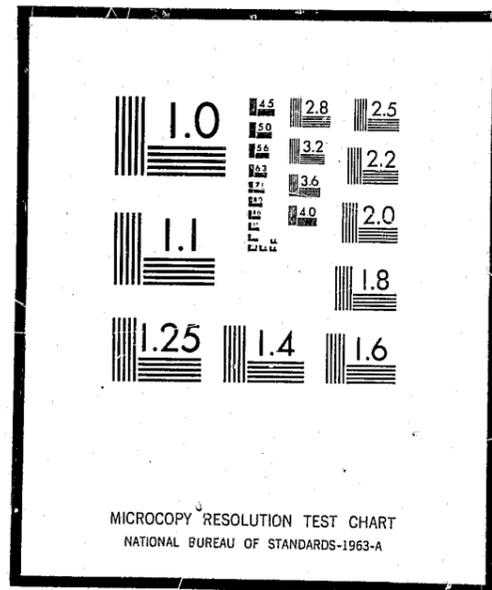


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## MONITORING AND EVALUATING TEAM POLICING PROGRAMS

Products 5 and 6

# NCJRS

MAY 21 1976

## ACQUISITIONS

H. TALMAGE DAY  
WILLIAM G. GAY

Submitted to:

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## NATIONAL SHERIFFS' ASSOCIATION

FERRIS E. LUCAS, EXECUTIVE DIRECTOR  
SUITE 320, 1250 CONNECTICUT AVENUE, N. W.  
WASHINGTON, D. C. 20036 (202) 872-0422

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## PREFACE

The alternative decision-making uses of evaluations imply two major alternative forms of evaluation: intensive evaluations and individual project program monitoring evaluations. Individual project program monitoring evaluations examine whether planned program changes are being implemented and short-term or intermediate outcomes realized. Intensive evaluations examine whether intermediate and long-term effects assumed to be produced by a program are in fact being realized, and whether these effects are indeed outcomes of the program and are not produced by intervening variables.

The outputs of effective monitoring systems inform the administrators of individual programs regarding implementation progress and short-term program outcomes so that any problems identified can be quickly addressed and any necessary changes made. The exceptional successes or breakdowns reported by monitoring systems can trigger initiation of intensive evaluations by higher-level administrators involved in program review. The results of intensive evaluations are intended to be general conclusions about the likely effectiveness of a program in many different settings which can provide grounds for major program decisions.

Greater rigor is required in the design of an intensive evaluation, and special controls upon change are required during implementation of a program being intensively evaluated. These are required by the analytical concerns of intensive evaluation with long-term effects and with alternative explanations of program outcomes. Intensive evaluations are, accordingly, more time-consuming and more expensive.

This report indicates kinds of data which might be gathered to monitor the success of an individual team policing project and reviews the areas of need for further intensive evaluation of team policing outcomes or elements of strategy which we have identified during our assessment of the state of knowledge. The discussions provided represent Products 5 and 6 of those required as part of the National Evaluation Program of LEAA-NILECJ.

## Chapter 1

### EVALUATING THE INDIVIDUAL TEAM POLICING PROJECT

We have indicated in other sections of our Evaluation of Team Policing that team programs have generally adopted a different approach to the organization and delivery of law enforcement services. The major focus of team policing has been the decentralization of the management and delivery of services from centralized and specialized units to team patrol officers and specialists with more general responsibilities. Implementing decentralization has required the expansion of the roles of both team leaders and patrol officers for management and delivery of police services. The principal management objective has been to develop patrol force ability to tailor police services to community needs.

A major concern in assessing a team policing program is the extent to which it has significantly changed the planning and implementation of police service delivery. Knowing what has changed is essential for determining whether the concepts of team policing could be responsible for the effects upon crime trends and community relations and organizational morale which might be observed after a team policing program has been implemented.

These problems can be regarded as problems of monitoring. The central feature of the monitoring process is its focus upon a "logic" of program design in terms of which deviations from expectations might be judged. The logic consists of the linkages between program activities and immediate outcomes in the environment of the program.

Developing a program monitoring system demands that program planners view the implementation process as a three-fold sequential endeavor that involves:

1. Program planning preparation during which program inputs such as goals and objectives are developed, support services are prepared, and the monitoring evaluation process is established.
2. Program implementation during which the operational program is operationalized and the throughput - program activities and procedural changes - is carefully monitored to ensure that the operational program conforms to the planned program.
3. Program outcome monitoring during which available data, primarily from departmental records, about the output of the program are monitored.

Table 1 displays some of the questions typically asked during each program implementation stage.

Table 1

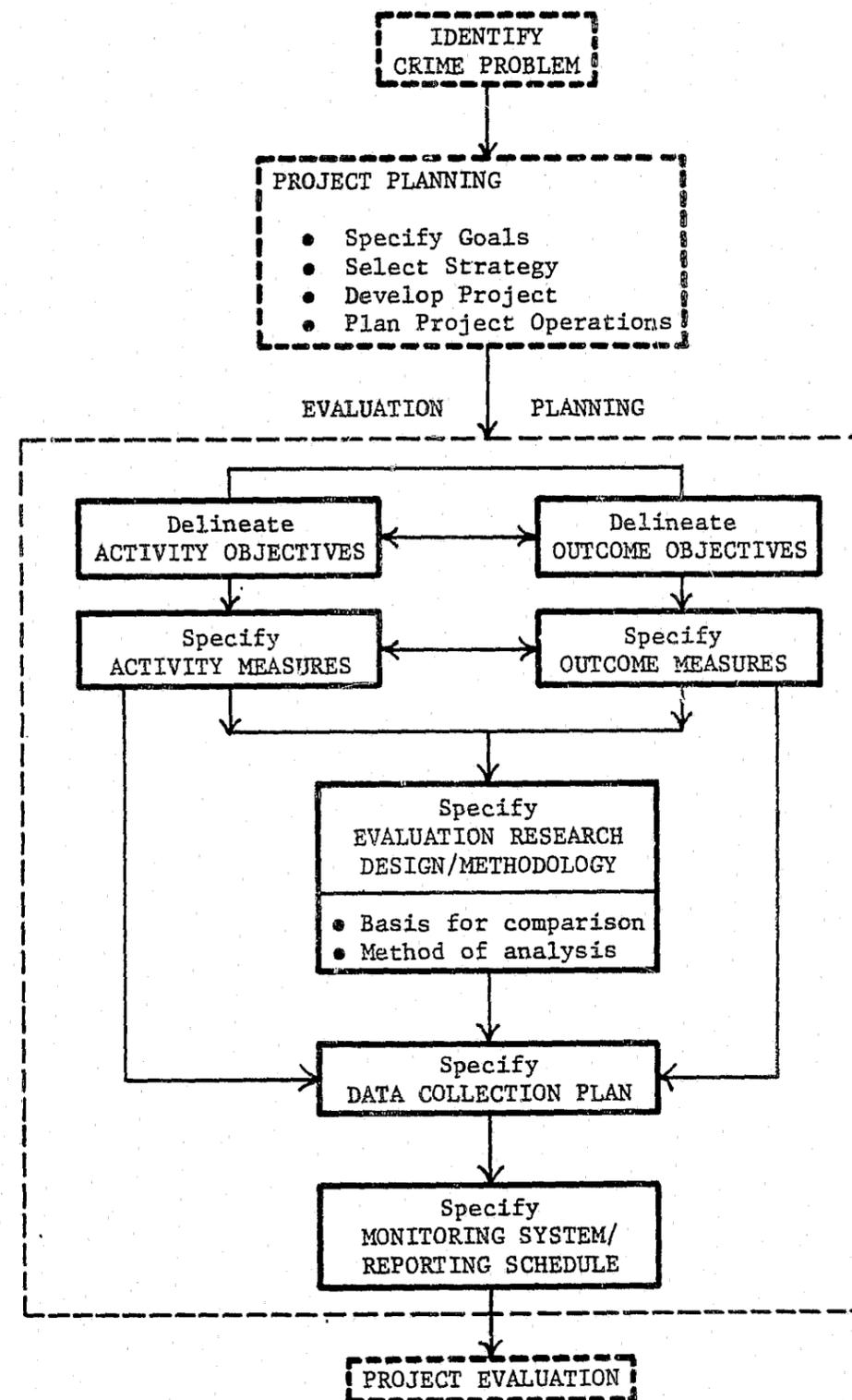
PROGRAM MONITORING QUESTIONS

STAGE	QUESTIONS
Inputs	Have inputs thought necessary for proper program implementation actually been provided? Have program assumptions and goals been specified? Have activities been planned? Have policies, procedures, rules and evaluation standards been revised to support the activities planned? Has funding been provided? Have program participants received the necessary training?
Throughputs	Have planned activities been implemented? Have revisions in policies, procedures, rules and performance evaluation standards taken effect? Have managers and operators adapted the new operational modes? How are changes contributing to management control objectives?
Outputs	Are the changes in outputs, which the logic of the program would lead one to expect, occurring? Has the program, for example, affected apprehension and crime rates, service call clearance and response time?

