

The author(s) shown below used Federal funds provided by the U.S. Department of Justice and prepared the following final report:

Document Title: Evaluation of the Lincoln, Nebraska Police Department's Quality Service Audit: The Impact of Citizen Feedback on Individual Officers

Author(s): Julie Horney ; William Wells ; Tom Casady ; Joy Citta ; Terrence Sherrill

Document No.: 179975

Date Received: December 28, 1999

Award Number: 95-IJ-CX-0015 ; 95-IJ-CX-0117

This report has not been published by the U.S. Department of Justice. To provide better customer service, NCJRS has made this Federally-funded grant final report available electronically in addition to traditional paper copies.

Opinions or points of view expressed are those of the author(s) and do not necessarily reflect the official position or policies of the U.S. Department of Justice.

179975

AN EVALUATION OF THE LINCOLN, NEBRASKA POLICE
DEPARTMENT'S QUALITY SERVICE AUDIT:
THE IMPACT OF CITIZEN FEEDBACK ON INDIVIDUAL OFFICERS

Final Report to the National Institute of Justice
Project # 95-IJ-CX-0015 *and*
95-IJ-CX-0017

Julie Horney, Ph.D.
William Wells

University of Nebraska at Omaha

Chief Tom Casady
Captain Joy Citta
Sergeant Terrence Sherrill

Lincoln Police Department

Acknowledgements

We would like to thank and acknowledge the work of other members of the research team who assisted in the planning, implementation, and review of results of this project: John Clarke, Dennis Duckworth, Brian Jackson and Rachel Schmid of the Lincoln Police Department; Joanne Aggens of Gallup, Inc.; and Judy Vandal and Michael Peterson of the UNO Criminal Justice Department. In addition we would like to thank all the officers and administrators of the Lincoln Police Department who participated in the project.

THE LINCOLN POLICE DEPARTMENT QUALITY SERVICE AUDIT

In 1995 the University of Nebraska at Omaha Department of Criminal Justice and the Lincoln, Nebraska Police Department (LPD) formed a partnership in order to evaluate the impact of the LPD's Quality Service Audit (QSA)--an on-going, systematic survey of citizen perceptions regarding the quality of police services in Lincoln, Nebraska. This report describes the background and rationale of the Quality Service Audit, how the research partnership was established, how the study was conducted, and the results of the evaluation.

The LPD Quality Service Audit is an on-going survey of citizens who have had contact with the Lincoln Police Department. Based on a strong customer-service orientation, the audit seeks to provide a consistent and continuous method for giving police officers feedback about their contacts with citizens and for giving police managers strategic information useful for implementing and refining quality-improvement practices.

While many police departments maintain extensive and expensive systems for evaluating the performance of both the agency and individual officers, there are fundamental problems with many of these efforts (Goldstein, 1990). Evaluation of officer performance is frequently based on subjective criteria, such as a supervisor's rating of personal traits. When quantifiable data are used, they often focus on readily-available workload measures, such as the number of arrests made, citations written, sick leave hours used, and so forth (e.g., Cohen and Chaiken, 1973).

The tendency to over-value workload and efficiency data and under-utilize measures of quality service may result in an organizational milieu that rewards a sort of fast-driving rapid-response policing which retards efforts to improve relationships with the public, build citizen trust, and implement or encourage a community-based style of policing (Goldstein, 1977, p. 262). Although many police departments have worked diligently to incorporate bonafide measures of work quality into their evaluation systems, a key ingredient is typically missing: very few agencies assess customer service from the clients' perspective. It is very uncommon to find police agencies that systematically collect, disseminate, and use evaluative data from the citizens who access their services.

The Lincoln Police Department believes that a concerted effort to collect information from its clients to assess the quality of services yields important benefits. This is not necessarily a novel concept, and indeed many police departments have used citizen surveys in the past to gather information about public perceptions of the police (Greene, 1989). Few if any, however, have done so on an on-going basis as part of an organized quality improvement effort. That sustained effort plus providing community feedback to individual police officers make the Lincoln Police Department program truly innovative.

