merchants	Rank=3 Mean=1.58 SD=1.00	Rank=3.5 Mean=1.69 SD=1.04	Rank=4 Mean=2.13 SD=1.34	Rank=4 Mean=2.04 SD=1.17	Rank=4 Mean=2.36 SD=1.41	Rank=4 Mean=2.28 SD=1.25
Case 5 Theft of Watch from Crime Scene	Rank=11 Mean=4.05 SD=1.39	Rank=11 Mean=3.87 SD=1.11	Rank=11 Mean=4.33 SD=1.25	Rank=11 Mean=4.16 SD=1.15	Rank=11 Mean=4.53 SD=1.06	Rank=11 Mean=4.34 SD=1.03
Case 6 Auto Repair Shop 5% Kickback	Rank=8 Mean=3.05 SD=1.70	Rank=7 Mean=2.81 SD=1.45	Rank=8 Mean=3.68 SD=1.51	Rank=8 Mean=3.40 SD=1.31	Rank=8 Mean=3.95 SD=1.36	Rank=8 Mean=3.71 SD=1.25
Case 7 Supervisor Offers Holiday Off for Auto Tune Up	Rank=7 Mean=2.89 SD=1.37	Rank=9 Mean=3.03 SD=1.28	Rank=6 Mean=3.35 SD=1.54	Rank=6 Mean=3.23 SD=1.38	Rank=6 Mean=3.45 SD=1.45	Rank=6 Mean=3.29 SD=1.34
Case 8 Cover Up of Officer DUI Incident	Rank=4 Mean=1.78 SD=1.12	Rank=3.5 Mean=1.69 SD=0.98	Rank=3 Mean=1.87 SD=1.27	Rank=3 Mean=1.83 SD=1.12	Rank=3 Mean=2.34 SD=1.45	Rank=3 Mean=2.28 SD=1.25
Case 9 Free Drinks to Ignore Late Bar	Rank=5 Mean=2.22 SD=1.33	Rank=5 Mean=1.83 SD=1.08	Rank=7 Mean=3.39 SD=1.55	Rank=7 Mean=3.083 SD=1.45	Rank=7 Mean=3.73 SD=1.42	Rank=7 Mean=3.47 SD=1.32
Case 10 Excessive Force on Car Thief	Rank=6 Mean=2.30 SD=1.43	Rank=6 Mean=1.87 SD=1.13	Rank=5 Mean=2.69 SD=1.52	Rank=5 Mean=2.39 SD=1.33	Rank=5 Mean=3.39 SD=1.51	Rank=5 Mean=3.07 SD=1.38
Case 11 Theft from found Wallet	Rank=10 Mean=3.51 SD=1.56	Rank=8 Mean=2.92 SD=1.34	Rank=10 Mean=3.94 SD=1.42	Rank=10 Mean=3.62 SD=1.37	Rank=10 Mean=4.23 SD=1.26	Rank=10 Mean=3.96 SD=1.25

That possibility is that the "police culture" discourages individual officers from disclosing their true feelings about the misconduct of other officers. If this is so, then our finding about your agency, similar agencies, and the national sample suggests that there is a greater amount of intolerance for misconduct in police agencies than even most police officers realize. If this is true an officer, supervisor, or administrator who stands up against misconduct may well find more support than he or she expects.

Officers in your agency rank ordered the seriousness of misconduct quite similarly to officers in our national sample.

The next thing you may notice about Table A1 is that the ranking offered by officers in your agency of their views of the seriousness of the behavior described in each case was very similar to the national ranking. What this means is that **officers in your agency share an understanding of the *relative seriousness*** of the types of misconduct described in the survey that was very similar to police officers across the United States.

Relative seriousness, reflected in the way in which the cases are rank ordered is, however, quite different from absolute seriousness which is reflected in the mean scores. Police officers in different agencies often gave very different answers to how serious they considered the behavior described in each of the cases to be.

How Your Agency Compares with Other Agencies on Seriousness

We urge you to look very carefully at the mean seriousness scores officers in your agency assigned to each of the eleven cases and compare them to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which your agency differs from most other agencies. You will find, overall, that ***your officers consistently rated the cases we asked about as LESS serious than officers from other agencies***. When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of seriousness scores, *your agency came out tied with one other agency for 23rd place out of 30 agencies in terms of officer's own estimates of seriousness and tied with three other agencies in 26th place out of 30 agencies in terms of officer's estimates of how serious most officers in your agency would rate them.*

You should NOT be pleased by these findings. The best way we know to control corruption and abuse in any police agency is to create an environment among officers in that agency that is intolerant of it. A key component of such an environment is the belief among officers that such behavior is wrong. Officers in your agency feel less strongly about the seriousness of the behavior we asked them about than do officers in at least two thirds of the agencies we surveyed.

Discipline

The answers for the two discipline questions, "What discipline, if any, do you think this behavior SHOULD receive?" and "What discipline, if any, do you think this behavior WOULD receive?" are reported in Table A2. We found in our national sample a very high degree of

agreement among police officers on the answers to these questions.

What this finding means is that, nationally, police officers believe that the discipline that would actually be given in their departments for the types of offenses we asked about in our survey was fair, at least in terms of its severity. We did not ask any questions about disciplinary procedures or process in our survey. Thus we cannot say anything about how officers in your agency regard the fairness of the process or procedure of discipline. We did ask officers for their opinions about the appropriate severity of discipline. **Discipline in your agency is seen to be fair, at least with respect to its severity.** In nine (9) of the eleven incidents we asked about, the discipline most officers thought **should** be given was the discipline that they thought **would be** given.

Minority Opinions

Although these national summary figures suggest a high degree of agreement among U.S. officers on appropriate and expected discipline, closer analysis reveals that for some of the conduct described in our survey a substantial minority of officers differ with the majority opinion. Table A4 below was constructed to identify this minority opinion in the national sample by comparing the difference between officers' scores on the "discipline SHOULD receive" and "discipline WOULD receive" questions.

This analysis found that, in our national sample, more than twenty percent of officers believed that the discipline they would receive in their agencies would be ***too harsh in four cases***: Case 2 - receiving free meals and discounts on their beats; Case 4 - receiving holiday gifts from merchants on their beats; Case 8 - covering up a DUI offense and minor accident by a police officer; and Case 10 - using excessive force on a car thief after a foot pursuit. A substantial minority (18.6%) also thought that a supervisor who offered a line officer a holiday day off in exchange for the officer's tuning up the supervisor's personal automobile (Case 7) would be punished too leniently.

We performed the same analysis on the responses about discipline from the officers we surveyed in your agency. ***Overall, we found that the majority of officers in your agency thought that the severity of discipline in your agency was fair***. However, we urge you to attend to the fact that, as was the case with the national sample, there is a substantial minority of officers who do not think that the level of discipline in your agency is appropriate. More than twenty percent of officers in your agency believe that the discipline that would be given in Cases 2, 8, 9, and 10, would be too harsh and more than twenty percent believed that in Case 7 it would be too lenient.

These findings do not mean that disciplinary policies in your agency should be altered in the direction suggested by this minority opinion. They do suggest that this minority opinion may be a factor to be dealt with when administering discipline at current levels in your agency.

TABLE A4: U.S. Police Officer Opinions on the Fairness of the Severity of Discipline in their Agencies: Percent of U.S. Police Officers Finding Discipline in their Agencies Too Harsh, Too Lenient, or Fair, by Case

CASE / DISCIPLINE	1 - Off Duty Security System Business	2 - Free Meals, Discounts on Beat	3 - Bribe from Speeding Motorist	4 - Holiday Gifts from Merchants	5 - Crime Scene Theft of Watch	6 - Auto Repair Shop 5% Kickback	7 - Supervisor: Holiday for Tune-up	8 - Cover-Up of Police DUI Accident	9 - Drinks to Ignore Late Bar Closing	10 - Excessive Force on car Thief	11 - Theft from Found Wallet
Too Harsh	13.1%	**26.4%**	9.4%	**27.0%**	3.4%	12.5%	10.3%	**30.3%**	13.4%	**21.5%**	6.9%
Fair	83.9%	64.6%	78.7%	66.3%	89.0%	79.8%	71.1%	62.9%	78.3%	71.7%	83.6%
Too Lenient	2.9%	9.0%	11.9%	6.7%	7.6%	7.7%	**18.6%**	6.8%	8.3%	6.9%	9.5%

TABLE A5: (15) Opinions of Officers in Your Agency about the Fairness of Discipline: Percent Finding Discipline Too Harsh, Too Lenient, or Fair, by Case

CASE / DISCIPLINE	1 - Off Duty Security System Business	2 - Free Meals, Discounts on Beat	3 - Bribe from Speeding Motorist	4 - Holiday Gifts from Merchants	5 - Crime Scene Theft of Watch	6 - Auto Repair Shop 5% Kickback	7 - Supervisor: Holiday for Tune-up	8 - Cover-Up of Police DUI Accident	9 - Drinks to Ignore Late Bar Closing	10 - Excessive Force on car Thief	11 - Theft from Found Wallet
Too Harsh	2.9%	21.6%	5.9%	19.4%	%	10.8%	8.1%	**36.1%**	**22.9%**	**24.3%**	16.2%
Fair	99.3%	64.9%	83.8%	72.2%	86.5%	78.4%	67.6%	58.3%	65.7%	67.6%	75.7%
Too Lenient	2.9%	13.5%	10.8%	8.3%	13.5%	10.8%	**24.3%**	5.6%	11.4%	8.1%	8.1%

How Your Agency Compares with Other Agencies on Discipline

Finally, we urge you to look very carefully at Table A2 once again, and in particular at the mean disciplinary scores officers in your agency assigned to each of the eleven cases. Compare them to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which your agency differs from most other agencies with respect to discipline. You will find, overall, that ***your officers rated the cases we asked about as deserving a degree of discipline that was lower than officers from other agencies***. When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of discipline scores, *your agency came out tied in 23rd position with three other agencies out of 30 agencies in terms of officers' estimates of the discipline they thought cases should receive and tied for 21st place with three other agencies out of 30 in terms of officers' estimates of discipline they thought cases would receive.*

The "discipline SHOULD receive" and "discipline WOULD receive" scores are *well below average* for all of the U.S. police agencies we surveyed. They indicate support only for a relatively low level of discipline for corruption and abuse in your agency, and ought to cause some concern.

Willingness to Report

Table A3 above summarize the responses of officers in your agency, as well as those of officers in similar agencies and in the national sample, to the two "willingness-to-report" questions:

> "Do you think YOU would report a fellow police officer who engaged in this behavior?"
>
> and
>
> "Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?"

These questions were asked of all eleven cases and the responses to these questions could range from 1 to 5. A response of "1" meant "definitely would NOT" report and a response of "5" meant "definitely WOULD" report.

The answers to these questions are of critical importance and we urge you to study them closely. They describe what has sometimes been called the "Blue Curtain" or the "Police Code of Silence." Both expressions, as you are probably aware, refer to the willingness of officers to remain silent about the misconduct of other police officers.

Our research shows that The Code is, overall, very strong in most of the police agencies we surveyed. On the five point scale, the mean score of all officers own willingness to report exceeded 4.0 in only three of the eleven cases, one involving bribery and the other two involving theft. When the national sample of officers were asked how likely most other officers in their agency were to report misconduct, only Case 5 (involving the theft of a watch from a crime scene), earned a mean value higher than 4.0. We should note, however, that the strength of The Code varies dramatically

between agencies. In some agencies most officers appear to be willing to tolerate in silence almost any misconduct by fellow officers. In others officers run a substantial risk of being reported by fellow officers for even relatively low levels of misconduct.

We urge you to look very carefully at the mean willingness-to-report scores officers in your agency assigned to each of the eleven cases. They describe in numerical detail the contours of The Code as it exists in your agency. You should also compare the mean scores in your agency to the mean scores from the sample of similar agencies and the entire national sample. Doing so will permit you to see the specific ways in which The Code in your agency differs from most other agencies.

The Contours of The Code among Line Officers in Your Agency

Because The Code dictates what an officer should or should not report to supervisors or administrators, focusing on line officer responses to the willingness to report questions is probably most helpful in answering two critical questions:

What type of misconduct by fellow police officers will most police officers in your agency NOT report?

and

What type of misconduct by fellow police officers WILL most police officers in your agency report?

The answers to these questions may be found by carefully looking at Table A7 below. It displays the number and percent of line officers in your agency who gave each of the five possible responses to the question about how willing they would be to report the behavior described in each case. In order to determine what behavior most officers in your agency will not report, we suggest that you look at the percentage figures in columns 1 and 2 of Table A7. If the sum of those percentages in any row in those two columns exceeds 50%, you should conclude that the behavior described will NOT be reported by most officers in your agency. To determine what behavior most officers in your agency will report, we suggest that you look at the percentage scores in columns 4 and 5 of Table A7. If the sum of the percentages in any row in those two columns exceeds 50%, you should conclude that the behavior described will be reported by most officers in your agency.

While The Code exists in some form in all police agencies, it is the responsibility of every police administration to attempt to confine the behavior it covers. In examining the willingness-to-report responses from line officers in your agency, the failure of a majority of officers to say that they would report a kickback deal (Case 7); a bribery (Case 3); or a theft (Cases 5 and 11) should be regarded with particular concern. This concern should rise dramatically, if, in any of these cases, a majority of line officers declare that they would not report such behavior.