Answers for these general monitoring questions provide a basis for determining whether more investigation of the validity of the program logic or of problems of implementation might be needed. The data obtained to answer these monitoring questions usually do not provide any basis for conclusions concerning whether or not the program or conditions external to the program logic are responsible for the environmental changes which might be observed.

Figure 1 provides a visual flow of the project monitoring process. As the figure indicates, establishing a monitoring system is interdependent with the processes of specifying program objectives and planning program activities. A monitoring system may either complement or integrate the other control systems upon which administrators rely. To be useful to the administrator of a law enforcement agency, a monitoring system must provide information which he would not obtain through the chain of command or through his direct observations of program operation. Further, the system must complement the administrator's style. Establishing a system for monitoring inputs, throughputs, activities and outputs is indispensable for management by objectives.

The main uses for a monitoring system are likely to be found in a medium or large department or in circumstances where an outside agency is contributing to program funding. Monitoring a program under these conditions involves four key tasks:



Source:  
Kupersmith, 1975, p. 4

Figure 1  
INDIVIDUAL PROJECT MONITORING PROCESS

- Establishing agreement within the outside funding agency about the information needed;
- Establishing agreement with the grantee about what is to be monitored;
- Developing procedures to gather information of the type and quality required; and
- Assuring the utility of the information produced (Waller et al., 1974, 7-8).

Assuring the utility of a monitoring system is a matter of designating the key points at which control of a program can be built in. The problem is one of management: providing information relevant for decision-making to those managers responsible for administering the program.

The particular aspects of team policing program implementation which a department should monitor depend upon program objectives. For a department planning to implement a team policing program, a desirable planning exercise might be for the team leaders and others involved in program oversight to do anticipatory planning regarding kinds of problems which might require special action. Determining who should have authority to take the special actions needed could be one aspect of planning for decentralized operations. It would be useful for team program planners and managers (and team officers, if practical) to receive training in management by objectives prior to this exercise. During the exercise the persons participating should assess the reliability of alternative monitoring measures upon which the department might rely and then evaluate the measures in terms of cost effectiveness.

Figure 2 presents a general flow scheme indicating how a monitoring system can be adapted to an operational program. Relying upon the distinction of inputs, throughputs, and outputs, this chart indicates types of measures associated with each stage of the program implementation process and the relationships of the program activities and measures to program objectives. Three categories of measures are distinguished:

- Input monitoring measures: Measures used may be either qualitative or quantitative; their collection is undertaken to monitor whether inputs are being provided.
- Throughput measures: While these measures also may be either qualitative or quantitative, measures of process will tend to be quantitative. Quantitative process measures provide the best indicators of the scale of change introduced by a program intervention.

- Output measures: Three types of output effect are distinguished: primary outputs, direct outputs of project activities; secondary outputs, effects of project activity upon the police organization; and tertiary effects or general social effects of project outputs. Both quantitative and/or qualitative measures can be used.

The model also distinguishes between targets of project intervention and the targeted problems for the intervention. It is not uncommon for a program to be designed to produce a general social or organizational effect by targeting for impact upon some identifiable and readily accessible group. For team policing programs, the targeted problems and targeted groups will tend to overlap. Some aspects of a program may impact upon a group directly; other aspects may impact indirectly. For example, improving patrol officer job satisfaction has been a commonly targeted problem for team policing programs; changing the activities of patrol officers has been a common type of program intervention. On the other hand, team policing programs have also sought to increase the job satisfaction of officers by changing management styles of their supervisors, a case of difference between a targeted problem and an intervention target.

Figure 3 uses the general scheme presented in Figure 2 to describe the relationships between team policing program activities and the monitoring of a team policing program. The components of the monitoring system are linked by bold lines.

Various methods can be used to gather the information upon which a monitoring system relies. Two methods are relatively common:

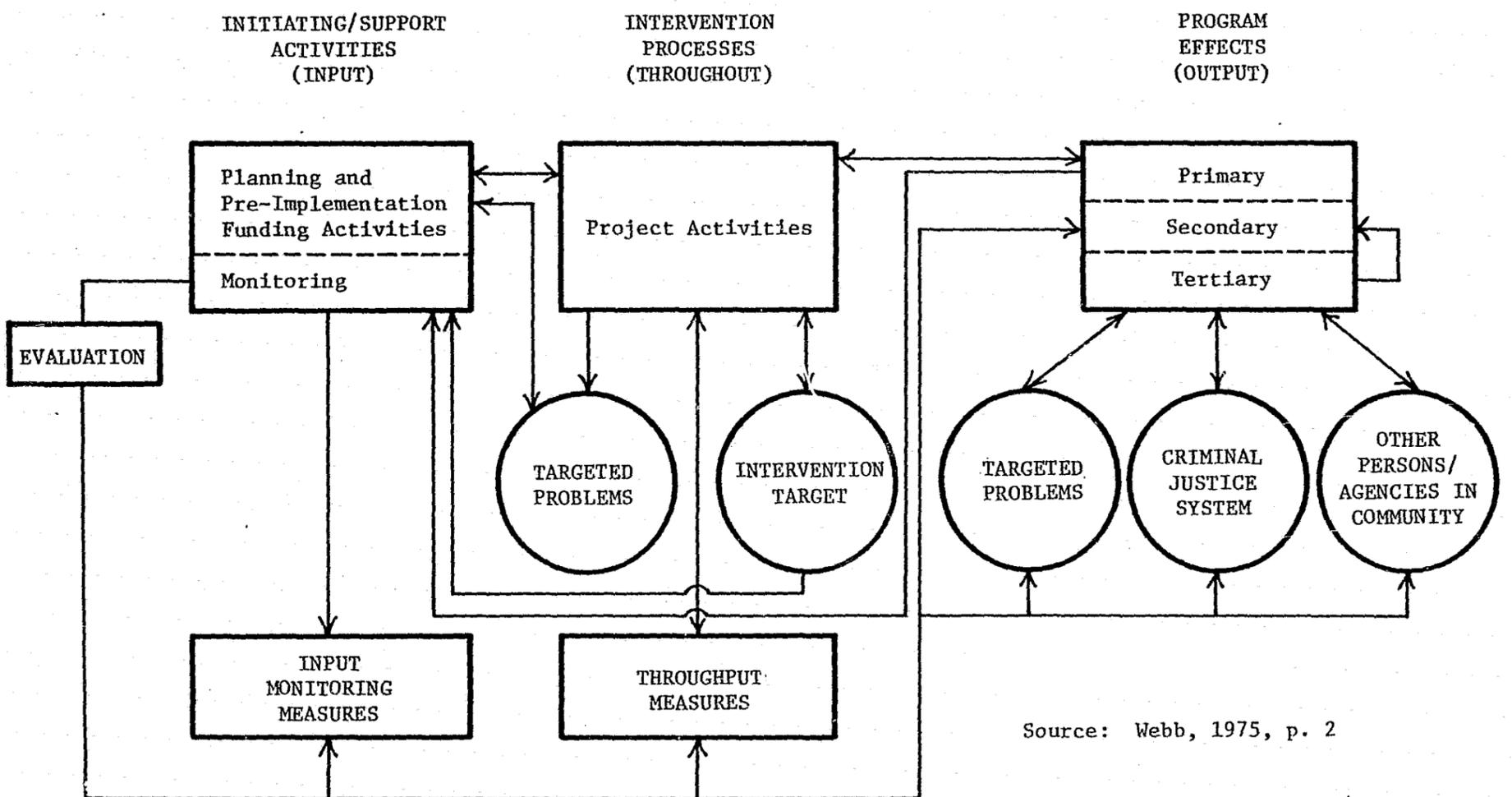
- Establishing reporting systems and procedures to document inputs, throughputs and outputs; and
- Periodic site visits and interviews by monitoring staff with project members and project clientele.

A third method, survey research, involves special processing and analysis costs but can provide anonymous feedback about project functioning where confidentiality is guaranteed.

#### INPUT MONITORING MEASURES

Most of the input monitoring measures proposed are qualitative. These measures may alternatively be interpreted as a set of pre-implementation tasks for establishing a team policing program. The qualitative measures proposed are:

- Have written statements or program goals been prepared?