Background

The Quality Service Audit originated in a partnership between the Lincoln Police Department and Gallup, Inc. which has its corporate offices in Lincoln. The original survey instrument used for the QSA was designed in the spring of 1993. Two focus groups, one composed of Lincoln police officers, and a second composed of citizens of Lincoln were empaneled to identify important components of customer satisfaction with police services. Using

a modified delphi technique with both groups, a ten question survey was developed (items are presented in the report forms in Appendix A).

The Lincoln Police Department's data processing unit developed a protocol to select a sample of three groups of citizens who had accessed police services: victims of crimes, drivers involved in traffic accidents, and persons who had received citations. These groups were chosen due to the substantial numbers available for sampling, and the interest of LPD and Gallup in contrasting the responses of these groups based on the type of contact.

The original survey process, as designed by Gallup, Inc., involved a written invitation to citizens to participate. This survey was relatively inexpensive, but produced only an 8% to 12% participation rate. Because LPD desired more representative results, and because wanted to be able to provide feedback to individual officers a decision was made to attempt telephone interviews with all citizens in the three target groups. LPD contacted the Department of Criminal Justice at the University of Nebraska-Omaha (which also administers the undergraduate program at the University of Nebraska-Lincoln) about involving student interns in the survey process. An agreement was reached, and LPD computer programmers developed an interactive program for computer-assisted interviewing. Since the summer of 1994, UNL interns, trained by Gallup, Inc., have been calling Lincoln citizens involved in contacts with the police.

When the LPD began the QSA, a decision was made not to require any officers besides new recruits to participate in the program. There was also an agreement with the police union that individual results from the community survey would be used only as feedback for individual professional development and would not be used for any personnel decisions. In fact, individual reports are seen only by that officer. Forty-four veteran officers volunteered to participate after

having the project explained, and with 21 recruits this resulted in a total of 65 officers whose contacts with citizens were tracked. This represented 33% of the LPD patrol officers at that time. Survey results are tabulated continuously by Gallup, Inc., which each month prepares both aggregate and individual reports on citizen feedback (see Appendix A).

THE RESEARCH PARTNERSHIP

In 1995 the UNO Criminal Justice Department and the Lincoln Police Department jointly received a grant from the National Institute of Justice to evaluate the impact of giving QSA feedback to individual police officers. As first step in getting the research underway, the UNO supervising faculty member and the Chief of the LPD met with the executive board of the police union to explain the project. After a question and answer session the executive board was asked to appoint a representative to the research team that would design and conduct the study. They appointed one representative, and the Chief then appointed one lieutenant, one sergeant, one detective, and one patrol officer to represent the LPD. UNO criminal justice department representation consisted of one faculty member, two Ph.D. students, and one undergraduate. The Gallup Corporation also sent a representative to participate in the project. This research team met throughout the summer of 1995 to determine the key questions to be asked, the research design to be employed and the measures to be used to assess impact of the QSA.

The resulting project was comprised of two components. A randomized experiment was conducted to evaluate the impact of giving individual officers feedback from citizen contact on

officers' attitudes and performance. In addition, surveys were conducted with administrators and officers to determine the overall impact of the QSA program.

THE RANDOMIZED EXPERIMENT

The research team decided at the start that a major goal was to use a randomized experiment to study the impact of the QSA. The first key question for the team was what aspect of the QSA program was to be evaluated. We decided to focus primarily on its impact on the individual officers who participated in the program, both on their actual performance and on their attitudes toward their jobs and toward the community. We also decided to focus specifically on the effects of receiving monthly reports on citizen feedback rather than on the overall effects of participating in the program. This decision was important for determining the treatments to be used for the experimental and control groups. Thus, it was decided that both experimental and control groups would participate in the QSA, i.e., all of the citizens they had contact with would be surveyed by phone, and that during the nine months of the project the experimental group would receive monthly reports prepared by Gallup, whereas the control group would receive no feedback on the citizen responses until the end of the project.