Table A7 (15): Your Agency Response Profile - Line Officer Estimates of their OWN Willingness to Report

SCORE Case # & Description	Definitely Not (1) % (#)	2 % (#)	3 % (#)	4 % (#)	Definitely Yes (5) % (#)	TOTALS % (#)
Case 1 Off Duty Alarm System Business	86.7% (26)	6.7% (2)	6.7% (3)	0% (0)	0% (0)	100% (30)
Case 2 Free Meals and Discounts on Beat	73.3% (22)	10% (3)	13.3% (4)	3.3% (1)	0% (0)	100% (30)
Case 3 Bribe from Speeding Motorist	16.7% (5)	16.7% (5)	16.7% (5)	16.7% (5)	33.3% (10)	100% (30)
Case 4 Holiday Gifts from Merchants	69% (20)	20.7% (6)	6.9% (2)	3.4% (1)	0% (0)	100% (29)
Case 5 Theft of Watch from Crime Scene	10% (3)	13.3% (4)	13.3% (4)	10% (3)	53.3% (16)	100% (30)
Case 6 Auto Repair Shop 5% Kickback	36.7% (11)	10% (3)	16.7% (5)	10% (3)	26.7% (8)	100% (30)
Case 7 Supervisor Offers Holiday Off for Auto Tune Up%	26.7% (8)	13.3% (4)	30% (9)	20% (6)	10% (3)	100% (30)
Case 8 Cover Up of Officer DUI Incident	58.6% (17)	13.8% (4)	20.7% (6)	6.9% (2)	0% (0)	100% (29)
Case 9 Free Drinks to Ignore Late Bar	41.4% (12)	34.5% (10)	6.9% (2)	13.8% (4)	3.4% (1)	100% (29)
Case 10 Excessive Force on Car Thief	40% (12)	20% (6)	26.7% (8)	3.3% (1)	10% (3)	100% (30)
Case 11 Theft from found Wallet	16.7% (5)	20% (6)	6.7% (1)	20% (6)	36.7% (11)	100% (30)

How Your Agency Compares with Other Agencies on Willingness to Report Misconduct

When we ranked all thirty police agencies we surveyed from the highest (# 1) to the lowest (# 30) in terms of their willingness-to-report scores, *your agency came out 19th of 30 agencies in terms of officers' estimates of their own willingness to report the behavior described in the eleven cases. Their answers to the question about what behavior they thought most officers in your agency would be willing to report placed your agency tied with one other agency for 26th place out of the 30 agencies surveyed.*

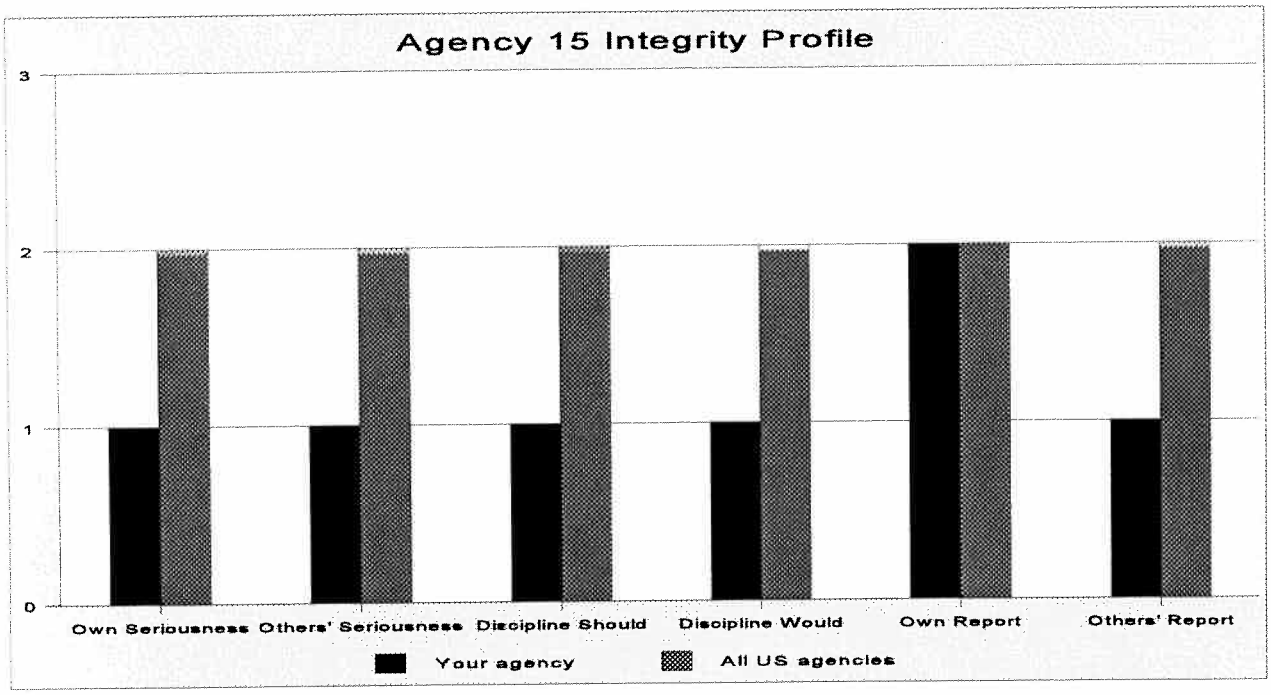
The first score indicates that officers in your agency are about as willing as officers in most agencies we surveyed to tolerate corruption and abuse in silence. The stronger The Code in any police agency the more attractive that agency becomes to misconduct of all types. We urge you to interpret this finding as neither positive nor negative, but as a reminder that your police agency continues to have an affirmative obligation to contain and reduce the domain of The Code.

The second score indicates that officers in your agency believe other officers are much more willing than officers in most agencies we surveyed to tolerate corruption and abuse in silence. This indicates that the Code is strong in your agency and provides an environment in which misconduct of all types can flourish. It is a troubling finding, one with which everyone in your agency should be seriously concerned.

Summary

We believe that you may find it helpful to have an overall picture of the integrity profile of your agency as it emerged from our survey. Chart A1 provides such a picture. It depicts how your agency stacks up against all other agencies we surveyed on each of the six questions asked about all eleven cases. If your agency scored among the bottom third of agencies we surveyed on a question it was awarded one point, two if it scored in the middle third, and three if it scored among the top third. These scores are displayed in Chart 1 with your agency's scores represented by the solid black bar and the mid-point agency in our national sample represented by the checkered bar. This chart summarizes, at a glance, whether your agency scored above, below, or about the same as other agencies we surveyed.

Integrity Profile: Agency 15



By using this same 1, 2, 3 point system to rate each agency's answers to each question, it made it possible not only to assign each agency an overall integrity profile score but rank each agency with respect to all the others we surveyed. These scores could range from a maximum of 18 for an agency that scored among the top third of agencies on all six questions to a minimum of 6 for an agency that scored in the bottom third of agencies on all six questions.

Table A8 below shows how we arrived at the total summary score for your agency as well as the total summary score for all of the other agencies we surveyed. It also shows where this total summary score ranked your agency among the thirty agencies surveyed.

In closing we should like to emphasize that the survey and the measures we created to describe our findings do *NOT* measure the amount or extent of corruption in your agency. They *ARE* a measure of the culture of integrity in your agency. They do *NOT* identify either corrupt or honest individual officers nor do they provide any evidence whatsoever of any type of abusive or dishonest practice, past, present, or future. They *DO* describe in a fairly precise and specific way the levels and the areas in which the culture of your agency makes it likely to resist or tolerate certain types of misconduct on the part of its employees. Hopefully, they will serve as both a reminder and a guide - a reminder that enhancing the culture of integrity should be a major goal of police administration and a guide to where in any particular agency those efforts should be directed. We hope that this information proves useful to you and thank your agency for participating in this research project.

Table A8 - Composite Seriousness, Discipline, and Willingness to Report Scores. Rank Ordered by Total Agency Integrity Profile Score

AGENCY	OWN OPINION OF SERIOUSNESS	OTHERS' OPINION OF SERIOUSNESS	DISCIPLINE SHOULD RECEIVE	DISCIPLINE WOULD RECEIVE	OWN WILLINGNESS TO REPORT	OTHERS' WILLINGNESS TO REPORT	INTEGRITY PROFILE RANK SCORE
1	3	3	3	3	3	3	1 18
3	3	3	3	3	3	3	1 18
4	3	3	3	3	3	3	1 18
6	3	3	3	3	3	3	1 18
10	3	3	3	3	3	3	1 18
17	3	3	3	3	3	3	1 18
30	3	3	3	3	3	3	1 18
2	3	2	3	3	3	3	8 17
18	2	2	3	3	3	3	9 16
7	3	2	2	2	3	3	10 15
11	3	3	2	2	2	2	11 14
12	3	3	3	1	2	2	11 14
5	2	2	2	3	2	2	13 13
19	3	2	2	2	2	2	13 13
20	3	2	2	2	2	2	13 13
29	2	3	2	1	2	2	16 12
26	3	2	2	2	1	1	17 11
27	2	2	2	1	2	2	17 11
24	2	2	1	1	2	2	19 10
21	1	1	2	3	1	1	20 9
22	1	1	2	2	1	2	20 9
9	2	1	2	1	1	1	22 8
16	1	1	1	1	2	2	22 8
13	1	2	1	1	1	1	24 7
14	1	1	1	2	1	1	24 7
15	1	1	1	1	2	1	24 7
23	1	1	1	2	1	1	24 7
25	1	1	1	2	1	1	24 7

AGENCY	OWN OPINION OF SERIOUSNESS	OTHERS' OPINION OF SERIOUSNESS	DISCIPLINE SHOULD RECEIVE	DISCIPLINE WOULD RECEIVE	OWN WILLINGNESS TO REPORT	OTHERS' WILLINGNESS TO REPORT	INTEGRITY PROFILE RANK SCORE
8	1	1	1	1	1	1	29 6
28	1	1	1	1	1	1	29 6

Appendix II

Survey
English (U.S.) Version

Measuring Police Integrity
August 1997

UNIVERSITY OF DELAWARE

Department of Criminal Justice
342 Smith Hall
Newark, DE 19711
(302) 831-1236

Dear Officer,

We ask your help in completing this national survey. It should take only a few minutes to complete.

In this questionnaire we are asking for your opinions about a range of behaviors that may depart from official department policy, the type of discipline they should or would receive, and their likelihood of being reported.

We are NOT asking about anything that you or any other officer has done - we merely are seeking your PERSONAL OPINIONS about these behaviors.

All responses are completely confidential.

Please do not make any marks on this questionnaire that would permit identification of you personally or of the specific police agency in which you are employed.

Please consider your responses carefully. We thank you in advance for your participation.

Sincerely,

Prof. Carl B. Klockars, Ph.D.
Prof. Sanja Kutnjak-Ivković Ph.D.
Prof. William E. Harver, Ph.D.

..... INSTRUCTIONS

On the following pages you will be asked to evaluate eleven descriptions of police officer behavior that may depart from official department policy.

In each instance you should assume that the officer in question has been a police officer for five years, has not been previously disciplined, and that the officer has a satisfactory work record. *Please do not make any other assumptions about the incident or the officer.*

For each incident you will be asked the same set of seven questions. These questions ask you to give your opinion about the seriousness of the behavior, the discipline, If any, it merits, or the likelihood it would be reported.

To do so you must CIRCLE a number on the five-point scale that appears beneath each question.

Please remember that we are only asking for your PERSONAL OPINIONS on these matters. *Your answers do not in any way imply that you have participated in or are aware of any such behavior in your agency.*

1. A police officer runs his own private business in which he sells and installs security devices, such as alarms, special locks, etc. He does this work during his off-duty hours.

1. How serious do YOU consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

2. How serious would MOST POLICE OFFICERS IN YOUR AGENCY consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

3. Would this behavior be regarded as a violation of official policy in your agency?

Definitely not				Definitely yes
1	2	3	4	5

4. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think SHOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

5. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think WOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

6. Do you think YOU would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

7. Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

2. A police officer routinely accepts free meals, cigarettes, and other items of small value from merchants on his beat. He does not solicit these gifts and is careful not to abuse the generosity of those who give gifts to him.

1. How serious do YOU consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

2. How serious would MOST POLICE OFFICERS IN YOUR AGENCY consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

3. Would this behavior be regarded as a violation of official policy in your agency?

Definitely not				Definitely yes
1	2	3	4	5

4. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think SHOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

5. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think WOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

6. Do you think YOU would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

7. Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

3. A police officer stops a motorist for speeding. The officer agrees to accept a personal gift of half of the amount of the fine in exchange for not issuing a citation.

1. How serious do YOU consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

2. How serious would MOST POLICE OFFICERS IN YOUR AGENCY consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

3. Would this behavior be regarded as a violation of official policy in your agency?

Definitely not				Definitely yes
1	2	3	4	5

4. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think SHOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

5. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think WOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

6. Do you think YOU would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

7. Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

4. A police officer is widely liked in the community, and on holidays local merchants and restaurant and bar owners show their appreciation for his attention by giving him gifts of food and liquor.