Source: Webb, 1975, p. 2

Figure 2

GENERAL SYSTEMS MODEL OF PROGRAM FUNCTIONING

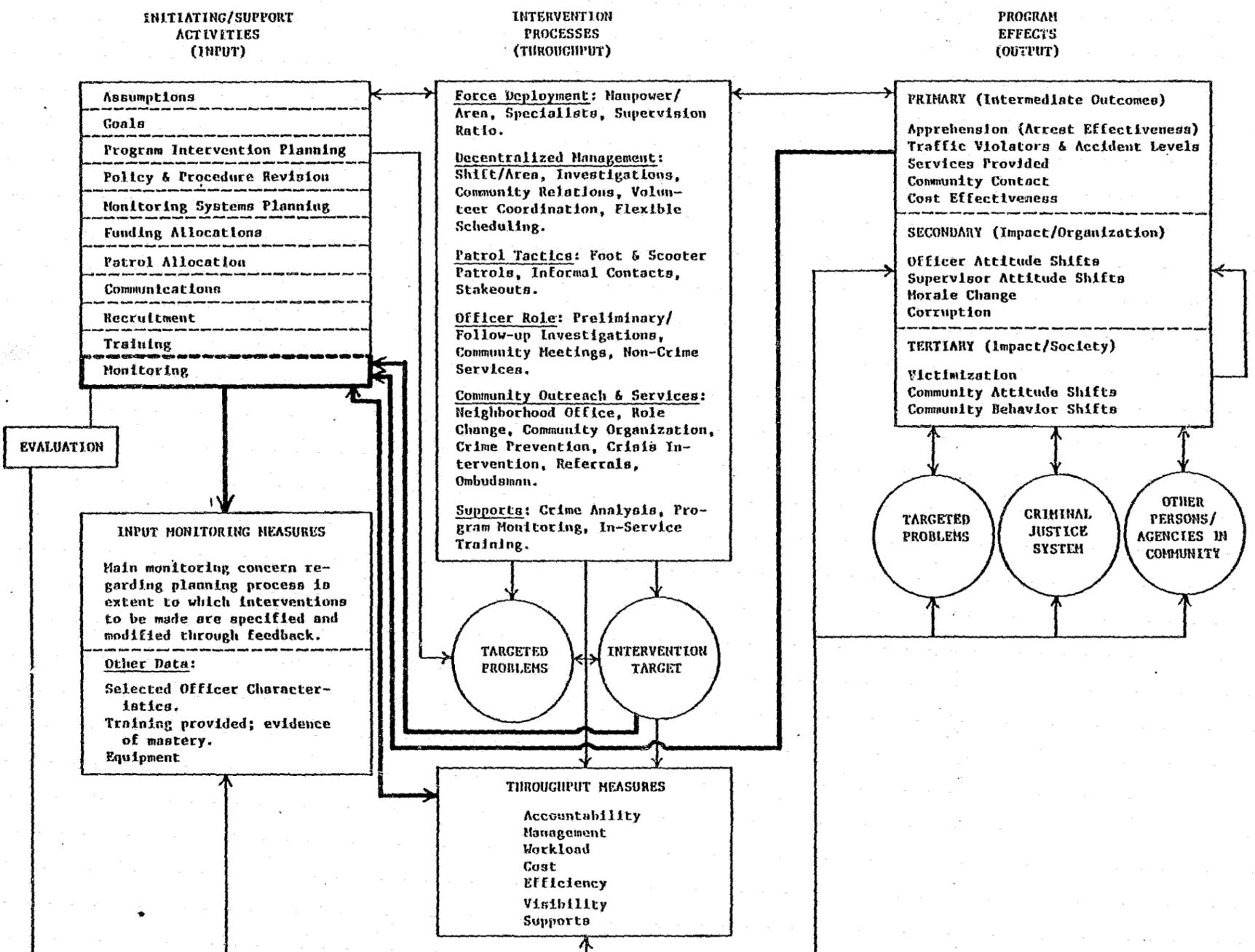


Figure 3

- Has a written program plan been prepared to guide funding allocations? Has an implementation schedule been prepared?
- Have policies and procedures been rewritten to support the changes in field operations?
- Have performance evaluation systems for departmental personnel been revised to provide incentives for the type of officer behavior sought by the program?
- Have objectives, indicators and monitoring procedures been specified? Has a system to review and disseminate information about program outputs been developed?
- Have area allocations of patrol officers been revised to provide manpower support for the program activities?
- Have dispatch procedures been revised to support the changes in service call management anticipated by the program?

In addition to these qualitative measures, there are other aspects of program input which can be measured quantitatively. These are:

- Characteristics of selected officers: age, seniority, education
- Training provided: hours/topic, mastery of topic

While this information is important for monitoring purposes, it can also be particularly important for comparative evaluation of programs.

#### THROUGHPUT MEASURES

Seven process measures seem important for monitoring the operations of team policing programs. The types of measure to be gathered are useful for assessing the extent to which patrol operations have been changed through the implementation of team policing. These measures can also indicate the scale of the new activities. The categories of measures are:

- |                  |                    |
|------------------|--------------------|
| • Accountability | • Efficiency       |
| • Management     | • Job Satisfaction |
| • Workload       | • Visibility       |
| • Cost           | • Supports         |

1. Accountability Measures: These measures are intended to assess the extent to which team policing provides a basis for holding a team leader accountable for the quality of services delivered. The measures proposed are:

- Dispatch cross-overs into team area: number, percent - dispatch tapes monitoring.
- Dispatch cross-overs out of team area: number, percent - dispatch tapes monitoring.
- Direct commands to patrol officers not issued by team leader or first-line supervisor: officers' subjective assessments--interviews or confidential surveys, systematic field observation of officer-supervisor interactions.
- Operations of specialist or tactical units in team area not requested by team leader: hours, hours/tactical unit manpower--correlate tactical unit deployment records with record of team leaders' requests for services.
- Regularity of officer interactions with a single supervising sergeant: officers' subjective assessments--interviews or confidential survey; systematic field observation of officers/supervisor interactions.

2. Management Style Measures: These measures are intended to provide an assessment of the extent to which team policing has introduced changes in the way field operations are managed. Some readily collected measures of management style are:

- Meetings of team officers with responsibilities on the same shift: number, duration
- Meetings of team officers on all shifts: number, duration
- Format, agenda and leadership of team meetings
- Acting team leaders assigned: hours
- Number of different starting times for patrols

While most of the above information can be readily obtained from reports, other information about management style will require interviewing, surveying or systematic observation by outside observers. Some information important for understanding team management style is:

- Officer perceptions of higher command interference with supervisors' orders

- Officer perceptions of frequency of receiving orders other than from supervisor
- Officer perceptions of extent of by-passing of chain of command in task assignments
- Officer perceptions of being informed about changes in management expectations
- Officer perceptions of extent to which supervisors refuse to explain actions
- Officer perceptions of supervisors' readiness to decide in detail what to do and how to do it
- Officer sense of getting backing of supervisors when honest mistakes made
- Officer perceptions of supervisors' readiness to welcome constructive criticism
- Officer perceptions of supervisors' willingness to make changes
- Officer perceptions of degree of participation in decisions on job method

3. Workload Measures: The main purpose of collecting workload information is to assess how the changes in deployment have affected citizen demand for service and team ability to answer service calls. All of this information should be available from dispatch records.

- Service calls: number, type of service
- Service calls dispatched: number, type of service
- Service calls cleared: number, type, percent
- Calls for service direct to field officer number: type of service

The following measures are intended to provide an assessment of the effects of team policing upon officers' uses of their patrol time.

- Men assigned: area, population
- Foot & Scooter Patrol: hours, number of officers, percent of patrol time
- Walk & talk: hours, number of officers, percent of patrol time

- Stakeouts: hours, number of officers, percent of patrol time
- Crime prevention inspections: hours, number of officers, percent of patrol time
- Follow-up investigations: hours, number of officers, percent of patrol time
- Field interrogations: number
- Car patrol: vehicle mileage
- Parking citations: number, percent requested by residents
- Moving traffic citations: number
- Vehicles stopped & checked: number

The following measures can be used to assess the investigative workload of teams.

- Officers assigned to investigations as specialists: number
- Cases receiving investigative follow-up: number, hours
- Time allotted to investigative follow-up: hours, percent of total hours available
- Generalist officer involvement in investigations: hours, number of officers, percent of total hours available
- Specialist units operating in team area: hours
- Investigative overtime: hours, hours paid overtime, hours voluntary overtime

The following measures can be used to measure the community relations workload of teams.

- Field office: number of hours open
- Crime prevention programs: hours, percent
- Community relations programs: hours, percent

- Generalist officer participation in community relations programs: hours
- Youth programs: hours, percent of hours spent on community relations

4. Cost: Five categories of costs seem important for assessing the expense of team policing.

- Salary and Fringe Benefit costs
- Equipment costs
- Facilities costs
- Special program costs
- Coordination costs

5. Efficiency: The only efficiency measures proposed are measures of response and consumed time for service calls.

- Call response time
- Call consumed time
- In-service time

6. Visibility: A key issue in monitoring the implementation of a team policing program is the extent to which it has in fact had the expected effect upon the community. Visibility of the team is a basic issue: one cannot ascribe program effects to increased visibility unless the police have been more visible. Though a certain amount of information about visibility may be gathered through interviews with community leaders, the most effective way to gather this type of information is through a community survey. The issues which could be addressed are:

- Citizen recognition of an officer on their beat
- Citizen awareness of programs, meetings, etc.
- Citizen awareness of officer presence
- Citizen contact with team publicity

7. Supports: Major concern in team policing programs has been to increase team capabilities for operation planning and to increase officers' capabilities to function in professional roles. The extent to which teams receive support

for the development of the capabilities on a continuing basis is an important monitoring concern.

- In-service training: hours, type of training, joint training for all team members
- Crime analysis: number of regular reports, frequency of regular reports, number of special reports
- Clerical assistance: hours

#### INTERMEDIATE OUTPUT MEASURES

Five categories of primary effects may be important for assessing the output of a team policing program.