Participants

Another key question for the research team was who would participate in the study. Human subjects requirements necessitated that participants be volunteers, fully informed of the nature of the study and the implications of their participation. A critical issue was whether to solicit participation in the experiment from those officers who were already part of the QSA

program. Favoring inclusion of these officers was the fact that the Lincoln Police Department is a small department and that eliminating this group would leave us with a small pool of officers from which to recruit participants. In addition, we were concerned that because current participants had all volunteered (with the exceptions of officers newly hired since the QSA program began), the remaining officers represented a group less favorable to such efforts, perhaps less favorable to community policing, and perhaps less susceptible to being influenced by the program. Our major concern about including current participants, however, was that the major impact of the QSA might have already occurred for these officers and that their inclusion would make it more difficult to observe program effects. In addition, the police members of the team were concerned about telling some current participants who were used to getting the monthly feedback reports that they would receive no reports for nine months because they had been randomly assigned to a control group. These latter concerns dominated, and we decided to solicit participation only from those officers who had not yet been involved in the QSA.

We worked from the list of 113 officers currently on patrol who had not previously participated in the QSA. UNO researchers met with small groups of 4 to 5 officers at a time to explain the general project, go through informed consent procedures approved by the UNO Institutional Review Board, and obtain signed consent forms from those officers who agreed to participate. Members of a new recruit class were told that department policy required their participation in the QSA, but that agreeing to participate in the evaluation project was voluntary. All other officers were told that their participation in the research project, and thus the QSA, was totally voluntary.

We were able to meet with a total of 106 officers to explain the project, and 57 officers agreed to participate in the experiment. They were told that they would be randomly assigned to one of two groups, and that their group assignment would determine whether or not they received monthly feedback from the QSA program during the course of the project. All were told that the citizens they interacted with would be surveyed about those interactions.

Because of the small number of participants we used a blocking design to improve the power of the experiment. We first divided participants into blocks based on gender, and length of service with the LPD (two years or less, more than two years to five years, more than five years). Then from within each of the six resulting blocks, officers were randomly assigned to either the experimental or control group.

Measures

For all participants in the randomized experiment, we administered a survey of officer attitudes and behavior before and after giving the citizen feedback, we collected ratings by their supervisors both before and after giving the citizen feedback, we collected the actual citizen feedback during the nine months of the experiment, and we examined official department performance indicators.

Officer Survey. We administered a survey to all participating officers before they began receiving QSA feedback and again at the end of the nine-month study period. The complete survey is included as Appendix C. This survey was adapted from a survey administered by Winfree et al. (1994) and includes questions used in a number of surveys of police officers. The research team selected items they felt would be most relevant to the study and designed a new

section (the Case Action section on the survey—items 14, 15, and 16) that asked about the actions an officer might take in specific field situations.

Supervisor Ratings of Officers. We administered surveys to all the supervisors of participating officers in which they were asked to rate the officer's performance and attitudes. The research team used the department's rating tool and selected items of particular relevance to our evaluation. These items were administered to supervisors both before officers began receiving QSA feedback and again at the end of the project period. The supervisor rating instrument is included as Appendix D.

QSA Feedback. From citizen responses to the telephone interviews we collected the monthly ratings of individual officer behavior during the nine months of the experiment. The original QSA instrument designed by Gallup is included in Appendix A. Because we wanted to use QSA results as outcome measures as well as for feedback for officers we added some items for purposes of the experiment. All the original QSA items were dichotomous yes/no items, and we were concerned that such items might not be sensitive enough to detect differences between the experimental and control groups. We thus added one item assessing overall officer performance with a five point rating scale. In order to assess degree of community contact, we added the question, "Did you know the officer prior to this contact?" In addition, because most of the original QSA items asked only for global ratings of performance, we felt that there should be some questions about specific performance. The research team considered actions that might be taken in certain citizen encounters, but probably were not taken by all officers. We selected actions that we thought might become more likely if the officer had a stronger community or customer service orientation. Thus the following questions were added to the QSA:

For citizens involved in traffic accidents:

“Did the officer give you an exchange of information form?”