1. How serious do YOU consider this behavior to be?

Not at all serious 1 2 3 4 Very serious 5

2. How serious would MOST POLICE OFFICERS IN YOUR AGENCY consider this behavior to be?

Not at all serious 1 2 3 4 Very serious 5

3. Would this behavior be regarded as a violation of official policy in your agency?

Definitely not 1 2 3 4 Definitely yes 5

4. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think SHOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

5. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think WOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

6. Do you think YOU would report a fellow police officer who engaged in this behavior?

Definitely not 1 2 3 4 Definitely yes 5

7. Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?

Definitely not 1 2 3 4 Definitely yes 5

9. A police officer finds a bar on his beat which is still serving drinks a half hour past its legal closing time. Instead of reporting this violation, the police officer agrees to accept a couple of free drinks from the owner.

1. How serious do YOU consider this behavior to be?

Not at all serious 1 2 3 4 Very serious 5

2. How serious would MOST POLICE OFFICERS IN YOUR AGENCY consider this behavior to be?

Not at all serious 1 2 3 4 Very serious 5

3. Would this behavior be regarded as a violation of official policy in your agency?

Definitely not 1 2 3 4 Definitely yes 5

4. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think SHOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

5. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think WOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

6. Do you think YOU would report a fellow police officer who engaged in this behavior?

Definitely not 1 2 3 4 Definitely yes 5

7. Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?

Definitely not 1 2 3 4 Definitely yes 5

6. A police officer has a private arrangement with a local auto body shop to refer the owners of cars damaged in accidents to the shop. In exchange for each referral, he receives a payment of 5% of the repair bill from the shop owner.

1. How serious do YOU consider this behavior to be?

Not at all serious — Very serious

1 2 3 4 5

2. How serious would MOST POLICE OFFICERS IN YOUR AGENCY consider this behavior to be?

Not at all serious — Very serious

1 2 3 4 5

3. Would this behavior be regarded as a violation of official policy in your agency?

Definitely not — Definitely yes

1 2 3 4 5

4. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think SHOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

5. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think WOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

6. Do you think YOU would report a fellow police officer who engaged in this behavior?

Definitely not — Definitely yes

1 2 3 4 5

7. Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?

Definitely not — Definitely yes

1 2 3 4 5

7. A police officer, who happens to be a very good auto mechanic, is scheduled to work during coming holidays. A supervisor offers to give hir these days off, if he agrees to tune-up his supervisor's personal car. Evaluate the SUPERVISOR'S behavior.

1. How serious do YOU consider this behavior to be?

Not at all serious — Very serious

1 2 3 4 5

2. How serious would MOST POLICE OFFICERS IN YOUR AGENCY consider t behavior to be?

Not at all serious — Very serious

1 2 3 4 5

3. Would this behavior be regarded as a violation of official policy in your agency

Definitely not — Definitely yes

1 2 3 4 5

4. If an officer in your agency engaged in this behavior and was discovered doin so, what if any discipline do YOU think SHOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

5. If an officer in your agency engaged in this behavior and was discovered doin so, what if any discipline do YOU think WOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

6. Do you think YOU would report a fellow police officer who engaged in this behavior?

Definitely not — Definitely yes

1 2 3 4 5

7. Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?

Definitely not — Definitely yes

1 2 3 4 5

8 . At 2 A.M. a police officer, who is on duty, is driving his patrol car on a deserted road. He sees a vehicle that has been driven off the road and is stuck in a ditch. He approaches the vehicle and observes that the driver is not hurt but is obviously intoxicated. He also finds that the driver is a police officer. Instead of reporting this accident and offense he transports the driver to his home.

1. How serious do YOU consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

2. How serious would MOST POLICE OFFICERS IN YOUR AGENCY consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

3. Would this behavior be regarded as a violation of official policy in your agency?

Definitely not				Definitely yes
1	2	3	4	5

4. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think SHOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

5. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think WOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

6. Do you think YOU would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

7. Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

5. A police officer discovers a burglary of a jewelry shop. The display cases are smashed and it is obvious that many items have been taken. While searching the shop, he takes a watch, worth about two days pay for that officer. He reports that the watch had been stolen during the burglary.

1. How serious do YOU consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

2. How serious would MOST POLICE OFFICERS IN YOUR AGENCY consider this behavior to be?

Not at all serious				Very serious
1	2	3	4	5

3. Would this behavior be regarded as a violation of official policy in your agency?

Definitely not				Definitely yes
1	2	3	4	5

4. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think SHOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

5. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think WOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

6. Do you think YOU would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

7. Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?

Definitely not				Definitely yes
1	2	3	4	5

10. Two police officers on foot patrol surprise a man who is attempting to break into an automobile. The man flees. They chase him for about two blocks before apprehending him by tackling him and wrestling him to the ground. After he is under control both officers punch him a couple of times in the stomach as punishment for fleeing and resisting.

1. How serious do YOU consider this behavior to be?

Not at all serious 1 2 3 4 Very serious 5

2. How serious would MOST POLICE OFFICERS IN YOUR AGENCY consider this behavior to be?

Not at all serious 1 2 3 4 Very serious 5

3. Would this behavior be regarded as a violation of official policy in your agency?

Definitely not 1 2 3 4 Definitely yes 5

4. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think SHOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

5. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think WOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

6. Do you think YOU would report a fellow police officer who engaged in this behavior?

Definitely not 1 2 3 4 Definitely yes 5

7. Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?

Definitely not 1 2 3 4 Definitely yes 5

3. A police officer stops a motorist for speeding. The officer agrees to accept a personal gift of half of the amount of the fine in exchange for not issuing a citation.

1. How serious do YOU consider this behavior to be?

Not at all serious 1 2 3 4 Very serious 5

2. How serious would MOST POLICE OFFICERS IN YOUR AGENCY consider this behavior to be?

Not at all serious 1 2 3 4 Very serious 5

3. Would this behavior be regarded as a violation of official policy in your agency?

Definitely not 1 2 3 4 Definitely yes 5

4. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think SHOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

5. If an officer in your agency engaged in this behavior and was discovered doing so, what if any discipline do YOU think WOULD follow.

1. NONE
2. VERBAL REPRIMAND
3. WRITTEN REPRIMAND
4. PERIOD OF SUSPENSION WITHOUT PAY
5. DEMOTION IN RANK
6. DISMISSAL

6. Do you think YOU would report a fellow police officer who engaged in this behavior?

Definitely not 1 2 3 4 Definitely yes 5

7. Do you think MOST POLICE OFFICERS IN YOUR AGENCY would report a fellow police officer who engaged in this behavior?

Definitely not 1 2 3 4 Definitely yes 5

Please circle, underline, or fill out your response

12. How many years have you been a police officer?
1. Less than 1 2.. 1-2; 3. 3-5; 4. 5-10;
5. 11-15; 6. 16-20; 7. Over 20

13. How many years have you been employed at your current police agency?
1. Less than 1 2.. 1-2; 3. 3-5; 4. 5-10;
5. 11-15; 6. 16-20; 7. Over 20

14. What is your rank?
1. Recruit 5. Officer 9. Deputy
2. Corporal 6. Detective 10. Sergeant
3. Lieutenant 7. Captain 11. Major
4. Colonel 8. Chief/Sheriff
Other _____

15. Which of the following best describes your current assignment?

1. Patrol
2. Detective/Investigative
3. Special Operations (vice, juvenile, etc.)
4. Communications
5. Administrative
Other _____

16. Are you a supervisor or non-supervisor?
1. Non-Supervisor
2. Supervisor (unit supervisor, group supervisor, chief/sheriff)

17. Which of the following best describes your police agency?
1. Very Large Municipal Police (more than 500 sworn officers)
2. Large Municipal Police (201-500 sworn officers)
3. Medium - Sized Municipal Police (76-200 sworn officers)
4. Small Municipal Police (25-75 sworn officers)
5. Very Small Municipal Police (less than 25 sworn officers)
6. State Police
7. Sheriff
8. County Police

18. Do you think that MOST POLICE OFFICERS would give their honest opinions in filling out this questionnaire?

Yes No
1 2

19. Did you?

Yes No
1 2

20. Please use this space for any comments you would like to make about this questionnaire.

_____

_____

_____

_____

_____

_____

_____

Thank you for taking the time to fill out this questionnaire.

Appendix III

Survey
Croatian Version

Measuring Police Integrity
August 1997

Štovani gospodo policajci!

Molimo Vas da nam pomognete u prikupljanju podataka za ovu studiju. Trebat će Vam svega nekoliko minuta da popunite ovaj upitnik.

U ovoj upitniku postavit ćemo Vam nekoliko pitanja o Vašem mišljenju o raznim oblicima ponašanja koja mogu biti različita od pravila policijske postaje i o vrstama disciplinskih mjera koje bi trebalo primijeniti. NE pitamo Vas o nečemu što ste Vi ili bilo koji drugi policajac počinili, nego nas zanima Vaše MIŠLJENJE o takvom ponašanju.

Molimo Vas da pažljivo razmislite o svakom pitanju. Vaši odgovori su potpuno tajni, te Vas molimo da ne stavljate nikakve oznake na upitnik koje bi omogućile Vašu identifikaciju ili identifikaciju policijske postaje u kojoj radite. Unaprijed se srdačno zahvaljujemo za Vaše sudjelovanje u ovom istraživanju.

Sa štovanjem,

Dr. Sanja Kutnjak Ivković

Fakultet za kriminalističke znanosti
Sveučilište u Delawareu

Prof. Dr. Carl Klockars

Fakultet za kriminalističke znanosti
Sveučilište u Delawareu

UPUTE

Na slijedećim stranicama imat ćete priliku ocijeniti jedanaest slučajeva koji sadrže opise ponašanja policajaca koja se mogu razlikovati od službenih pravila.

U svakoj od slučajeva prepostavite da je policajac u službi pet godina, da nije ranije bio disciplinski kažnjavan, te da je njegov rad općenito zadovoljavajuće kvalitete. Molimo Vas da ne pretpostavite ništa što se ne nalazi u opisnu slučaja.

U svakom od tih slučajeva postavit ćemo četiri pitanja o ozbiljnosti opisanog ponašanja *ili* o vjerojatnosti da bi takvo ponašanje bilo prijavljeno. Molimo Vas da zaokružite odgovarajući broj na skali od "1" to "5", gdje "1" označava ocjenu da opisano ponašanje potpuno bezazleno *ili* da takvo ponašanje definitivno ne bi bilo prijavljeno, a "5" označava ocjenu da opisano ponaš anje vrlo ozbiljno *ili* da bi takvo ponašanje definitivno bilo prijavljeno.

1. Jedan policajac prodaje i ugradjuje sigurnosne uredjaje, kao što su alarmni uredjaji, specijalne brave, itd. On te poslove obavlja u svoje slobodno vrijeme i ne nudi svoje usluge dok je na dužnosti.

1) Koliko ozbiljnim VI smatrate ovakvo ponašanje?

Potpuno bezazleno				Vrlo ozbiljno
1	2	3	4	5

2) Koliko ozbiljnim VEĆINA POLICAJACA U VAŠOJ POLICIJSKOJ POSTAJI (ISPOSTAVI) smatra ovakvo ponašanje?

Potpuno bezazleno				Vrlo ozbiljno
1	2	3	4	5

3) Da li bi ovakvo ponašanje bilo okarakterizirano kao povreda službenih pravila policijske postaje (ispostave) u kojoj radite?

Definitivno ne				Definitivno da
1	2	3	4	5

4) Ako bi se policajac iz Vaše postaje (ispostave) upustio u takve aktivnosti i pri tom bio otkriven, kakva bi disciplinska mjera po VAŠEM mišljenju TREBALA uslijediti?

1 NIKAKVA
2 JAVNA OPOMENA
3 NOVČANA KAZNA
4 UDALJENJE OD DUŽNOSTI
5 PRESTANAK RADNOG ODNOSA

5) Ako bi se policajac iz Vaše postaje (ispostave) upustio u takve aktivnosti i pri tom bio otkriven kakva bi disciplinska mjera po VAŠEM mišljenju U STVARNOSTI uslijedila?

1 NIKAKVA
2 JAVNA OPOMENA
3 NOVČANA KAZNA
4 UDALJENJE OD DUŽNOSTI
5 PRESTANAK RADNOG ODNOSA

6) Mislite li da biste VI prijavili kolegu policajca koji se upustio u takve aktivnosti?

Definitivno ne				Definitivno da
1	2	3	4	5

7) Mislite li da bi VEĆINA KOLEGA POLICAJACA U VAŠOJ POLICIJSKOJ POSTAJI (ISPOSTAVI) prijavila kolegu policajca koji se upustio u takve aktivnosti?

Definitivno ne				Definitivno da
1	2	3	4	5

2. Policajac rutinski prihvaća besplatne obroke, cigarete i ostalu robu male vrijednosti od trgovaca u njegovom okrugu. On ne traži te poklone i pazi da ne zlorabi velikodušnost onih koji ga daruju.

1) Koliko ozbiljnim VI smatrate ovakvo ponašanje?

Potpuno bezazleno				Vrlo ozbiljno
1	2	3	4	5

2) Koliko ozbiljnim VEĆINA POLICAJACA U VAŠOJ POLICIJSKOJ POSTAJI (ISPOSTAVI) smatra ovakvo ponašanje?