- Apprehension
- Traffic Violations & Accidents
- Services Provided
- Community Contact
- Cost Effectiveness

1. Apprehension: Three aspects of apprehension are important intermediate outputs of the operations of a team policing program:

- Arrests: number, percent prosecuted, percent surviving first judicial screening
- Clearances: number, percent incidents cleared, percent incidents cleared by arrest, arrests/total crimes
- Property recovery: percent of items lost, dollar value

2. Traffic Violations & Accident Levels: Analyses of traffic accident patterns should be a support service provided to teams for their management of police department traffic control functions in the team area. Where these supports are provided, a team can reasonably be held accountable for changes in accident levels.

3. Services Provided: Three aspects of team community service provision are important to monitor:

- Community service dispatch assignments: number, type
- Officer requests for action by community agencies: number
- Officer referrals of clients to other social agencies: number

4. Community Contact: Community contact measures are measures of the effects of the outreach efforts by a team. Measures of team community contact might be selected from among the following, depending upon the program activities of a team.

- Public relations contacts: number
- Residential security inspections: number, percent of dwellings
- Business security inspections: number, percent of businesses
- Crime targets hardened: number, percent of units inspected
- Property engraving: number of citizens, percent of residents
- Citizen meetings: number, number of citizens attending
- Special events: number, number of citizens attending, estimated percentage of target group
- Officer contacts with community leaders: number of contacts, number of leaders, average frequency
- Ride-alongs: number
- Informal contacts: number

Two other self-assessments of community contacts by officers might also be collected:

- Officer reports of number of beat community members known on first-name basis
- Officer reports of extent of off-duty contact with beat residents

5. Cost Effectiveness: Two different measures of the cost effectiveness of team policing as a method for delivering police services would be worthwhile:

- Total costs for delivery of service/output
- Hours allocated for delivery of service/output

#### SECONDARY OUTPUT MEASURES

Because of team policing's concerns with the management of police service delivery and officers' organizational roles, the effects of team policing

upon the police organization should be an important administrative concern. Four types of effects should be considered:

- Patrol Officer Attitude Shifts
- Supervisor Attitude Shifts
- General Morale Change & Job Satisfaction
- Corruption

1. Patrol Officer Attitude Shifts: Most measures of patrol officer attitude shift depend upon officers' verbal responses to questions. The following attitudes could be measured:

- Officer attitudes toward the community
- Officer perceptions of management concern with patrol officer problems
- Officer perceptions of change in department management style

Regarding officers' attitudes toward the community, one useful behavioral measure is:

- Assaults by police: number

2. Supervisor Attitude Shifts: Obtaining information through interviews or surveys addressed to department supervisors is difficult. Information about supervisory attitude shifts might be obtained through interviews with officers, provided the confidentiality of interviews is protected. A second approach would be systematic field observation, but this approach is generally likely to be impractical for a department.

3. General Morale Change & Job Satisfaction: For monitoring purposes, the most useful measures of job satisfaction are behavioral. The following measures can provide an indication of team members' general satisfaction with their assignments.

- Sick leaves of one or two days duration: number, number of officers
- Officer misconduct: number of instances, number of officers
- Requests for transfer from team: number, percent, percent granted
- Officers quitting force: number, percent

An external evaluation could collect attitudinal information about officer level of job satisfaction. A main concern of the external evaluation might well be the correlation between officers' actual duties and their job expectations.

The measures used to measure officer job satisfaction can be aggregated by organizational sub-units to provide measures of differential change in department morale.

4. Corruption: The extent to which team policing contributes to police corruption is an important concern. This issue cannot readily be addressed by a monitoring process. If, however, a department does conduct surveys either of citizens or officers including questions on these topics could provide some insight:

- Citizen perceptions of police trustworthiness: police in general, neighborhood police
- Officer perceptions of citizen readiness to offer favors to police for consideration
- Surveys of special groups: doormen, barkeepers, cabbies, prostitutes

#### TERTIARY OUTPUT MEASURES

Three types of team policing effects upon a community can be distinctly measured: Levels of victimization, citizen attitudes and citizen behavior.

1. Victimization: Obtaining estimates of crimes committed requires a survey of criminal victimization. Developing valid telephone survey methodologies for victimization surveying should make such studies practical for most police agencies. But this methodology still requires further development. Other measures of victimization, however, are available from department records or are observable from changes in citizen behavior.

- Changes in street activity
- Changes in business closing hours
- Crimes reported: number
- Committed crimes: number

2. Community Attitude: Measuring changes in community attitudes requires a citizen survey. Ordinarily, a department should not expect a team policing program to have a substantial short-term effect upon citizen attitudes. On the other hand, a department could expect team policing to have an impact

upon the attitudes of citizens who have had recurring contacts with police businessmen or arrested citizens. Topics which might be surveyed are:

- Perceptions of police handling of community tensions
- Perceptions of effectiveness of police community relations
- General attitudes about police
  - competence
  - willingness to work
  - dependability
  - honesty & integrity
- Satisfaction with response time
- Perceptions of police readiness to treat people equally and fairly
- Perceptions of police courtesy or abusiveness
- Perceptions of police use of force
- Perceptions of police objectives
- Perceptions of appropriate police role: crime, service, community relations activities
- Perceptions of community roles in crime prevention
- Perceptions of usefulness of citizen involvement in law enforcement

3. Citizen Behavior Shifts: Team policing can be expected to produce changes in citizen readiness to support police. A number of measures of change in citizen support for police can be readily obtained by proper maintenance of records. However, other measures of citizen intentions would require citizen surveys.

- Citizen complaints against team officers: number
- Citizen appreciation for team officers: number
- Calls for non-crime services: number (an indicator of citizen trust of police involvement in their personal affairs)
- Change in rate of crime reporting by citizens (requires conduct of multistage victimization survey)
- Assaults upon police: number

Measuring changes in citizen behavior can also be undertaken by assessing changes in citizen intentions. Citizen surveys might address the following topics:

- Willingness of citizens to attend meetings sponsored by police
- Citizen readiness to burglar-proof their property
- Citizen readiness to serve as witnesses

#### MONITORING SYSTEM SUPPORTS

The types of measures proposed to monitor programs are, on the whole, available from documentation which police departments now maintain. For many departments, however, collecting the measures proposed would be burdensome. Most of the records maintenance in police departments is now done by sworn officers -- personnel hired primarily to perform other functions who may not have the skills needed to collect and analyze data with a high degree of proficiency for program monitoring.

A department planning to establish a system for monitoring its implementation of team policing should give special consideration to the analytical burdens demanded by its planned monitoring system -- securing clerical and analytical personnel to develop and maintain the monitoring system is a necessary planning step.

## Chapter 2

### FUTURE TEAM POLICING RESEARCH TOPICS

The individual project monitoring system presented in the preceding chapter has been designed to provide team policing program administrators with feedback regarding the performance of a team policing program in terms of its assumptions. Other questions may be raised about team policing regarding the accuracy of program assumptions and about the feasibility of implementing team activities. These concerns involve three major questions:

- (1) Have the activities undertaken by police teams produced the outcomes desired?
- (2) Has team formation contributed to production of the desired outcomes?
- (3) How can the features desirable in a team policing program be implemented most successfully?

The results of our assessment of the state of knowledge of team policing suggest the third question generally is a major issue for assessing team policing. Whether a team policing program can be implemented at all, is a necessary and major concern.

The remainder of this discussion describes:

- The relationship between program monitoring activities and intensive evaluation
- Methods of comparison
- Methods of case selection
- Data sources and collection methods
- Topic areas for special study

For each of the topic areas mentioned, issues in the topic area are briefly stated and studies which could address the issues raised are listed and briefly described.

#### COMPARISON OF INTENSIVE EVALUATION AND MONITORING PROCESSES

Undertaking an intensive evaluation of a team policing program can be regarded as a more rigorous step than program monitoring. Program monitoring data indicate the functioning of a program in terms of its logic. An intensive

evaluation considers variables which might impact upon the functioning of program logic either to catalyze or retard program impacts or to prevent successful program implementation. Gathering data to answer these more complex questions generally involves collecting data on comparison groups and gathering data more intensively about the inputs, throughputs, outputs and environment of the program of concern.

Figure 4 provides a visual representation of the relationship of intensive evaluation and program monitoring processes. The model presented is the same as that presented in Figure 3 except for the use of boldfaced lines to indicate linkages between the components of the evaluation system. As can be noted, program evaluation involves analysis of more variable categories.

#### METHODS OF COMPARISON

Finding answers for the general questions with which evaluations are concerned requires use of a comparative method. Four general types of comparative study design may be distinguished:

- Before-After: Pre-implementation conditions can be compared with conditions in area during and after program implementation. (Case study with base-line data.)
- Time-trend projection of pre-program trend for comparison with post program implementation data: Data for a pre-program time-series projected for comparison with observed data obtained after implementation of program. (Base-line data consists of a time series.)
- Comparison with areas not served by program: Areas selected for comparison are similar in all relevant ways except for experience of program. (Base-line or pre-implementation time series data collected for both program and comparison areas; data on outcome variables collected for both program and comparison areas.)
- Experimental comparison of randomly pre-assigned control and treatment groups: Control and experimental group members are randomly selected from the same population. (Same types of data collected as for comparisons; assignments to groups controlled.)