Potpuno bezazleno				Vrlo ozbiljno
1	2	3	4	5

3) Da li bi ovakvo ponašanje bilo okarakterizirano kao povreda službenih pravila policijske postaje (ispostave) u kojoj radite?

Definitivno ne				Definitivno da
1	2	3	4	5

4) Ako bi se policajac iz Vaše postaje (ispostave) upustio u takve aktivnosti i pri tom bio otkriven, kakva bi disciplinska mjera po VAŠEM mišljenju TREBALA uslijediti?

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1 NIKAKVA
2 JAVNA OPOMENA
3 NOVČANA KAZNA
4 UDALJENJE OD DUŽNOSTI
5 PRESTANAK RADNOG ODNOSA

6) Mislite li da biste VI prijavili kolegu policajca koji se upustio u takve aktivnosti?

Definitivno ne				Definitivno da
1	2	3	4	5

7) Mislite li da bi VEĆINA KOLEGA POLICAJACA U VAŠOJ POLICIJSKOJ POSTAJI (ISPOSTAVI) prijavila kolegu policajca koji se upustio u takve aktivnosti?

Definitivno ne				Definitivno da
1	2	3	4	5

3. Policajac je zaustavio motoristu zbog prebrze vožnje. Policajac je prihvatio osobni poklon u iznosu polovine kazne ukoliko ne prijavi prekršaj.

1) Koliko ozbiljnim VI smatrate ovakvo ponašanje?

Potpuno bezazleno				Vrlo ozbiljno
1	2	3	4	5

2) Koliko ozbiljnim VEĆINA POLICAJACA U VAŠOJ POLICIJSKOJ POSTAJI (ISPOSTAVI) smatra ovakvo ponašanje?

Potpuno bezazleno				Vrlo ozbiljno
1	2	3	4	5

3) Da li bi ovakvo ponašanje bilo okarakterizirano kao povreda službenih pravila policijske postaje (ispostave) u kojoj radite?

Definitivno ne				Definitivno da
1	2	3	4	5

4) Ako bi se policajac iz Vaše postaje (ispostave) upustio u takve aktivnosti i pri tom bio otkriven, kakva bi disciplinska mjera po VAŠEM mišljenju TREBALA uslijediti?

1 NIKAKVA
2 JAVNA OPOMENA
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5 PRESTANAK RADNOG ODNOSA

5) Ako bi se policajac iz Vaše postaje (ispostave) upustio u takve aktivnosti i pri tom bio otkriven kakva bi disciplinska mjera po VAŠEM mišljenju U STVARNOSTI uslijedila?

1 NIKAKVA
2 JAVNA OPOMENA
3 NOVČANA KAZNA
4 UDALJENJE OD DUŽNOSTI
5 PRESTANAK RADNOG ODNOSA

6) Mislite li da biste VI prijavili kolegu policajca koji se upustio u takve aktivnosti?

Definitivno ne				Definitivno da
1	2	3	4	5

7) Mislite li da bi VEĆINA KOLEGA POLICAJACA U VAŠOJ POLICIJSKOJ POSTAJI (ISPOSTAVI) prijavila kolegu policajca koji se upustio u takve aktivnosti?

Definitivno ne				Definitivno da
1	2	3	4	5

4. Policajac je jako omiljen u susjedstvu i lokalni ga trgovci i gostioničari u doba blagdana u znak zahvalnosti za njegovu pozornost daruju hranom i pićem.

1) Koliko ozbiljnim VI smatrate ovakvo ponašanje?

Potpuno bezazleno				Vrlo ozbiljno
1	2	3	4	5

2) Koliko ozbiljnim VEĆINA POLICAJACA U VAŠOJ POLICIJSKOJ POSTAJI (ISPOSTAVI) smatra ovakvo ponašanje?

Potpuno bezazleno				Vrlo ozbiljno
1	2	3	4	5

3) Da li bi ovakvo ponašanje bilo okarakterizirano kao povreda službenih pravila policijske postaje (ispostave) u kojoj radite?

Definitivno ne				Definitivno da
1	2	3	4	5

4) Ako bi se policajac iz Vaše postaje (ispostave) upustio u takve aktivnosti i pri tom bio otkriven, kakva bi disciplinska mjera po VAŠEM mišljenju TREBALA uslijediti?

1 NIKAKVA
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4 UDALJENJE OD DUŽNOSTI
5 PRESTANAK RADNOG ODNOSA

5) Ako bi se policajac iz Vaše postaje (ispostave) upustio u takve aktivnosti i pri tom bio otkriven kakva bi disciplinska mjera po VAŠEM mišljenju U STVARNOSTI uslijedila?

1 NIKAKVA
2 JAVNA OPOMENA
3 NOVČANA KAZNA
4 UDALJENJE OD DUŽNOSTI
5 PRESTANAK RADNOG ODNOSA

6) Mislite li da biste VI prijavili kolegu policajca koji se upustio u takve aktivnosti?

Definitivno ne				Definitivno da
1	2	3	4	5

7) Mislite li da bi VEĆINA KOLEGA POLICAJACA U VAŠOJ POLICIJSKOJ POSTAJI (ISPOSTAVI) prijavila kolegu policajca koji se upustio u takve aktivnosti?

Definitivno ne				Definitivno da
1	2	3	4	5

5. Policajac je otkrio provalu u trgovinu nakitom. Pronašao je da su vitrine razbijene i da je očigledno da dosta inventara nedostaje. Tijekom pretrage trgovine, neprimjetno je stavio u džep sat u približnoj vrijednosti svoje dvodnevne zarade, a prijavio ga je kao ukradenog tijekom provale.

1) Koliko ozbiljnim VI smatrate ovakvo ponašanje?

Potpuno bezazleno				Vrlo ozbiljno
1	2	3	4	5

2) Koliko ozbiljnim VEĆINA POLICAJACA U VAŠOJ POLICIJSKOJ POSTAJI (ISPOSTAVI) smatra ovakvo ponašanje?

Potpuno bezazleno				Vrlo ozbiljno
1	2	3	4	5

3) Da li bi ovakvo ponašanje bilo okarakterizirano kao povreda službenih pravila policijske postaje (ispostave) u kojoj radite?

Definitivno ne				Definitivno da
1	2	3	4	5

4) Ako bi se policajac iz Vaše postaje (ispostave) upustio u takve aktivnosti i pri tom bio otkriven, kakva bi disciplinska mjera po VAŠEM mišljenju TREBALA uslijediti?

1 NIKAKVA
2 JAVNA OPOMENA
3 NOVČANA KAZNA
4 UDALJENJE OD DUŽNOSTI
5 PRESTANAK RADNOG ODNOSA

5) Ako bi se policajac iz Vaše postaje (ispostave) upustio u takve aktivnosti i pri tom bio otkriven kakva bi disciplinska mjera po VAŠEM mišljenju U STVARNOSTI uslijedila?

1 NIKAKVA
2 JAVNA OPOMENA
3 NOVČANA KAZNA
4 UDALJENJE OD DUŽNOSTI
5 PRESTANAK RADNOG ODNOSA

6) Mislite li da biste VI prijavili kolegu policajca koji se upustio u takve aktivnosti?

Definitivno ne				Definitivno da
1	2	3	4	5

7) Mislite li da bi VEĆINA KOLEGA POLICAJACA U VAŠOJ POLICIJSKOJ POSTAJI (ISPOSTAVI) prijavila kolegu policajca koji se upustio u takve aktivnosti?

Definitivno ne				Definitivno da
1	2	3	4	5

6. Policajac je privatno dogovorio s lokalnom autolimarskom radionicom da će im slati vlasnike automobila čija su vozila oštećena u prometnim nezgodama. Za svaku osobu koju pošalje u tu radionicu, on dobiva 5% od ukupnog iznosa koji su te osobe platile za popravak.

1) Koliko ozbiljnim VI smatrate ovakvo ponašanje?

Potpuno bezazleno				Vrlo ozbiljno
1	2	3	4	5

2) Koliko ozbiljnim VEĆINA POLICAJACA U VAŠOJ POLICIJSKOJ POSTAJI (ISPOSTAVI) smatra ovakvo ponašanje?

Potpuno bezazleno				Vrlo ozbiljno
1	2	3	4	5

3) Da li bi ovakvo ponašanje bilo okarakterizirano kao povreda službenih pravila policijske postaje (ispostave) u kojoj radite?

Definitivno ne				Definitivno da
1	2	3	4	5

4) Ako bi se policajac iz Vaše postaje (ispostave) upustio u takve aktivnosti i pri tom bio otkriven, kakva bi disciplinska mjera po VAŠEM mišljenju TREBALA uslijediti?

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2 JAVNA OPOMENA
3 NOVČANA KAZNA
4 UDALJENJE OD DUŽNOSTI
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5) Ako bi se policajac iz Vaše postaje (ispostave) upustio u takve aktivnosti i pri tom bio otkriven kakva bi disciplinska mjera po VAŠEM mišljenju U STVARNOSTI uslijedila?

1 NIKAKVA
2 JAVNA OPOMENA
3 NOVČANA KAZNA
4 UDALJENJE OD DUŽNOSTI
5 PRESTANAK RADNOG ODNOSA

6) Mislite li da biste VI prijavili kolegu policajca koji se upustio u takve aktivnosti?

Definitivno ne				Definitivno da
1	2	3	4	5

7) Mislite li da bi VEĆINA KOLEGA POLICAJACA U VAŠOJ POLICIJSKOJ POSTAJI (ISPOSTAVI) prijavila kolegu policajca koji se upustio u takve aktivnosti?

Definitivno ne				Definitivno da
1	2	3	4	5

7. Policajac koji je jako dobar auto–mehaničar je rasporedjen da bude u službi tijekom nadolazećih praznika. Pretpostavljeni mu nudi da bude slobodan te dane, ukoliko pristane da će servisirati osobni automobil svog pretpostavljenog. Ocijenite ponašanje PRETPOSTAVLJENOG.

1) Koliko ozbiljnim VI smatrate ovakvo ponašanje?

Potpuno bezazleno				Vrlo ozbiljno
1	2	3	4	5

2) Koliko ozbiljnim VEĆINA POLICAJACA U VAŠOJ POLICIJSKOJ POSTAJI (ISPOSTAVI) smatra ovakvo ponašanje?

Potpuno bezazleno				Vrlo ozbiljno
1	2	3	4	5

3) Da li bi ovakvo ponašanje bilo okarakterizirano kao povreda službenih pravila policijske postaje (ispostave) u kojoj radite?

Definitivno ne				Definitivno da
1	2	3	4	5

4) Ako bi se policajac iz Vaše postaje (ispostave) upustio u takve aktivnosti i pri tom bio otkriven, kakva bi disciplinska mjera po VAŠEM mišljenju TREBALA uslijediti?

1 NIKAKVA
2 JAVNA OPOMENA
3 NOVČANA KAZNA
4 UDALJENJE OD DUŽNOSTI
5 PRESTANAK RADNOG ODNOSA

5) Ako bi se policajac iz Vaše postaje (ispostave) upustio u takve aktivnosti i pri tom bio otkriven kakva bi disciplinska mjera po VAŠEM mišljenju U STVARNOSTI uslijedila?

1 NIKAKVA
2 JAVNA OPOMENA
3 NOVČANA KAZNA
4 UDALJENJE OD DUŽNOSTI
5 PRESTANAK RADNOG ODNOSA

6) Mislite li da biste VI prijavili kolegu policajca koji se upustio u takve aktivnosti?

Definitivno ne				Definitivno da
1	2	3	4	5

7) Mislite li da bi VEĆINA KOLEGA POLICAJACA U VAŠOJ POLICIJSKOJ POSTAJI (ISPOSTAVI) prijavila kolegu policajca koji se upustio u takve aktivnosti?

Definitivno ne				Definitivno da
1	2	3	4	5

8. U dva sata ujutro policajac je patrolirao policijskim automobilom po pustoj cesti. Vidio je vozilo koje je upalo u jarak pored ceste. Prišavši vozilu, policajac je primijetio da vozač nije povrijedjen, ali da je očigledno pod utjecajem alkohola. Takodjer je uočio da je vozač policajac. Umjesto da prijavi ovu nezgodu i prekršaj, policajac je odvezao vozača njegovoj kući.

1) Koliko ozbiljnim VI smatrate ovakvo ponašanje?

Potpuno bezazleno				Vrlo ozbiljno
1	2	3	4	5

2) Koliko ozbiljnim VEĆINA POLICAJACA U VAŠOJ POLICIJSKOJ POSTAJI (ISPOSTAVI) smatra ovakvo ponašanje?

Potpuno bezazleno				Vrlo ozbiljno
1	2	3	4	5

3) Da li bi ovakvo ponašanje bilo okarakterizirano kao povreda službenih pravila policijske postaje (ispostave) u kojoj radite?

Definitivno ne				Definitivno da
1	2	3	4	5

4) Ako bi se policajac iz Vaše postaje (ispostave) upustio u takve aktivnosti i pri tom bio otkriven, kakva bi disciplinska mjera po VAŠEM mišljenju TREBALA uslijediti?