These designs differ in rigor and in cost, and for the team policing topics where further research is needed, they differ in feasibility and relevance.

#### METHODS OF CASE SELECTION

The first step in decision-making for planning an evaluation of a topic is to determine how variation in the topic area will be studied. As noted above,

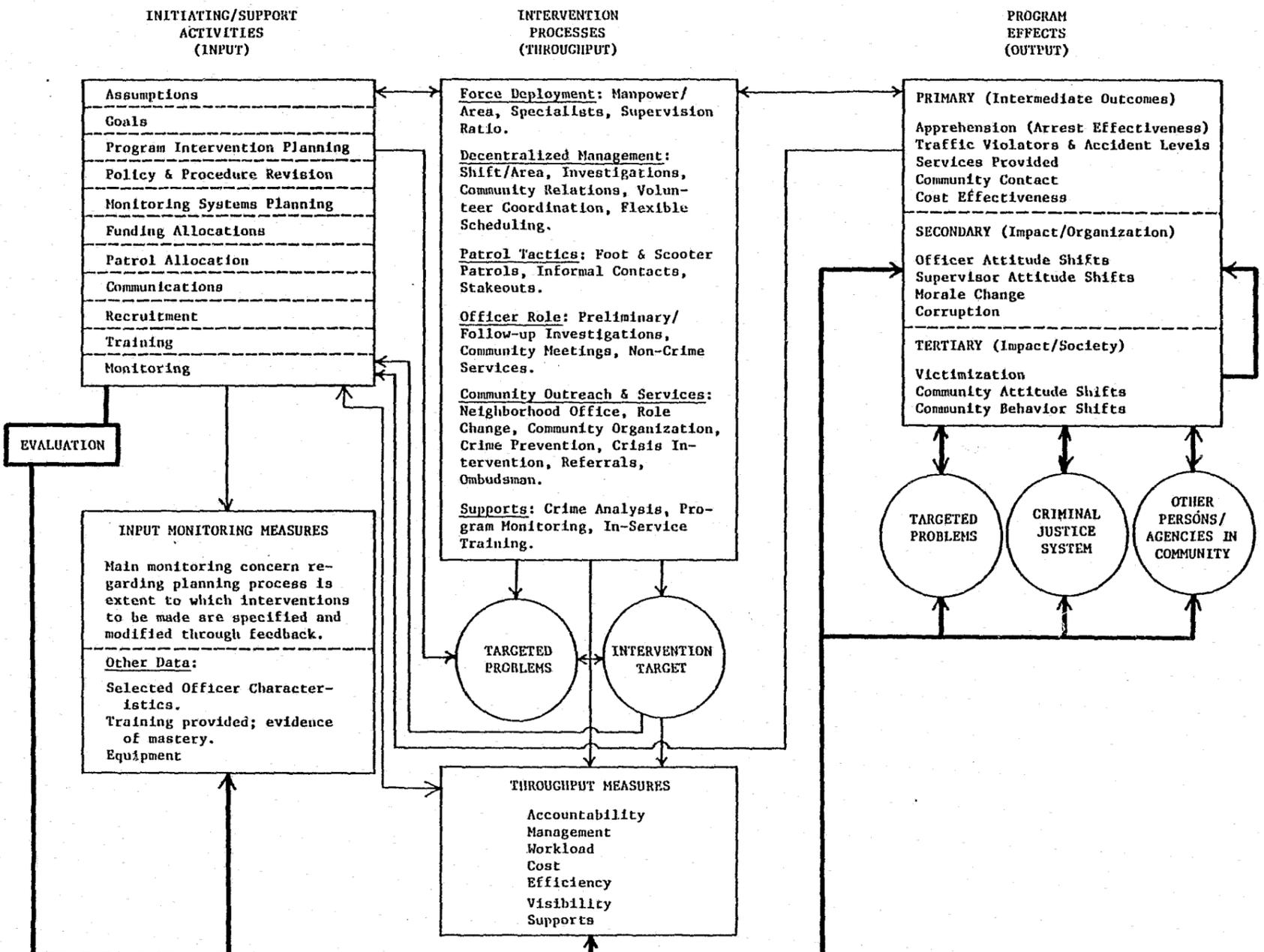


Figure 4

evaluation research uses a comparative method involving essentially one of the four types of design. Yet, for each type of design, except experimentation, there are alternative ways of selecting cases. (For experimentation there are alternative ways of forming groups.) Four methods of case selection may be distinguished:

- Experimentation: random pre-assignment of individuals from a population of similar individuals to groups
- Planned variation: groups selected to implement program alternatives which are carefully specified
- Natural variation: similar, independently emerging programs are compared. (Or agencies may be given funds
- Single case: a single case is selected in terms of comparative criteria which are not otherwise used for evaluation of the case

So little is known about the effects of team policing programs or about the conditions for successful implementation of a program, that much useful work can be done through careful case studies. A need for positive interaction between experimenter and subjects is necessary in organizational research to achieve the experimental changes desired.

The case study method is particularly useful where little is known and the problems of concern are ill-structured. In such conditions, studying a single case can be an effective way to develop hypotheses and to modify the program studied. Since no formal comparisons are made by a case study, the approach can rely upon data of many different levels of quality and upon ex post facto reasoning.

Three methods of selecting programs for case studies may be distinguished:

- Successful cases: cases successful in terms of some criterion of program effectiveness.
- Failures: cases where the activities planned for a program either could not be implemented or did not produce the outcomes desired.
- Representative cases: a case selected as being in some sense typical of the population from which it is selected.

While a single case study can be an effective approach for developing hypotheses, the results provide no basis for generalizing with confidence. Selecting representative cases is not a promising research strategy. A better strategy would

be to undertake comparative studies of two or more groups which are designed to test or generalize case study hypotheses. Cases of clear success or failure may be better settings in which to identify hypotheses to test.

Studying natural variation in extant team policing programs is a promising approach for learning more about the effects of environmental conditions upon team policing program functioning and effectiveness. If the variation in a large number of cases is studied, it is possible to use statistical methods to assess the relative importance of different social and organizational factors in team policing program environments.

Studying planned variation may be useful for studying where definite alternatives exist. Use of storefront offices, social agency referrals, family crisis intervention specialists, varied community organizing methods and alternative assignments of investigative responsibilities to members and units of a police agency are possible topics which might profitably be studied using this approach.

Pure experimentation may be used to study some aspects of team policing effects upon police officers. Generally, however, pure experimentation is likely to be too disruptive for organizational functioning.

If individual teams are regarded as units of analysis, the quantity of variation from which evaluation planners may select can be considerably increased. Also, where funding is available for data collection costs, it is cheaper to increase the number of comparison groups than the number of program groups. Increasing the number of program groups requires increased program expenditures.

#### DATA SOURCES AND COLLECTION METHODS

Six types of data source or collection method may be useful for gathering information about the implementation and effectiveness of team policing programs:

- Team policing project records: administrative records maintained by team.
- Records of organizations interfacing with team policing units: records of transactions of team unit and its members with team environment:

Police department bureaus  
- investigations  
- personnel and training  
- communications

Other agencies

- prosecutors' offices
- courts
- welfare agencies
- other community social service agencies

- Expert opinion: views of persons informed about program functioning or about conditions which the program was designed to affect (usually obtained through semi-structured interviews).

Police department

Other agencies

Community

- Special surveys: usually responses by members of a group selected to permit generalization. (usually involves standardized survey instruments; may involve either quota or random sampling from population studied).
- Participant observation: participant in program, usually an outsider, reports upon program functioning in terms of his observations; method capitalizes upon observer insights into program functioning gained through continuing involvement (not yet systematically used by police agencies: possibilities exist through academic internships or through exchanges of personnel between police agencies).
- Systematic field observation: use of multiple field observers and organized procedures for systematically observing and recording behaviors in forms suitable for quantitative analysis and capable of replication.

The use of these methods is interdependent with the extent of definition of issues in a topic area and the strength of perceived relationships between variables of concern to evaluators and administrators. Team or department administrative records, for instance, often may not provide the comprehensive review of team activities which evaluators may wish. Administrative concern with records keeping may be focused only upon maintaining the minimum records that will not provide enough data to evaluate the program. Maintaining more elaborate records of transactions may be an additional paperwork burden producing no product directly useful for the administrator's point of view.

Two of the noted methods for data collection have not been used extensively by evaluators of police agencies: participant observation and systematic field observation. These methods seem particularly promising for evaluating aspects of the management and patrol functions changed by team policing.