1 NIKAKVA
2 JAVNA OPOMENA
3 NOVČANA KAZNA
4 UDALJENJE OD DUŽNOSTI
5 PRESTANAK RADNOG ODNOSA

5) Ako bi se policajac iz Vaše postaje (ispostave) upustio u takve aktivnosti i pri tom bio otkriven kakva bi disciplinska mjera po VAŠEM mišljenju U STVARNOSTI uslijedila?

1 NIKAKVA
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5 PRESTANAK RADNOG ODNOSA

6) Mislite li da biste VI prijavili kolegu policajca koji se upustio u takve aktivnosti?

Definitivno ne				Definitivno da
1	2	3	4	5

7) Mislite li da bi VEĆINA KOLEGA POLICAJACA U VAŠOJ POLICIJSKOJ POSTAJI (ISPOSTAVI) prijavila kolegu policajca koji se upustio u takve aktivnosti?

Definitivno ne				Definitivno da
1	2	3	4	5

9. Policajac je tijekom svog rutinskog obilaska naišao na lokal u kojem su konobari posluživali goste pićem pola sata nakon vremena odredjenog za zatvaranje lokala. U zamjenu za neprijavljivanje ovog prekršaja, policajac je prihvatio nekoliko besplatnih pića koja mu je ponudio vlasnik lokala.

1) Koliko ozbiljnim VI smatrate ovakvo ponašanje?

Potpuno bezazleno				Vrlo ozbiljno
1	2	3	4	5

2) Koliko ozbiljnim VEĆINA POLICAJACA U VAŠOJ POLICIJSKOJ POSTAJI (ISPOSTAVI) smatra ovakvo ponašanje?

Potpuno bezazleno				Vrlo ozbiljno
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Definitivno ne				Definitivno da
1	2	3	4	5

7) Mislite li da bi VEĆINA KOLEGA POLICAJACA U VAŠOJ POLICIJSKOJ POSTAJI (ISPOSTAVI) prijavila kolegu policajca koji se upustio u takve aktivnosti?

Definitivno ne				Definitivno da
1	2	3	4	5

10. Dva policajca u patroli iznenadila su muškarca koji je pokušavao provaliti u osobno vozilo. Muškarac je počeo bježati. Oni ga progone i nakon par stotina metara ga uhvate i obore na tlo. Nakon što je muškarac pod kontrolom, oba ga policajca udare par puta u želudac za kaznu zbog bježanja i pružanja otpora.

1) Koliko ozbiljnim VI smatrate ovakvo ponašanje?

Potpuno bezazleno				Vrlo ozbiljno
1	2	3	4	5

2) Koliko ozbiljnim VEĆINA POLICAJACA U VAŠOJ POLICIJSKOJ POSTAJI (ISPOSTAVI) smatra ovakvo ponašanje?

Potpuno bezazleno				Vrlo ozbiljno
1	2	3	4	5

3) Da li bi ovakvo ponašanje bilo okarakterizirano kao povreda službenih pravila policijske postaje (ispostave) u kojoj radite?

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Definitivno ne				Definitivno da
1	2	3	4	5

7) Mislite li da bi VEĆINA KOLEGA POLICAJACA U VAŠOJ POLICIJSKOJ POSTAJI (ISPOSTAVI) prijavila kolegu policajca koji se upustio u takve aktivnosti?

Definitivno ne				Definitivno da
1	2	3	4	5

11. Policajac je pronašao novčanik na parkiralištu. Iznos novca koji se nalazi u novčaniku odgovora dnevnoj zaradi tog policajca. Policajac prijavljuje novčanik kao izgubljen, a zadržava novac za sebe.

1) Koliko ozbiljnim VI smatrate ovakvo ponašanje?

Potpuno bezazleno				Vrlo ozbiljno
1	2	3	4	5

2) Koliko ozbiljnim VEĆINA POLICAJACA U VAŠOJ POLICIJSKOJ POSTAJI (ISPOSTAVI) smatra ovakvo ponašanje?

Potpuno bezazleno				Vrlo ozbiljno
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3) Da li bi ovakvo ponašanje bilo okarakterizirano kao povreda službenih pravila policijske postaje (ispostave) u kojoj radite?

Definitivno ne				Definitivno da
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Definitivno ne				Definitivno da
1	2	3	4	5

Molimo Vas da zaokružite, podvučete ili upišete Vaš odgovor.

12. Koliko godina ste u policiji?

(a) manje od 1 (b) 1-2 (c) 3-5 (d) 6-10 (e) 11-15 (f) 16-20 (g) preko 20

13. Koliko godina ste zaposleni u Vašoj trenutnoj policijskoj postaji (ispostavi)?

(a) manje od 1 (b) 1-2 (c) 3-5 (d) 6-10 (e) 11-15 (f) 16-20 (g) preko 20

14. Koje je Vaše zvanje?

(a) Mladji policajac

(b) Policajac

(c) Policajac 1. klase
do
Viši policajac

(d) Mladji inspektor vježbenik
do
Inspektor 1. klase

(e) Samostalni inspektor
do
Glavni inspektor

Ostalo _____

15. Koje poslove Vi obavljate?

(a) Pozorničko-patrolne poslove
(b) Dežurstvo (kontrola)
(c) Poslove kriminalističke policije
(d) Poslove prometne policije
(e) Upravno-administrativne poslove

Ostalo _____

16. Jeste li rukovodni ili nerukovodni djelatnik?

(a) Nerukovodni djelatnik

(b) Rukovodni djelatnik (od vodje grupe ili vodje sektora do zapovjednika policijske postaje (ispostave))

17. Koja od navedenih kategorija najbolje opisuje Vašu policijsku postaju (ispostavu)?

(a) Vrlo velika policijska postaja (ispostava) (preko 500 policajaca)
(b) Velika policijska postaja (ispostava) (201 - 500 policajaca)
(c) Srednje velika policijska postaja (ispostava) (76 - 200 policajaca)
(d) Mala policijska postaja (ispostava) (25 - 75 policajaca)
(e) Vrlo mala policijska postaja (ispostava) (manje od 25 policajaca)

18. Vaša policijska uprava: _____

19. Mislite li da je VEĆINA POLICAJACA iskreno odgovorila na pitanja u ovom upitniku?

Da	Ne
1	2

20. Jeste li Vi iskreno odgovorili na pitanja u ovom upitniku?

Da	Ne
1	2

21. Molimo Vas da iskoristite ovaj prostor za komentare o ovom upitniku.

_____

_____

_____

_____

Hvala Vam na vremenu utrošenom na popunjavaje ovog upitnika.

Appendix IV

Survey
Slovenian Version

Measuring Police Integrity
August 1997

University of Delaware, Združene države Amerike

Visoka policijsko-varnostna šola, Ljubljana

Spoštovani!

Prosimo vas za pomoč pri izpolnjevanju tega mednarodnega vprašalnika. Izpolnjevanje vam ne bo vzelo več kot 20 minut.

V vprašalniku vas sprašujemo o vašem mnenju o resnosti vedenja policistov, o morebitnem disciplinskem ukrepu, ter o pripravljenosti, da se opisano ravnanje policista prijavi.

Ne sprašujemo vas o ničemer, kar bi vi ali vaši sodelavci storili, zanima nas samo vaše OSEBNO MNENJE o ravnanjih policistov, ki so opisana v vprašalniku.

Zagotavljamo vam tajnost vaših odgovorov.

Prosimo vas, da v vprašalnik ne dopisujete ničesar, kar bi razkrilo vašo identiteto ali identiteto vaše organizacije.

Prosimo vas, da skrbno premislite vaše odgovore. Za vaše sodelovanje se vam vnaprej zahvaljujemo.

Prof. dr. Carl B. Klockars
University of Delaware

Doc. dr. Milan Pagon
Visoka policijsko-varnostna šola

NAVODILO

Na naslednjih straneh boste našli napisanih enajst situacij, v katerih so opisana ravnanja policistov, ki lahko odstopajo od pravil vedenja v policijski organizaciji. Prosimo vas, da ocenite vsako od opisanih situacij.

V vsakem od predstavljenih primerov predpostavljajte, da je policist, ki ga primer opisuje, v policiji zaposlen pet let, pred tem ni bil nikoli disciplinsko obravnavan ter je bil do sedaj ugodno delovno ocenjen. Prosimo vas, da ne predpostavljate nobenih drugih dejstev o policistu ali dogodku.

Pri vsakem primeru vam zastavljamo sedem enakih vprašanj, ki sprašujejo po vašem MNENJU o resnosti vedenja policista, o morebitnem disciplinskem ukrepu, ter o pripravljenosti, da se opisano ravnanje policista prijavi.

Na vprašanja odgovarjate tako, da OBKROŽITE eno od številk na petstopenjski lestvici, pri čemer številka 1 pomeni najnižjo stopnjo resnosti ravnanja policista, številka 5 pa najvišjo stopnjo.

Naj vas še enkrat opozorimo, da vas v vprašalniku sprašujemo po vašem OSEBNEM MNENJU o opisanih situacijah. Vaši odgovori nikakor ne bodo razumljeni, kot da ste vi osebno ali kdo izmed vaših sodelavcev kdaj sodelovali pri opisanih ali podobnih primerih ali da za take primere veste.

I. Policist ima lastno podjetje, preko katerega prodaja in vgrajuje razne varnostne naprave kot so varnostni alarmi, posebne varnostne ključavnice in podobno. Vse te aktivnosti policist opravlja zgolj v svojem prostem času in nikoli takrat, ko je v službi.

1. Kako resno je po vašem mnenju tako ravnanje?

Zelo blago				Zelo resno
1	2	3	4	5

2. Kako resno bi, po vašem mnenju, večina policistov na vaši postaji oz. oddelku opredelila tako ravnanje?

Zelo blago				Zelo resno
1	2	3	4	5

3. Ali bi tako ravnanje predstavljalo kršitev pravil policijske postaje oz. oddelka, kjer ste zaposleni?

Nikakor ne				Vsekakor da
1	2	3	4	5

4. Če bi bil policist iz vaše policijske postaje oz. oddelka odkrit pri opisanem ravnanju, kakšno kazen bi po vašem mnenju MORAL dobiti?

1 NOBENE
2. USTNI OPOMIN
3. JAVNI OPOMIN
4. DENARNO KAZEN
5. SUSPENZ
6. PRENEHANJE DELOVNEGA RAZMERJA

5. Če bi bil policist iz vaše policijske postaje oz. oddelka odkrit pri opisanem ravnanju, kakšno kazen bi po vašem mnenju DEJANSKO dobil?

1. NOBENE
2. USTNI OPOMIN
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6. Ali bi vi prijavili sodelavca, ki bi počel opisano aktivnost?

Nikakor ne				Vsekakor da
1	2	3	4	5

7. Ali bi, po vašem mnenju, večina policistov na vaši postaji oz. oddelku prijavila sodelavca, ki bi počel opisano aktivnost?

Nikakor ne				Vsekakor da
1	2	3	4	5

II. Policist rutinsko sprejema brezplačne malice, cigarete in druge stvari manjše vrednosti od gostilničarjev in trgovcev na območju, kjer običajno opravlja svoje naloge. Vendar pa the uslug sam ne zahteva, ter pazi, da ne zlorablja velikodušnosti oseb, ki mu jih nudijo.

1. Kako resno je po vašem mnenju tako ravnanje?

Zelo blago				Zelo resno
1	2	3	4	5

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Nikakor ne				Vsekakor da
1	2	3	4	5

III. Policist je pri svojem delu ustavil motorista zaradi prehitre vožnje. Med postopkom se je strinjal s predlogom, da v zameno za to, da motorista ne prijavi za storjeni prekršek, sprejme vsoto denarja, ki je enaka polovici zagrožene kazni za tovrstni prekršek.

1. Kako resno je po vašem mnenju tako ravnanje?

Zelo blago				Zelo resno
1	2	3	4	5

2. Kako resno bi, po vašem mnenju, večina policistov na vaši postaji oz. oddelku opredelila tako ravnanje?

Zelo blago				Zelo resno
1	2	3	4	5

3. Ali bi tako ravnanje predstavljalo kršitev pravil policijske postaje oz. oddelka, kjer ste zaposleni?

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Nikakor ne				Vsekakor da
1	2	3	4	5

IV. Policist je močno priljubljen v skupnosti, kjer opravlja svoje delo. Za božične praznike mu trgovci, gostilničarji in lastniki barov svojo hvaležnost pokažejo tako, da mu dajo darila v obliki hrane in pijače.

1. Kako resno je po vašem mnenju tako ravnanje?

Zelo blago				Zelo resno
1	2	3	4	5

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Nikakor ne				Vsekakor da
1	2	3	4	5

V. Policist je pri svojem delu odkril vlom v trgovino z nakitom. Ugotovil je, da so vitrine v katerih so bile dragocenosti razbite ter da je bilo ukradeno veliko predmetov. Medtem, ko pregleduje notranjost prodajalne, vzame uro v vrednosti svojega dvodnevnega zaslužka ter jo kasneje vpiše med ukradene predmete.

1. Kako resno je po vašem mnenju tako ravnanje?

Zelo blago				Zelo resno
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Nikakor ne				Vsekakor da
1	2	3	4	5

VI. Policist se je dogovoril z lastnikom lokalne avtomehanične in kleparske delavnice, da bo k njemu pošiljal lastnike avtomobilov, ki so bili udeleženi v prometni nesreči. V zameno pa od lastnika delavnice dobi 5 % vrednosti zneska popravila avtomobilov.