## TOPIC AREAS FOR SPECIAL STUDY

According to our state of knowledge of team policing, further research could be done in the following areas:

- Team policing impacts upon the growth and modification of demand for police services
- Best team policing strategies for changing community attitudes and involvement in law enforcement
- Team policing effects upon management of the delivery of police services
- Team policing effects upon crime reduction
- Team policing effects upon investigative effectiveness
- Methods for team leadership
- Methods for coordinating the operations of different police teams
- Team policing contributions to patrol officer role change and job satisfaction
- Team policing training
- Team policing effects upon police corruption

The remainder of this section provides a statement of issues regarding each of these topics and for each topic an indication of the general structuring of kinds of inquiry which could be undertaken for further exploration of the issues raised.

### 1. Team Policing Impacts upon the Growth and Modification of Demand for Police Services

An important implication of the studies reviewed by our state of knowledge report has been that modifying patterns of department deployment, tactics, and community outreach can stimulate demand for police services. A key team policing assumption has been that citizens feeling a closer relationship with police would provide police with more assistance for crime control. The findings reviewed raise one major planning issue regarding the allocation of sufficient resources to a team policing program to meet the community expectations:

- Effects of community outreach services upon citizen demand for police services:
  - Effect upon calls for assistance in non-criminal matters
  - Effect upon calls for assistance with crime problems which might not otherwise be reported.

One general design differing only in the approach to be used for case selection addresses this issue:

Design #1 - Compare projected and actual service demand levels after team policing intervention.

General strategy: Compare actual service demands after team policing intervention with projected service demands in that same area if team policing had not been implemented.

Case selection approach 1: Select a single neighborhood for study.

Case selection approach 2: Select a group of teams for study and examine the effects of natural variation (in their programs and in the communities served) upon service demand using multivariate statistical methodology.

Case selection approach 3: Study effects of planned variation in outreach activities: same cases could be selected or same principles could be used as for selection of cases for Design 2 (p. 27).

Data: Data on hours spent in community outreach efforts: foot patrol, neighborhood office, special events, advisory board and block meetings, crime prevention, referrals, ombudsman and time-series data on service calls; data on actual crime and reported crimes should be analyzed if the effect of community activities upon proportion of crimes brought to police attention is to be assessed.

Yield: Quantitative estimates of outreach activity effects upon level of service demanded; increasing the number of cases and controls upon groups used for assessment increases quantity of factors able to be taken into account and precision of estimates generated.

## 2. Best Team Policing Strategy for Changing Community Attitudes and Involvement in Law Enforcement

Four activities concerning the role of police team in community relations and the effect of these activities upon community attitude require further inquiry:

- Effects of storefront office upon community involvement with police
- Effects of increased police role in non-crime service delivery upon citizen attitudes toward police

- Effects of police role in non-crime service delivery upon citizen satisfaction with police services
- Effects of police role in non-crime service delivery upon citizen readiness to cooperate with law enforcement in criminal prosecutions

These general issues raise questions about the impact of team policing. The limited impact of many community outreach programs reviewed, suggest that certain program development issues should be the focus for additional study:

- Community relations effectiveness of alternative forms of police service management
- Suitability of alternative team policing community relations activities for different types of neighborhoods

Two designs appear capable of providing additional insight into factors and

Design #2 - Study existing teams with successful team policing programs

Case selection: Study natural variation among teams considered to have successful team policing programs.

Strategy: Use ex post facto analysis to develop hypotheses about conditions and program elements contributing to program success.

Data: Team policing project records of community relations activities, expert opinion of community leaders, records of agencies involved in transactions resulting from community relations program of team.

Yield: Assessments of activities of successful teams produced could provide guidelines for implementation of programs likely to be successful which then could be evaluated more rigorously.

Design #3 - Study effects upon citizen attitudes of alternative community organizing strategies

Case selection: Select similar neighborhoods (in same or different communities) to study effects of specific community relations program efforts in differently organized teams: storefront offices, informal contacts, special community programs, and non-crime services upon citizen attitudes and cooperation. Selection of program elements to compare could be made in terms of analysis of service delivery costs.

Strategy: Use before-after comparisons to assess effects of alternative program effects.

Data: Team records of community relations activities, special surveys of police clientele and neighborhoods served, records of agencies involved in transactions resulting from community relations activities.

Yield: Assessment could provide indications of significance of more costly community relations activities for improving police community relations.

### 3. Team Policing Effects upon Management of the Delivery of Police Services

The following issues concerning the effects of team policing upon police workload management capabilities could be further investigated:

- Effects of stable assignment of patrol officers upon police service call response time
- Effects of assigning generalist responsibilities to patrol officers upon officer availability for service calls
- Effects of assigning generalist responsibilities to patrol officers upon time consumed by patrol officers when responding to calls requiring investigative follow-up
- Effects of using officers trained in conflict management upon the frequency of subsequent calls for police services by recipients of police conflict management services
- Effects of assigning more than one officer to a beat upon officers' accountability and delivery of police services
- Effects of assigning more than one officer to a beat upon need for call stacking to maintain stable beat assignments

The two designs suggested below are capable of addressing aspects of these issues of team policing contributions to effective management of police workload:

Design #4 - Effects of team organization and deployment upon response time and consumed time for service delivery

Case selection: Study planned variation among teams with different patrol responsibilities and different deployment: generalist and regular patrol officers, single and multiple beat assignments.

Strategy: Use comparison of groups' performance to assess effects of variation upon response capabilities.

Data: Before-intervention time series data needed concerning response and consumed times for calls; records of call-queue formation created by enforcement of within-beat dispatching policy; daily monitoring surveys of officers' experiences of interferences with their responsibilities as generalists caused by service call assignments.

Yield: Assessment would indicate effects of multiple beat assignments upon feasibility of enlarging patrol office job roles through assignment of generalist responsibilities.

Design #5 - Value of special family crisis intervention training for police agency management of family crisis calls

Case selection: Select family crisis calls for assignment by officers with and without special family crisis intervention skills using a selection method optimizing possible introduction of biased selection and service call assignment delays.

Strategy: Use time series data on family crisis calls to compute probabilities for subsequent calls by parties serviced; examine effects of intervention using family-crisis trained officers upon probabilities; control for other social service agency assistance.

Data: Time series data for service calls indicating source of call for service, name of party calling, nature of complaint for all family crisis calls used as data for comparison.

Yield: Assessment would indicate value of special crisis intervention skills for control of police workload; results could indicate whether to use scarce training time to emphasize officer safety or family assistance skills as key aspects of training.

#### 4. Team Policing Effects upon Crime Reduction

Our review of the state of knowledge of team policing has noted that many factors other than police activity affect the level of crime in a community: economic conditions, patterns of social mobility, the effectiveness of other social service agencies, cultural constraints, and opportunity for crime. No intensive assessment of the effects of team policing upon crime levels can neglect considering the effects of these and other factors upon crime levels.

Furthermore, estimates of crime levels satisfactory for assessing the effect of team policing programs upon crime levels must be based upon studies of victimization. Where police and citizens are severely alienated prior to introduction of team policing, a successful program might result both in more reported crime and in less criminal victimization.

Victimization studies are currently very expensive. Before intensive study of team policing effects upon victimization will really be practical, the development of a validated, inexpensive methodology for victimization surveys will be necessary. Telephone victimization surveys are a methodologically promising approach which could make further research in this topic area more practical. But the approach still needs more validation.

#### 5. Team Policing Effects upon Investigative Effectiveness

The following issues regarding the effects of assignment of investigative responsibilities to police teams could receive further consideration:

- Significance of joint assignments of patrol officers and investigators to police teams for effectiveness of patrol-investigator communications
- Effects of neighborhood team formation upon police use of citizen information for solving crimes
- Generalizability of the Rochester centralized case management approach
- Effects of assigning generalist responsibilities to patrol officers and providing compensation for patrol officer overtime upon the aggregated manpower costs for patrol and investigative service delivery
- Cost effectiveness of assigning investigative responsibilities to generalist officers

Two designs may be useful for assessing aspects of the investigative effectiveness of teams:

##### Design #6 - Replication of Cincinnati Investigative Effectiveness Study

Case selection: Study of planned variation in organization of investigation function: centralized investigative function, investigative function decentralized to district level (investigators work with more than one team), investigators assigned to teams but individually responsible for cases, investigators assigned to teams but investigative function centrally coordinated at team level.

Strategy: Compare clearance productivity of investigators and total clearance productivity for the alternative approaches.

Data: Monitoring data on investigator-patrol officer communications, role in patrol operations planning, etc.; arrest and clearance data, reported crime, early case closure, total costs for investigative function, use of citizen information for case solution.

Yield: Assessment of direct and indirect effects of assignment of investigators and patrol officers to the same unit of command.

Design #7 - Importance of informal patrol officer-investigator communications for department investigative effectiveness

Case selection: Study of planned variation in organization of investigative function where standardized formal mechanisms for investigator-patrol officer communications providing for feedback and mutual confidence are employed. (Use Richmond and Rochester preliminary investigations checklist forms as models.

Strategy: Compare clearance productivity, crime control effectiveness, and cost effectiveness of alternative investigative organizational approaches where same formal media for communications are employed.

Data: Monitoring data on investigator-patrol communications role in patrol operations planning, etc.; arrest and clearance data, reported crime, early case closure data, investigations costs, investigations-preventive patrol costs, use of citizen information for case solution.