1. Kako resno je po vašem mnenju tako ravnanje?

Zelo blago				Zelo resno
1	2	3	4	5

2. Kako resno bi, po vašem mnenju, večina policistov na vaši postaji oz. oddelku opredelila tako ravnanje?

Zelo blago				Zelo resno
1	2	3	4	5

3. Ali bi tako ravnanje predstavljalo kršitev pravil policijske postaje oz. oddelka, kjer ste zaposleni?

Nikakor ne				Vsekakor da
1	2	3	4	5

4. Če bi bil policist iz vaše policijske postaje oz. oddelka odkrit pri opisanem ravnanju, kakšno kazen bi po vašem mnenju MORAL dobiti?

1 NOBENE
2. USTNI OPOMIN
3. JAVNI OPOMIN
4. DENARNO KAZEN
5. SUSPENZ
6. PRENEHANJE DELOVNEGA RAZMERJA

5. Če bi bil policist iz vaše policijske postaje oz. oddelka odkrit pri opisanem ravnanju, kakšno kazen bi po vašem mnenju DEJANSKO dobil?

1. NOBENE
2. USTNI OPOMIN
3. JAVNI OPOMIN
4. DENARNO KAZEN
5. SUSPENZ
6. PRENEHANJE DELOVNEGA RAZMERJA

6. Ali bi vi prijavili sodelavca, ki bi počel opisano aktivnost?

Nikakor ne				Vsekakor da
1	2	3	4	5

7. Ali bi, po vašem mnenju, večina policistov na vaši postaji oz. oddelku prijavila sodelavca, ki bi počel opisano aktivnost?

Nikakor ne				Vsekakor da
1	2	3	4	5

VII. Policist, ki je poleg tega tudi zelo dober avtomehanik, bi moral biti v službi v času prihajajočih praznikov. Predpostavljeni pa mu predlaga, da ga oprosti dela med prazniki, če policist pregleda in popravi njegov osebni avtomobil. Ocenite vedenje PREDPOSTAVLJENEGA.

1. Kako resno je po vašem mnenju tako ravnanje?

Zelo blago				Zelo resno
1	2	3	4	5

2. Kako resno bi, po vašem mnenju, večina policistov na vaši postaji oz. oddelku opredelila tako ravnanje?

Zelo blago				Zelo resno
1	2	3	4	5

3. Ali bi tako ravnanje predstavljalo kršitev pravil policijske postaje oz. oddelka, kjer ste zaposleni?

Nikakor ne				Vsekakor da
1	2	3	4	5

4. Če bi bil policist iz vaše policijske postaje oz. oddelka odkrit pri opisanem ravnanju, kakšno kazen bi po vašem mnenju MORAL dobiti?

1 NOBENE
2. USTNI OPOMIN
3. JAVNI OPOMIN
4. DENARNO KAZEN
5. SUSPENZ
6. PRENEHANJE DELOVNEGA RAZMERJA

5. Če bi bil policist iz vaše policijske postaje oz. oddelka odkrit pri opisanem ravnanju, kakšno kazen bi po vašem mnenju DEJANSKO dobil?

1. NOBENE
2. USTNI OPOMIN
3. JAVNI OPOMIN
4. DENARNO KAZEN
5. SUSPENZ
6. PRENEHANJE DELOVNEGA RAZMERJA

6. Ali bi vi prijavili sodelavca, ki bi počel opisano aktivnost?

Nikakor ne				Vsekakor da
1	2	3	4	5

7. Ali bi, po vašem mnenju, večina policistov na vaši postaji oz. oddelku prijavila sodelavca, ki bi počel opisano aktivnost?

Nikakor ne				Vsekakor da
1	2	3	4	5

VIII. Policist ob dveh zjutraj vozi službeni avtomobil po prazni cesti. Pri tem v obcestnem jarku zagleda vozilo. Ko pristopi k vozilu, ugotovi, da se voznik pri nesreči ni poškodoval, vendar pa kaže očitne znake alkoholiziranosti. Ob tem izve, da je voznik po poklicu policist. Namesto da bi prometno nesrečo prijavil, svojega kolega odpelje domov.

1. Kako resno je po vašem mnenju tako ravnanje?

Zelo blago				Zelo resno
1	2	3	4	5

2. Kako resno bi, po vašem mnenju, večina policistov na vaši postaji oz. oddelku opredelila tako ravnanje?

Zelo blago				Zelo resno
1	2	3	4	5

3. Ali bi tako ravnanje predstavljalo kršitev pravil policijske postaje oz. oddelka, kjer ste zaposleni?

Nikakor ne				Vsekakor da
1	2	3	4	5

4. Če bi bil policist iz vaše policijske postaje oz. oddelka odkrit pri opisanem ravnanju, kakšno kazen bi po vašem mnenju MORAL dobiti?

1 NOBENE
2. USTNI OPOMIN
3. JAVNI OPOMIN
4. DENARNO KAZEN
5. SUSPENZ
6. PRENEHANJE DELOVNEGA RAZMERJA

5. Če bi bil policist iz vaše policijske postaje oz. oddelka odkrit pri opisanem ravnanju, kakšno kazen bi po vašem mnenju DEJANSKO dobil?

1. NOBENE
2. USTNI OPOMIN
3. JAVNI OPOMIN
4. DENARNO KAZEN
5. SUSPENZ
6. PRENEHANJE DELOVNEGA RAZMERJA

6. Ali bi vi prijavili sodelavca, ki bi počel opisano aktivnost?

Nikakor ne				Vsekakor da
1	2	3	4	5

7. Ali bi, po vašem mnenju, večina policistov na vaši postaji oz. oddelku prijavila sodelavca, ki bi počel opisano aktivnost?

Nikakor ne				Vsekakor da
1	2	3	4	5

IX. Policist je pri patruliranju odkril, da v gostinskem lokalu točijo pijaču pol ure po izteku obratovalnega časa. Namesto da bi policist prekršek prijavil, je od lastnika lokala sprejel nekaj brezplačnih pijač.

1. Kako resno je po vašem mnenju tako ravnanje?

Zelo blago				Zelo resno
1	2	3	4	5

2. Kako resno bi, po vašem mnenju, večina policistov na vaši postaji oz. oddelku opredelila tako ravnanje?

Zelo blago				Zelo resno
1	2	3	4	5

3. Ali bi tako ravnanje predstavljalo kršitev pravil policijske postaje oz. oddelka, kjer ste zaposleni?

Nikakor ne				Vsekakor da
1	2	3	4	5

4. Če bi bil policist iz vaše policijske postaje oz. oddelka odkrit pri opisanem ravnanju, kakšno kazen bi po vašem mnenju MORAL dobiti?

1 NOBENE
2. USTNI OPOMIN
3. JAVNI OPOMIN
4. DENARNO KAZEN
5. SUSPENZ
6. PRENEHANJE DELOVNEGA RAZMERJA

5. Če bi bil policist iz vaše policijske postaje oz. oddelka odkrit pri opisanem ravnanju, kakšno kazen bi po vašem mnenju DEJANSKO dobil?

1. NOBENE
2. USTNI OPOMIN
3. JAVNI OPOMIN
4. DENARNO KAZEN
5. SUSPENZ
6. PRENEHANJE DELOVNEGA RAZMERJA

6. Ali bi vi prijavili sodelavca, ki bi počel opisano aktivnost?

Nikakor ne				Vsekakor da
1	2	3	4	5

7. Ali bi, po vašem mnenju, večina policistov na vaši postaji oz. oddelku prijavila sodelavca, ki bi počel opisano aktivnost?

Nikakor ne				Vsekakor da
1	2	3	4	5

X. Policista pri patruliranju zalotita moškega, ki poskuša vlomiti v avtomobil. Moški začne bežati. Policista stečeta za njim ter ga po približno 200 metrih dohitita in podreta na tla. Po tem, ko sta moškega že obvladala, ga za kazen oba nekajkrat udarita v trebuh, ker jima je poskušal zbežati in se upirati.

1. Kako resno je po vašem mnenju tako ravnanje?

Zelo blago				Zelo resno
1	2	3	4	5

2. Kako resno bi, po vašem mnenju, večina policistov na vaši postaji oz. oddelku opredelilo tako ravnanje?

Zelo blago				Zelo resno
1	2	3	4	5

3. Ali bi tako ravnanje predstavljalo kršitev pravil policijske postaje oz. oddelka, kjer ste zaposleni?

Nikakor ne				Vsekakor da
1	2	3	4	5

4. Če bi bil policist iz vaše policijske postaje oz. oddelka odkrit pri opisanem ravnanju, kakšno kazen bi po vašem mnenju MORAL dobiti?

1 NOBENE
2. USTNI OPOMIN
3. JAVNI OPOMIN
4. DENARNO KAZEN
5. SUSPENZ
6. PRENEHANJE DELOVNEGA RAZMERJA

5. Če bi bil policist iz vaše policijske postaje oz. oddelka odkrit pri opisanem ravnanju, kakšno kazen bi po vašem mnenju DEJANSKO dobil?

1. NOBENE
2. USTNI OPOMIN
3. JAVNI OPOMIN
4. DENARNO KAZEN
5. SUSPENZ
6. PRENEHANJE DELOVNEGA RAZMERJA

6. Ali bi vi prijavili sodelavca, ki bi počel opisano aktivnost?

Nikakor ne				Vsekakor da
1	2	3	4	5

7. Ali bi, po vašem mnenju, večina policistov na vaši postaji oz. oddelku prijavila sodelavca, ki bi počel opisano aktivnost?

Nikakor ne				Vsekakor da
1	2	3	4	5

XI. Policist je na parkirišču našel izgubljeno denarnico. Vsota denarja v denarnici je približno enaka njegovemu enodnevnemu zaslužku. Policist najdbo denarnice prijavi, vendar obdrži zase celotno vsoto denarja.

1. Kako resno je po vašem mnenju tako ravnanje?

Zelo blago				Zelo resno
1	2	3	4	5

2. Kako resno bi, po vašem mnenju, večina policistov na vaši postaji oz. oddelku opredelila tako ravnanje?

Zelo blago				Zelo resno
1	2	3	4	5

3. Ali bi tako ravnanje predstavljalo kršitev pravil policijske postaje oz. oddelka, kjer ste zaposleni?

Nikakor ne				Vsekakor da
1	2	3	4	5

4. Če bi bil policist iz vaše policijske postaje oz. oddelka odkrit pri opisanem ravnanju, kakšno kazen bi po vašem mnenju MORAL dobiti?

1 NOBENE
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5. SUSPENZ
6. PRENEHANJE DELOVNEGA RAZMERJA

5. Če bi bil policist iz vaše policijske postaje oz. oddelka odkrit pri opisanem ravnanju, kakšno kazen bi po vašem mnenju DEJANSKO dobil?

1. NOBENE
2. USTNI OPOMIN
3. JAVNI OPOMIN
4. DENARNO KAZEN
5. SUSPENZ
6. PRENEHANJE DELOVNEGA RAZMERJA

6. Ali bi vi prijavili sodelavca, ki bi počel opisano aktivnost?

Nikakor ne				Vsekakor da
1	2	3	4	5

7. Ali bi, po vašem mnenju, večina policistov na vaši postaji oz. oddelku prijavila sodelavca, ki bi počel opisano aktivnost?

Nikakor ne				Vsekakor da
1	2	3	4	5

Na koncu vas prosimo, da odgovorite še na nekaj splošnih vprašanj, tako da obkrožite, podčrtate ali vpišete odgovor.

Koliko let ste zaposleni v policiji (dejanska leta)?

1. manj kot eno leto
2. 1 do 2 leti
3. 3 do 5 let
4. 6 do 10 let
5. 11 do 15 let
6. 16 do 20 let
7. več kot 20 let

Koliko let ste zaposleni v sedanji enoti?

1. manj kot eno leto
2. 1 do 2 leti
3. 3 do 5 let
4. 6 do 10 let
5. 11 do 15 let
6. 16 do 20 let
7. več kot 20 let

Kakšen naziv imate?

1. policist pripravnik
2. nižji policist
3. policist
4. policist prvega razreda
5. višji policist
6. višji policist prvega razreda
7. samostojni policist
8. nižji inšpektor
9. inšpektor
10. inšpektor prvega razreda
11. samostojni inšpektor
12. višji inšpektor
13. več kot višji inšpektor inšpektor

Katera od naštetih nalog najbolje opisuje vaše sedanje delo?

1. dežurni policist
2. policist v skupini za promet
3. policist v lokalni kriminalistični skupini
4. policist v skupini za JRM oz. splošne policijske zadeve
5. delo na mejnem prehodu
6. vodja policijskega okoliša oz. vodja sektorja
7. vodja izmene
8. administrativno delo
9. vodenje policijske postaje
10. inšpektor na inšpektoratu policije
11. drugo; kaj: _____

Kako velika je vaša policijska enota?

1. velika policijska enota (več kot 76 policistov)
2. srednja policijska enota (25 - 75 policistov)
3. majhna policijska enota (manj kot 25 policistov)

Ali mislite, da je večina policistov iskreno odgovorila na vprašanja v anketnem vprašalniku?