Yield: Assessment of independent effects upon investigative effectiveness produced by informal contacts between investigators and patrol officers as a result of assignment to the same unit of command.

If a further test of the patrol investigations effectiveness of the generalist officer concept is desired, the Dayton experiment might be replicated. However, Design #4 above addresses another aspect of the generalist concept which may be more critical: the ability of patrol officers jointly to perform patrol service and investigative functions.

#### 6. Methods for Team Leadership

The following topics regarding team leadership methods require further exploration:

- Contributions of MBO/R to divisions of labor and accountability within teams
- Contributions of MBO/R to team abilities to use crime analysis information
- Effects of adopting MBO/R upon innovative change by teams

- Factors in effective use of team meetings for planning patrol operations
- Factors in effective use of specialists assigned to teams for development of problem oriented operational planning
- Effects of decentralizing management of operations to team level upon patrol officers' sense of ease in communicating proposals for improvements
- Factors inhibiting or promoting supervisory responsiveness to employee proposals for operational change
- Effects of team organization upon officers' sense of independence
- Effects of officer participation in decision-making upon team operational planning and innovation

Figure 5 provides a logical model of the team leadership function exhibiting the interrelationships of the variables which the above issues concern. The subsystem TPLF of Figure 5 represents a model of team policing failure to stimulate innovation. Our site visits and our review of team policing evaluation reports indicate that no implementation of a team leadership model fully functioning in terms of participation and planning to achieve continuously innovative police operations and sustained change has yet occurred. The projects reviewed have tended to lose momentum.

More information is needed concerning team processes of interaction and planning and concerning constraints upon team innovation. Team self-monitoring and surveys are not practical ways to secure the information sought. Self-monitoring and survey responses both may be biased by the dynamics of the processes of participation and innovative change: participation may be fake; innovative change is often frustrating.

Systematic field observation using multiple observers and schedules for recording team leader-officer interactions can overcome these limits. The use of schedules permits replication of observations; the use of multiple observers makes gathering sufficient data for quantitative analyses practical.

Two designs are possibilities:

Design #8 - Systematic field observation of "successful" teams

Case selection: Selection of teams from different communities which by local department standards have successfully implemented concept of team policing, or by quota sampling in towns of alternative team goals.

Strategy: Assess extent to which "successful" teams are functioning in terms of prescriptive model for effective team leadership.

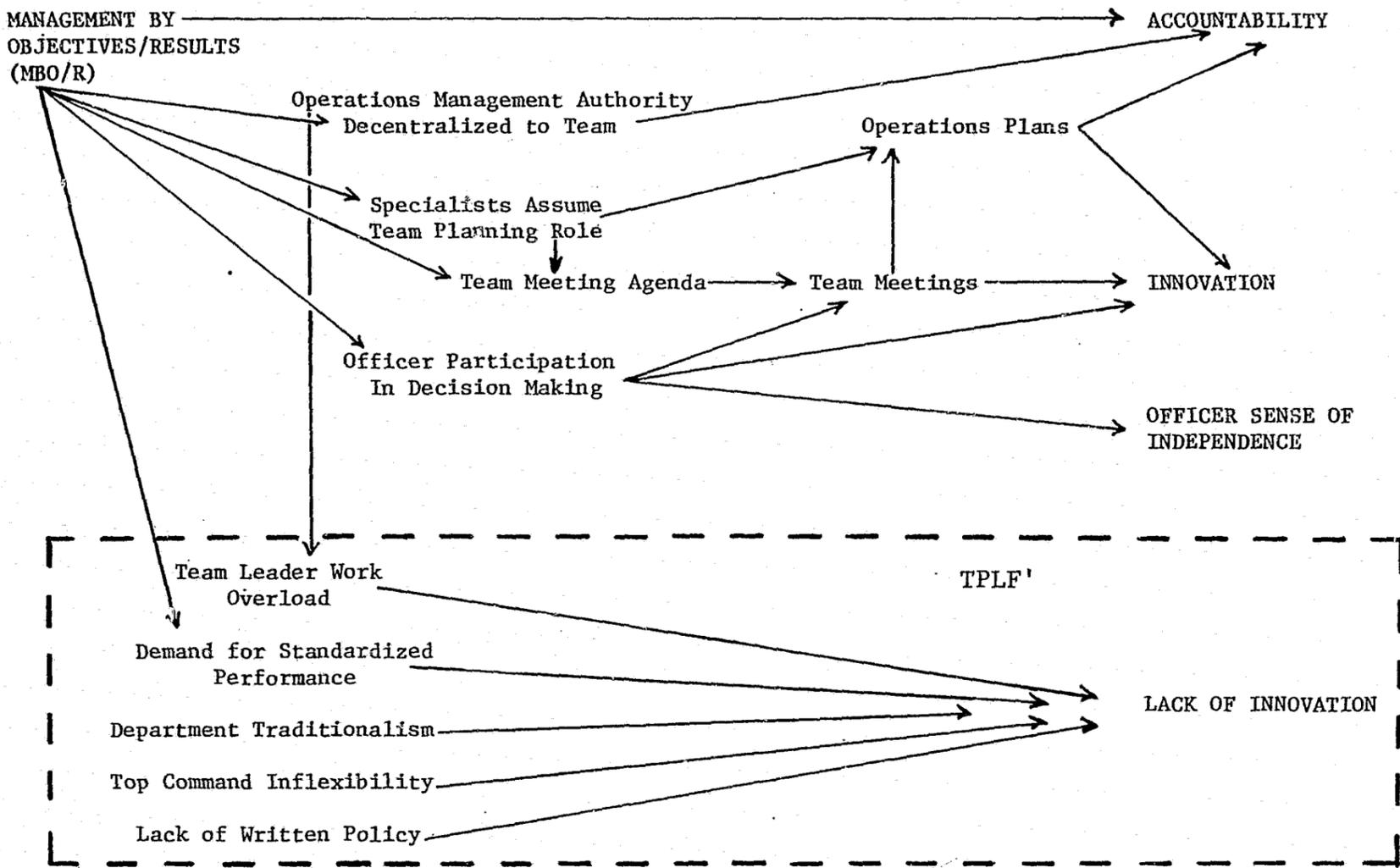


Figure 5

LOGICAL MODEL OF TEAM POLICING LEADERSHIP FUNCTION

Data: Data on leader-officer interactions, team plans, and operational outcomes recorded by persons attached to teams as observers; statistical data on team performance maintained by departments; critical incident data concerning the organizational environment of the team.

Yield: An assessment of extent of convergence of leadership functioning of effective teams toward hypothesized model for effective team planning and innovation. Hypotheses resulting from assessment could be used as a basis for a subsequent study of planned variation using more rigorous controls but same observational technique and perfected observational instruments.

Design #9 - Systematic field observation of model team leadership function

Case selection: Examine multiple implementations of a specified team leadership concept; select cases for variation in setting; neighborhood characteristics, officer characteristics, department history.

Strategy: Exploratory analysis of factors contributing to success or breakdown of team capabilities for planning and innovation. Assess importance of setting variables for feasibility of process using multivariate exploratory statistical methodology.

Data: Data on leader-officer interactions, team plans, and operational outcomes recorded by persons attached to teams as observers; MBO/R data for teams; attitudinal data and critical incident data concerning the organizational environment of the team.

Yield: An operational model of the team leadership function tested for feasibility; systematically stated hypotheses assessed through multivariate analyses. Hypotheses could provide input for subsequent evaluation using more rigorous controls.

Each of these designs would fill a gap in present information about team leadership functioning, and each would produce hypotheses for rigorous examination during a controlled test. The hypothetical basis for rigorous tests founded upon knowledge of the variables important for effective team leadership functioning is presently lacking.

Implementing both of these designs would require preliminary specification of operational guidelines for the team leadership function. Implementing design #9 would require special training for leaders and officers and revision of department police and performance evaluation standards to support implementation of the concept.

## 7. Methods for Coordinating the Operations of Different Police Teams

The following topics regarding the coordination of activities of teams require further investigation:

- Effects of department size upon middle management supports needed for effective team operations
- Effects of adopting MBO/R upon middle manager tendencies to resist change
- Effects of storefront office establishment upon oversight of teams
- Contributions of beat profiling to department abilities to provide teams support
- Team formation effects upon police department coordination of investigations with prosecutors
- Methods for coordinating investigations of crimes across neighborhoods

More documentation of methods used to coordinate the activities of different teams effectively is one major need in this area. Our site visits and literature review did not identify many departments where substantial success had been achieved in coordinating the activities of different teams. More descriptive information regarding the effective functioning of middle managers as coordinators could well be collected.

Examining the leadership functioning of individual teams is one way to study many aspects of the middle manager contribution to team functioning. The particular attention in case selection which this concern would require is that teams in large and middle sized departments be selected as objects of study.