Da	Ne
1	2

Ali ste iskreno odgovorili na vprašanja v anketnem vprašalniku?

Da	Ne
1	2

Morebitne pripombe v zvezi z vprašalnikom

_____

_____

_____

_____

_____

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_____

_____

Appendix V

Survey
Polish Version

Measuring Police Integrity
August 1997

Szanowni Państwo,

Będziemy wdzięczni, jeśli zechcą Państwo poświęcić nieco czasu na wypełnienie niniejszego kwestionariusza. Nie powinno to zająć więcej niż parę minut.

W kwestionariuszu poddajemy Państwa ocenie fikcyjne sytuacje i zachowania funkcjonariuszy Policji, które mogą być niezgodne z regulaminem służby. Prosimy także o wskazanie ewentualnych konsekwencji, które osoby te powinny lub mogły by ponieść oraz ocenę prawdopodobieństwa zameldowania przełożonym o zaistnieniu takiej sytuacji.

NIE PROSIMY o jakiekolwiek informacje związane z realnymi sytuacjami, w których Państwo lub znani Wam funkcjonariusze brali udział – PROSIMY wyłącznie o OSOBISTE OPINIE I OCENY odnośnie przedstawionych niżej fikcyjnych sytuacji.

Wszystkie odpowiedzi są absolutnie anonimowe.

Prosimy o nie umieszczanie na kwestionariuszu jakichkolwiek znaków bądź uwag, które pozwoliłyby na zidentyfikowanie respondenta bądź jednostki, w której jest zatrudniony.

Uprzejmie prosimy o staranne zastanowienie przy udzielaniu odpowiedzi. Z góry dziękujemy za współpracę.

dr Maria Haberfeld
Piotr Walancik

INSTRUKCJA

Na kolejnych stronach Państwa ocenie poddajemy jedenaście fikcyjnych sytuacji, w których zachowanie funkcjonariusza może odbiegać lub różnić się od obowiązującego regulaminu służby.

Oceniając każdą sytuację prosimy założyć, iż występujący w niej funkcjonariusz pełni od pięciu lat nienaganną służbę w Policji oraz że dotychczas nie był karany dyscyplinarnie. Prosimy nie przyjmować żadnych innych założeń w odniesieniu do opisywanej sytuacji lub osoby.

W każdym przypadku będą Państwo poproszeni o udzielenie odpowiedzi na zestaw siedmiu takich samych pytań. Pytania te mają na celu zbadanie Państwa opinii o zachowaniu funkcjonariusza, ewentualnych konsekwencjach i prawdopodobieństwie zameldowania przełożonym o opisywanej sytuacji.

Wypełnienie kwestionariusza polega na ZAKREŚLENIU JEDNEJ cyfry, wybranej z pięciopunktowej skali, która znajduje się pod każdym pytaniem.

Prosimy pamiętać, iż proszeni są Państwo o podzielenie się swoimi OSOBISTYMI OPINIAMI o danych sytuacjach. Państwa odpowiedzi w żadnym wypadku nie oznaczają, iż uczestniczyli Państwo w takich sytuacjach lub że mogą być one zaobserwowane w Waszych jednostkach.

1. Funkcjonariusz Policji prowadzi prywatną firmę, sprzedającą i instalującą systemy zabezpieczeń, takie jak alarmy, specjalne zamki itd. Działalność tę prowadzi on poza godzinami służby.

1. Jak ocenia Pan takie zachowanie?

Akceptowalne				Naganne
1	2	3	4	5

2. Jak zakwalifikowałaby takie zachowanie większość Pańskich kolegów z jednostki?

Akceptowalne				Naganne
1	2	3	4	5

3. Czy takie zachowanie zostałoby określone w Pańskiej jednostce/komisariacie jako naruszenie regulaminu?

Zdecydowanie nie				Zdecydowanie tak
1	2	3	4	5

4. Jeśli któryś z Pańskich kolegów zachowałby się w ten sposób i zostałoby to odkryte, jaki rodzaj konsekwencji powinien on według Pana ponieść?

1. Żadnych
2. Upomnienie
3. Nagana pisemna
4. Zawieszenie w czynnościach – obniżenie uposażenia
5. Obniżenie stopnia
6. Wydalenie ze służby

5. Jeśli któryś z Pańskich kolegów zachowałby się w ten sposób i zostałoby to odkryte, jaki rodzaj konsekwencji – Pańskim zdaniem – faktycznie by poniósł?

1. Żadnych
2. Upomnienie
3. Nagana pisemna
4. Zawieszenie w czynnościach – obniżenie uposażenia
5. Obniżenie stopnia
6. Wydalenie ze służby

6. Czy zameldowałby Pan przełożonym o takim zachowaniu kolegi-funkcjonariusza?

Zdecydowanie nie				Zdecydowanie tak
1	2	3	4	5

7. Czy uważa Pan, że większość Pańskich kolegów z jednostki zameldowałaby przełożonym o takim zachowaniu kolegi-policjanta?

Zdecydowanie nie				Zdecydowanie tak
1	2	3	4	5

2. Funkcjonariusz Policji systematycznie podczas patrolu przyjmuje darmowe posiłki, papierosy i inne drobne rzeczy od sprzedawców ze swojego rewiru. Nie domaga się on tych prezentów i uważa, by nie nadużywać hojności dawców.

1. Jak ocenia Pan takie zachowanie?

Akceptowalne				Naganne
1	2	3	4	5

2. Jak zakwalifikowałaby takie zachowanie większość Pańskich kolegów z jednostki?

Akceptowalne				Naganne
1	2	3	4	5

3. Czy takie zachowanie zostałoby określone w Pańskiej jednostce/komisariacie jako naruszenie regulaminu?

Zdecydowanie nie				Zdecydowanie tak
1	2	3	4	5

4. Jeśli któryś z Pańskich kolegów zachowałby się w ten sposób i zostałoby to odkryte, jaki rodzaj konsekwencji powinien on według Pana ponieść?

1. Żadnych
2. Upomnienie
3. Nagana pisemna
4. Zawieszenie w czynnościach – obniżenie uposażenia
5. Obniżenie stopnia
6. Wydalenie ze służby

5. Jeśli któryś z Pańskich kolegów zachowałby się w ten sposób i zostałoby to odkryte, jaki rodzaj konsekwencji – Pańskim zdaniem – faktycznie by poniósł?

1. Żadnych
2. Upomnienie
3. Nagana pisemna
4. Zawieszenie w czynnościach – obniżenie uposażenia
5. Obniżenie stopnia
6. Wydalenie ze służby

6. Czy zameldowałby Pan przełożonym o takim zachowaniu kolegi-funkcjonariusza?

Zdecydowanie nie				Zdecydowanie tak
1	2	3	4	5

7. Czy uważa Pan, że większość Pańskich kolegów z jednostki zameldowałaby przełożonym o takim zachowaniu kolegi-policjanta?

Zdecydowanie nie				Zdecydowanie tak
1	2	3	4	5

3. Funkcjonariusz Policji zatrzymuje za przekroczenie prędkości motocyklistę. W zamian za nie wystawienie mandatu zgadza się przyjąć łapówkę w wysokości połowy należnej kary.

1. Jak ocenia Pan takie zachowanie?

Akceptowalne				Naganne
1	2	3	4	5

2. Jak zakwalifikowałaby takie zachowanie większość Pańskich kolegów z jednostki?

Akceptowalne				Naganne
1	2	3	4	5

3. Czy takie zachowanie zostałoby określone w Pańskiej jednostce/komisariacie jako naruszenie regulaminu?

Zdecydowanie nie				Zdecydowanie tak
1	2	3	4	5

4. Jeśli któryś z Pańskich kolegów zachowałby się w ten sposób i zostałoby to odkryte, jaki rodzaj konsekwencji powinien on według Pana ponieść?

1. Żadnych
2. Upomnienie
3. Nagana pisemna
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5. Obniżenie stopnia
6. Wydalenie ze służby

5. Jeśli któryś z Pańskich kolegów zachowałby się w ten sposób i zostałoby to odkryte, jaki rodzaj konsekwencji – Pańskim zdaniem – faktycznie by poniósł?

1. Żadnych
2. Upomnienie
3. Nagana pisemna
4. Zawieszenie w czynnościach – obniżenie uposażenia
5. Obniżenie stopnia
6. Wydalenie ze służby

6. Czy zameldowałby Pan przełożonym o takim zachowaniu kolegi-funkcjonariusza?

Zdecydowanie nie				Zdecydowanie tak
1	2	3	4	5

7. Czy uważa Pan, że większość Pańskich kolegów z jednostki zameldowałaby przełożonym o takim zachowaniu kolegi-policjanta?

Zdecydowanie nie				Zdecydowanie tak
1	2	3	4	5

4. Funkcjonariusz Policji jest powszechnie lubiany przez lokalną społeczność. Przy okazji świąt miejscowi kupcy i restauratorzy okazują swą wdzięczność za jego opiekę dając mu drobne prezenty w postaci artykułów spożywczych i alkoholu.

1. Jak ocenia Pan takie zachowanie?

Akceptowalne				Naganne
1	2	3	4	5

2. Jak zakwalifikowałaby takie zachowanie większość Pańskich kolegów z jednostki?

Akceptowalne				Naganne
1	2	3	4	5

3. Czy takie zachowanie zostałoby określone w Pańskiej jednostce/komisariacie jako naruszenie regulaminu?

Zdecydowanie nie				Zdecydowanie tak
1	2	3	4	5

4. Jeśli któryś z Pańskich kolegów zachowałby się w ten sposób i zostałoby to odkryte, jaki rodzaj konsekwencji powinien on według Pana ponieść?

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4. Zawieszenie w czynnościach – obniżenie uposażenia
5. Obniżenie stopnia
6. Wydalenie ze służby

5. Jeśli któryś z Pańskich kolegów zachowałby się w ten sposób i zostałoby to odkryte, jaki rodzaj konsekwencji – Pańskim zdaniem – faktycznie by poniósł?

1. Żadnych
2. Upomnienie
3. Nagana pisemna
4. Zawieszenie w czynnościach – obniżenie uposażenia
5. Obniżenie stopnia
6. Wydalenie ze służby

6. Czy zameldowałby Pan przełożonym o takim zachowaniu kolegi-funkcjonariusza?

Zdecydowanie nie				Zdecydowanie tak
1	2	3	4	5

7. Czy uważa Pan, że większość Pańskich kolegów z jednostki zameldowałaby przełożonym o takim zachowaniu kolegi-policjanta?

Zdecydowanie nie				Zdecydowanie tak
1	2	3	4	5

5. Funkcjonariusz Policji odkrywa włamanie do sklepu z zegarkami. Porozbijane witryny świadczą niewątpliwie o tym, iż większość ekspozycji skradziono. Podczas przeszukiwania sklepu policjant przywłaszcza sobie zegarek o wartości swoich dwóch dniówek. W meldunku podaje, że zegarek ten został skradziony przez sprawców włamania.

1. Jak ocenia Pan takie zachowanie?

Akceptowalne				Naganne
1	2	3	4	5

2. Jak zakwalifikowałaby takie zachowanie większość Pańskich kolegów z jednostki?

Akceptowalne				Naganne
1	2	3	4	5

3. Czy takie zachowanie zostałoby określone w Pańskiej jednostce/komisariacie jako naruszenie regulaminu?

Zdecydowanie nie				Zdecydowanie tak
1	2	3	4	5

4. Jeśli któryś z Pańskich kolegów zachowałby się w ten sposób i zostałoby to odkryte, jaki rodzaj konsekwencji powinien on według Pana ponieść?

1. Żadnych
2. Upomnienie
3. Nagana pisemna
4. Zawieszenie w czynnościach – obniżenie uposażenia
5. Obniżenie stopnia
6. Wydalenie ze służby

5. Jeśli któryś z Pańskich kolegów zachowałby się w ten sposób i zostałoby to odkryte, jaki rodzaj konsekwencji – Pańskim zdaniem – faktycznie by poniósł?

1. Żadnych
2. Upomnienie
3. Nagana pisemna
4. Zawieszenie w czynnościach – obniżenie uposażenia
5. Obniżenie stopnia
6. Wydalenie ze służby

6. Czy zameldowałby Pan przełożonym o takim zachowaniu kolegi-funkcjonariusza?

Zdecydowanie nie				Zdecydowanie tak
1	2	3	4	5

7. Czy uważa Pan, że większość Pańskich kolegów z jednostki zameldowałaby przełożonym o takim zachowaniu kolegi-policjanta?

Zdecydowanie nie				Zdecydowanie tak
1	2	3	4	5

6. **Funkcjonariusz Policji zawarł z miejscowym zakładem naprawy samochodów porozumienie, które polega na polecaniu właścicielom uszkodzonych w wypadkach pojazdów usług tego zakładu. Jako prowizję od każdego skierowanego przez siebie samochodu pobiera on 5% wysokości rachunku za naprawę.**

1. Jak ocenia Pan takie zachowanie?

Akceptowalne				Naganne
1	2	3	4	5

2. Jak zakwalifikowałaby takie zachowanie większość Pańskich kolegów z jednostki?

Akceptowalne				Naganne
1	2	3	4	5

3. Czy takie zachowanie zostałoby określone w Pańskiej jednostce/komisariacie jako naruszenie regulaminu?

Zdecydowanie nie				Zdecydowanie tak
1	2	3	4	5

4. Jeśli któryś z Pańskich kolegów zachowałby się w ten sposób i zostałoby to odkryte, jaki rodzaj konsekwencji powinien on według Pana ponieść?

1. Żadnych
2. Upomnienie
3. Nagana pisemna
4. Zawieszenie w czynnościach – obniżenie uposażenia
5. Obniżenie stopnia
6. Wydalenie ze służby

5. Jeśli któryś z Pańskich kolegów zachowałby się w ten sposób i zostałoby to odkryte, jaki rodzaj konsekwencji – Pańskim zdaniem – faktycznie by poniósł?

1. Żadnych
2. Upomnienie
3. Nagana pisemna
4. Zawieszenie w czynnościach – obniżenie uposażenia
5. Obniżenie stopnia
6. Wydalenie ze służby

6. Czy zameldowałby Pan przełożonym o takim zachowaniu kolegi-funkcjonariusza?

Zdecydowanie nie				Zdecydowanie tak
1	2	3	4	5

7. Czy uważa Pan, że większość Pańskich kolegów z jednostki zameldowałaby przełożonym o takim zachowaniu kolegi-policjanta?

Zdecydowanie nie				Zdecydowanie tak
1	2	3	4	5

7. **Funkcjonariusz Policji bardzo dobrze zna się na naprawie samochodów. Według grafiku podczas najbliższych świąt powinien pełnić on służbę, jednak przełożony proponuje mu dni wolne, jeśli zgodzi się on nieco popracować przy jego prywatnym samochodzie. Proszę ocenić zachowanie przełożonego.**

1. Jak ocenia Pan takie zachowanie?

Akceptowalne				Naganne
1	2	3	4	5

2. Jak zakwalifikowałaby takie zachowanie większość Pańskich kolegów z jednostki?

Akceptowalne				Naganne
1	2	3	4	5

3. Czy takie zachowanie zostałoby określone w Pańskiej jednostce/komisariacie jako naruszenie regulaminu?

Zdecydowanie nie				Zdecydowanie tak
1	2	3	4	5

4. Jeśli któryś z Pańskich kolegów zachowałby się w ten sposób i zostałoby to odkryte, jaki rodzaj konsekwencji powinien on według Pana ponieść?

1. Żadnych
2. Upomnienie
3. Nagana pisemna
4. Zawieszenie w czynnościach – obniżenie uposażenia
5. Obniżenie stopnia
6. Wydalenie ze służby

5. Jeśli któryś z Pańskich kolegów zachowałby się w ten sposób i zostałoby to odkryte, jaki rodzaj konsekwencji – Pańskim zdaniem – faktycznie by poniósł?

1. Żadnych
2. Upomnienie
3. Nagana pisemna
4. Zawieszenie w czynnościach – obniżenie uposażenia
5. Obniżenie stopnia
6. Wydalenie ze służby

6. Czy zameldowałby Pan przełożonym o takim zachowaniu kolegi-funkcjonariusza?

Zdecydowanie nie				Zdecydowanie tak
1	2	3	4	5

7. Czy uważa Pan, że większość Pańskich kolegów z jednostki zameldowałaby przełożonym o takim zachowaniu kolegi-policjanta?

Zdecydowanie nie				Zdecydowanie tak
1	2	3	4	5

8. O godzinie 2:00 nad ranem, policjant patroluje opustoszałą drogę. W rowie zauważa rozbity samochód. Zbliżywszy się do pojazdu stwierdza, iż wprawdzie kierowca nie jest ranny, ale z pewnością znajduje się pod wpływem alkoholu. Stwierdza również, że ten kierowca jest także policjantem. Zamiast przystąpić do związanych z wypadkiem czynności służbowych odwozi kierowcę do domu.

1. Jak ocenia Pan takie zachowanie?

Akceptowalne				Naganne
1	2	3	4	5

2. Jak zakwalifikowałaby takie zachowanie większość Pańskich kolegów z jednostki?

Akceptowalne				Naganne
1	2	3	4	5

3. Czy takie zachowanie zostałoby określone w Pańskiej jednostce/komisariacie jako naruszenie regulaminu?

Zdecydowanie nie				Zdecydowanie tak
1	2	3	4	5

4. Jeśli któryś z Pańskich kolegów zachowałby się w ten sposób i zostałoby to odkryte, jaki rodzaj konsekwencji powinien on według Pana ponieść?

1. Żadnych
2. Upomnienie
3. Nagana pisemna
4. Zawieszenie w czynnościach – obniżenie uposażenia
5. Obniżenie stopnia
6. Wydalenie ze służby

5. Jeśli któryś z Pańskich kolegów zachowałby się w ten sposób i zostałoby to odkryte, jaki rodzaj konsekwencji – Pańskim zdaniem – faktycznie by poniósł?

1. Żadnych
2. Upomnienie
3. Nagana pisemna
4. Zawieszenie w czynnościach – obniżenie uposażenia
5. Obniżenie stopnia
6. Wydalenie ze służby

6. Czy zameldowałby Pan przełożonym o takim zachowaniu kolegi-funkcjonariusza?

Zdecydowanie nie				Zdecydowanie tak
1	2	3	4	5

7. Czy uważa Pan, że większość Pańskich kolegów z jednostki zameldowałaby przełożonym o takim zachowaniu kolegi-policjanta?

Zdecydowanie nie				Zdecydowanie tak
1	2	3	4	5

9. Funkcjonariusz Policji odkrywa w swoim rewirze bar, w którym alkohol podawany jest także nieletnim. Zamiast zgłosić wykroczenie, zgadza się przyjąć kilka darmowych drinków.

1. Jak ocenia Pan takie zachowanie?

Akceptowalne				Naganne
1	2	3	4	5

2. Jak zakwalifikowałaby takie zachowanie większość Pańskich kolegów z jednostki?

Akceptowalne				Naganne
1	2	3	4	5

3. Czy takie zachowanie zostałoby określone w Pańskiej jednostce/komisariacie jako naruszenie regulaminu?

Zdecydowanie nie				Zdecydowanie tak
1	2	3	4	5

4. Jeśli któryś z Pańskich kolegów zachowałby się w ten sposób i zostałoby to odkryte, jaki rodzaj konsekwencji powinien on według Pana ponieść?

1. Żadnych
2. Upomnienie
3. Nagana pisemna
4. Zawieszenie w czynnościach – obniżenie uposażenia
5. Obniżenie stopnia
6. Wydalenie ze służby

5. Jeśli któryś z Pańskich kolegów zachowałby się w ten sposób i zostałoby to odkryte, jaki rodzaj konsekwencji – Pańskim zdaniem – faktycznie by poniósł?

1. Żadnych
2. Upomnienie
3. Nagana pisemna
4. Zawieszenie w czynnościach – obniżenie uposażenia
5. Obniżenie stopnia
6. Wydalenie ze służby

6. Czy zameldowałby Pan przełożonym o takim zachowaniu kolegi-funkcjonariusza?

Zdecydowanie nie				Zdecydowanie tak
1	2	3	4	5

7. Czy uważa Pan, że większość Pańskich kolegów z jednostki zameldowałaby przełożonym o takim zachowaniu kolegi-policjanta?

Zdecydowanie nie				Zdecydowanie tak
1	2	3	4	5

10. Dwóch policjantów podczas pieszego patrolu zaskakuje złodzieja na próbie włamania do samochodu. Po pościgu złodziej zostaje schwytany. Po obezwładnieniu obydwaj policjanci kilkakrotnie uderzają zatrzymanego w brzuch, karząc go w ten sposób za uciekanie i stawianie oporu.

1. Jak ocenia Pan takie zachowanie?

Akceptowalne				Naganne
1	2	3	4	5

2. Jak zakwalifikowałaby takie zachowanie większość Pańskich kolegów z jednostki?

Akceptowalne				Naganne
1	2	3	4	5

3. Czy takie zachowanie zostałoby określone w Pańskiej jednostce/komisariacie jako naruszenie regulaminu?

Zdecydowanie nie				Zdecydowanie tak
1	2	3	4	5

4. Jeśli któryś z Pańskich kolegów zachowałby się w ten sposób i zostałoby to odkryte, jaki rodzaj konsekwencji powinien on według Pana ponieść?

1. Żadnych
2. Upomnienie
3. Nagana pisemna
4. Zawieszenie w czynnościach – obniżenie uposażenia
5. Obniżenie stopnia
6. Wydalenie ze służby

5. Jeśli któryś z Pańskich kolegów zachowałby się w ten sposób i zostałoby to odkryte, jaki rodzaj konsekwencji – Pańskim zdaniem – faktycznie by poniósł?

1. Żadnych
2. Upomnienie
3. Nagana pisemna
4. Zawieszenie w czynnościach – obniżenie uposażenia
5. Obniżenie stopnia
6. Wydalenie ze służby

6. Czy zameldowałby Pan przełożonym o takim zachowaniu kolegi-funkcjonariusza?

Zdecydowanie nie				Zdecydowanie tak
1	2	3	4	5

7. Czy uważa Pan, że większość Pańskich kolegów z jednostki zameldowałaby przełożonym o takim zachowaniu kolegi-policjanta?

Zdecydowanie nie				Zdecydowanie tak
1	2	3	4	5

11. Funkcjonariusz Policji znajduje na parkingu portfel, zawierający gotówkę odpowiadającą jego jednej dniówce. Zgłasza znalezienie portfela, ale zatrzymuje sobie znalezione pieniądze.

1. Jak ocenia Pan takie zachowanie?

Akceptowalne				Naganne
1	2	3	4	5

2. Jak zakwalifikowałaby takie zachowanie większość Pańskich kolegów z jednostki?

Akceptowalne				Naganne
1	2	3	4	5

3. Czy takie zachowanie zostałoby określone w Pańskiej jednostce/komisariacie jako naruszenie regulaminu?

Zdecydowanie nie				Zdecydowanie tak
1	2	3	4	5

4. Jeśli któryś z Pańskich kolegów zachowałby się w ten sposób i zostałoby to odkryte, jaki rodzaj konsekwencji powinien on według Pana ponieść?

1. Żadnych
2. Upomnienie
3. Nagana pisemna
4. Zawieszenie w czynnościach – obniżenie uposażenia
5. Obniżenie stopnia
6. Wydalenie ze służby

5. Jeśli któryś z Pańskich kolegów zachowałby się w ten sposób i zostałoby to odkryte, jaki rodzaj konsekwencji – Pańskim zdaniem – faktycznie by poniósł?

1. Żadnych
2. Upomnienie
3. Nagana pisemna
4. Zawieszenie w czynnościach – obniżenie uposażenia
5. Obniżenie stopnia
6. Wydalenie ze służby

6. Czy zameldowałby Pan przełożonym o takim zachowaniu kolegi-funkcjonariusza?

Zdecydowanie nie				Zdecydowanie tak
1	2	3	4	5

7. Czy uważa Pan, że większość Pańskich kolegów z jednostki zameldowałaby przełożonym o takim zachowaniu kolegi-policjanta?

Zdecydowanie nie				Zdecydowanie tak
1	2	3	4	5

12. Jak długo pracuje Pan w Policji?

1. Mniej niż 1 rok
2. 1 rok – 2 lata
3. 3 – 5 lat
4. 5 – 10 lat
5. 11 – 15 lat
6. 16 – 20 lat
7. Powyżej 20 lat

13. Jak długo pracuje Pan w obecnym miejscu?

1. Mniej niż 1 rok
2. 1 rok – 2 lata
3. 3 – 5 lat
4. 5 – 10 lat
5. 11 – 15 lat
6. 16 – 20 lat
7. Powyżej 20 lat

14. Jaki jest Pański stopień służbowy?

1. posterunkowy
2. starszy posterunkowy
3. sierżant
4. starszy sierżant
5. sierżant sztabowy
6. młodszy aspirant
7. aspirant
8. starszy aspirant
9. aspirant sztabowy
10. podkomisarz
11. komisarz
12. nadkomisarz
13. podinspektor
14. młodszy inspektor
15. inspektor
16. nadinspektor

15. Która z poniższych możliwości najlepiej oddaje charakter Pańskiego obecnego zajęcia?

1. służba patrolowa
2. praca dochodzeniowa
3. zadania specjalne
4. łączność
5. administracja
6. inne (jakie .....)

16. Czy jest Pan przełożonym?

1. nie
2. tak (proszę uściślić .....)

17. Która z poniższych możliwości najlepiej charakteryzuje Pański posterunek?

1. Bardzo duży (powyżej 500 policjantów)
2. Duży (201–500 policjantów)
3. Średni (76–200 policjantów)
4. Mały (25–75 policjantów)
5. Bardzo mały (poniżej 25 policjantów)

18. Czy uważa Pan, że większość funkcjonariuszy szczerze odpowie na postawione w kwestionariuszu pytania?

Tak	Nie
1	2

19. Czy wypełniając kwestionariusz odpowiadał Pan szczerze?

Tak	Nie
1	2

20. Jeśli po wypełnieniu niniejszego kwestionariusza nasunęły się Panu jakiekolwiek uwagi, bylibyśmy wdzięczni, gdyby zechciał Pan się nimi podzielić:

_____

_____

_____

_____

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_____

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