One particular design, however, could provide an assessment of the contributions of the San Diego Beat Profiling approach for middle manager capabilities to provide supports for team operations:

Design #10 - Independent contribution of beat profiling to middle-manager coordinating capabilities

Case selection: Select for study groups of functioning police teams formally the coordination responsibility of middle-managers, but not coordinated by use of special techniques other than observation and routine reporting of activity and incident information; selectively introduce systems for improving middle-manager coordination providing necessary training: MBO/R, Beat Profiling, MBO/R-Beat Profiling. Control for city size, neighborhood characteristics, and readiness of chief to use middle-managers as problem solvers.

Strategy: Before-after study: assess capabilities of teams to coordinate criminal investigations, coordinate service delivery with social service agencies, establish relationships of confidence with prosecutors, mobilize resources for community outreach programs.

Data: Monitoring data concerning coordination systems implementation, team management processes, workload, and supports; intermediate outcomes data-apprehensions, clearances, traffic, services provided, community contact, cost effectiveness; interview, survey, or field observation data concerning team interactions and coordination with other police agency components, criminal justice system components, and other social service agencies and community organizations.

Yield: An assessment of the relative contributions of MBO/R and Beat Profiling to middle manager capabilities to provide supportive coordination for police team functioning; cost-effectiveness data concerning coordination costs.

#### 8. Changing the Patrol Officer Role and Increasing Patrol Officer Job Satisfaction

Many issues regarding team policing patrol officer roles concern the capabilities of police teams to deliver services. These issues and research designs which could be used to study the issues noted have been presented above. The issues noted in this section concern the capabilities of police departments to achieve desired changes in patrol officer role by implementing team policing.

The following issues need further consideration:

- Effects of team formation upon officer interest in patrol operations planning
- Effects of team formation upon officer readiness to share information about beats
- Effects of officer involvement in community outreach efforts upon officer sensitivity to community problems
- Effects of participation in team meetings upon officer perceptions of patrol problems
- Effects of beat-problem-oriented performance evaluations (e.g., San Diego) upon officer motivation
- Feasibility of generalizing the San Diego beat profiling approach to achieve more stable assignments to beats while achieving change in officer patrol and community service roles

A main conclusion of our review of team policing has been that establishing police teams without also establishing specific new kinds of patrol activities for officers to undertake is not likely to change patrol officer role. The program most successful in achieving changed patrol officer role orientations has been the San Diego beat profiling project. We believe that further study of profiling should be undertaken to explore the feasibility of combining its effects upon officer motivation with methods for achieving more stable assignments of officers to beats.

Design #11 - Generalizability of motivational effects of beat profiling using alternative task structurings

Case selection: Select patrol officers matched in personal characteristics assigned to similar neighborhoods; vary numbers of officers and shift connections for officers organized into task groups to prepare profile reports; use individual officers assigned to a team preparing profile reports individually as a control group.

Strategy: Study of planned variation in program concept (though random assignment of officers would be possible, it would probably be too disruptive organizationally); examine before, trend, and after-project implementation data on officer attitudes; supplement by field observation data -- preferably collected using replicable methods.

Data: Quality of profile reports, officer sense of involvement in profiling, officer involvement in team planning activities, officer perceptions of and sensitivity to neighborhood problems, officer trust of community; monitoring data concerning throughputs and intermediate outcomes.

Yield: Assessment of feasibility of using groupings of officers to prepare profile reports, a technique demonstrated to have an effect upon officer role orientations and motivation.

We believe profiling is a good setting for studying the motivational and professionalizing effects upon officers of other aspects of team formation and special team activities.

A major general finding in small task group research has been that member satisfaction with the group is a function of member perceptions of group effectiveness. A research focus upon increasing team effectiveness may thus be the best setting in which to gather data on officer job satisfaction. The data collected concerning officer job satisfaction could be used to validate research conclusions about effectiveness based upon other measures.

9. Team Policing Training

The main problems in the area of training for team policing are problems of curriculum development. Two problems particularly need attention:

- Methods for reducing veteran police officers' expectations of authoritarian leadership
- Feasibility of including training for an officer's team policing role in the police academy curriculum

The standard design for evaluation of a training program is to collect before, after, and follow-up data on the group trained, preferably using observation methods for data collecting. Such an approach might be useful for assessing training effects upon officer role orientations produced by in-service training programs involving the same number of hours instruction, but different extensions of time. Some research which has been done has indicated attitude change to be in part a function of time; the magnitude of this effect in the context of team policing training could have implications for designing cost-effective training programs. It is possible that a program of fewer total hours instruction extended over a longer period of time might have a greater effect upon officer attitude change than more hours instruction during a period of less duration.

#### 10. Corruption

Program evaluation is not the most efficient strategy for assessing police corruption. Since corruption involves illegal activity, the matter is primarily one for criminal investigation. However, certain police corruption issues are raised by the establishment of police teams:

- Effects of team formation upon citizen perceptions of the corruptibility of police
- Effects of team formation upon officer tolerance of the corruption of fellow officers
- Effects of officer job satisfaction levels upon police corruption

Obtaining information about police corruption during an evaluation is difficult. Officers are usually reluctant to disclose either their own misconduct or that of fellow officers. Further, there is risk that the responses obtained could become objects for legal discovery during an investigation, which would defeat the purpose of using evaluation methods as an alternative approach for gathering information about police corruption.

One methodological approach for making evaluations of police corruption more feasible is to use procedures during interviewing which systematically introduce random error into response data to prevent the discovery of individual respondents' identities. Generating "error inoculated" data can sometimes increase respondents' confidence and resulting readiness to answer questions at all. How such procedures might affect police officers' readiness to answer questions truthfully could be investigated.

## SELECTING TOPICS FOR FURTHER INQUIRY

The designs and methodological discussions presented above have indicated approaches for examining issues in each of the areas where further investigation of elements of team policing could be undertaken. No effort has been made to indicate the ways in which methods of case selection and data requirements might overlap for the different designs. Nor has any effort been made to indicate in specific terms kinds of decisions which study outcomes might support.

Generally, we believe that the appropriate emphasis for further studies of team policing should be problems of program implementation and problems of cost effectiveness. Cost effectiveness is an appropriate concern for studies of alternative methods for organizing patrol and investigative service delivery and for assessing achievement of community relations impact. Program implementation problems are an appropriate emphasis in the areas of team leadership, management systems development, and officer role change. In the areas of impact upon crime and effects upon police corruption, we believe that the best immediate step would be further development of methodology for investigation of those problems. Issues of training for team policing could be assessed either in terms of cost effectiveness or program implementation questions.

Weidman et al. have identified three conditions as necessary for successful conduct of an intensive evaluation: 1) agreed upon definitions of activities, conditions to be changed, and expected outcomes among the users of an evaluation; 2) program assumptions stated in testable form; 3) at least one pre-specified use for evaluation results in making a decision.

These conditions have been noted to be necessary but not sufficient conditions for a successful evaluation. And even where uses for evaluation information in decision-making are identified questions arise concerning the benefit-cost ratio for purchase of the specified information. Table 2 indicates general criteria which might be used to assess the benefits and costs associated with implementation of an evaluation design.

Some of the issues which we have noted have implications extending beyond the bounds of team policing. Such an observation is particularly appropriate since a Phase II evaluation of team policing as an outcome of this Phase I is not now a likely possibility. We believe that the general issues which we have raised might, therefore, appropriately be reviewed as topics for separate evaluations not explicitly linked to team policing.

It has been frequently noted that many features of team policing are possible innovations in the context of traditional patrol organization. Types of innovation most commonly noted specifically have been enlargement of the roles of patrol officers, decentralization of patrol operations management, and the promotion of teamwork among officers. Several of the designs presented could be used to assess these general issues. These designs are:

Table 2

COST-BENEFIT CRITERIA FOR EVALUATION DESIGNS

ANALYSIS OF BENEFITS	ANALYSIS OF COSTS
<ul style="list-style-type: none"> <li>• How decisions are to be made and enforced</li> <li>• What information can be used</li> <li>• What program changes might be made</li> <li>• Authority of decision-makers for choice among change alternatives</li> <li>• Possible improvements in program accomplishments</li> </ul>	<ul style="list-style-type: none"> <li>• Difficulty in collecting data desired</li> <li>• Accuracy of collected data</li> <li>• Who will collect: cost (including cost/agency size)</li> <li>• Effects of data collection upon program operations</li> <li>• Costs of distribution of information</li> <li>• Analysis costs</li> </ul>

Source: Weidman, et al., 1975, p. 19.

- Design #8: Systematic field observation of "successful" teams (successful patrol units)
- Design #9: Systematic field observation of model team leadership function (alternative patrol leadership models)
- Design #10: Independent contribution of beat profiling to middle-manager coordinating capabilities (include other innovations in traditional patrol among variables)
- Design #11: Generalizability of motivational effects of beat profiling using alternative task structurings (include traditional patrol units among cases selected)

As noted, the main modifications required would be revised procedures for case selection.

We believe that LEAA should consider examining these designs with the assistance of an advisory board to explore useful ways for combining elements of the designs to develop a general design for assessment of team management issues noted to have more general implications. With the assistance of consultants the advisory board could produce a design which could be reviewed within LEAA for issue as an RFP.

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**END**