For crime victims:

“Did you learn anything from your contact with the officer that helped you feel more secure?”

For citizens who received citations:

“Did the officer explain the citation and the steps you must take to comply with the citation?”

Official LPD Performance Indicators. From the department’s monthly performance indicators for individual officers we gathered data on number of calls for service handled, number of citations issued, and number of arrests made. Initially, the university researchers proposed gaining access to complaints against participating officers from the department’s internal affairs division. The police members of the research team believed that if these data were to be collected, participation rates for the experiment would be reduced considerably, and thus we decided against gathering this information.

Analysis and Results

For all measures gathered both before and after the citizen feedback was given, we used an analysis of covariance in a regression framework to compare the results for the experimental and control groups. Responses to an item (or a summated scale of items) on the post-test (administered after nine months of participation in the QSA) served as the dependent variables,

with responses to the same items on the pre-test (administered before QSA participation began) entered as a covariate. This allows us to measure change resulting from QSA participation.¹

Attitudes toward Community Policing. From the officer survey we constructed scales from questions that focused on attitudes toward community policing. One scale measured attitudes toward the role of police in society and another asked about the importance of particular police functions. The items included in each scale are listed in Appendix E.

Results of the regression analysis for the police role scale are presented in Table 1. Because there was no significant interaction between group and pre-test scores, results are presented only for the two variable model. As would be expected, the pre-test score is significantly related to the post-test score. The experimental manipulation (giving QSA feedback), however, had no significant effect on the post-test score for this scale. In other words, those officers who received QSA feedback, after pre-experiment attitudes were taken into account, showed no difference in attitude toward the role of police in society from officers who did not receive the feedback. Table 2 shows similar results for the police function scale.

Officers from the two groups were also compared on how they rated stress due to citizen contact on the job and due to giving community presentations (see Section 10, items b and e of the Officer Survey in Appendix C). We reasoned that officers receiving generally positive feedback from the community might perceive these interactions with the community as less stressful. Tables 3 and 4 show that again, once pre-test scores were controlled, receiving the QSA

¹ For each dependent variable, we first estimated a model with the pretest score, a dummy variable for group (experimental vs. control), and a term representing the interaction between group and pretest score entered into the OLS equation. If the interaction term was not significant, then a hierarchical model was estimated with the pretest score entered first, followed by the group dummy variable.

feedback had no significant impact on either of these dependent variables. Table 5 shows that there was also no impact of feedback on a scale based on ratings of the patrol environment (Section 13 of Officer Survey, Appendix C).

Self-Reported Officer Behavior. The next question is whether giving the QSA feedback changed the on-the-job behavior of the officers. The first assessment of behavioral change was through self-reports on the officer survey. We gave the officers three different scenarios (a stolen bicycle, a juvenile runaway, and a residential burglary) and asked them to indicate how often they would take specific actions listed. The actions the officers were asked to evaluate for each scenario are in the Case Actions-- Sections 14, 15, and 16 of the survey instrument in Appendix C.

For each case we created a summated scale based on how frequently the officers reported they would take each of the actions described. Tables 6, 7 and 8 present the results of the regression analyses for each of those scales. For none of the cases were there any significant differences between the experimental and control groups in the summary scores for actions they would take.²

Citizen Reported Officer Behavior. Another measure of officer behavior comes from the citizen responses to the QSA. Although only the experimental group received the citizen feedback during the nine months of the study, both groups were evaluated by the QSA. During that time, there were 962 interviews with citizens regarding contacts with the experimental group and 961 interviews with citizens regarding contacts with the control group.

² Analyses of individual case action items also found no differences between the groups.

We reasoned that if receiving feedback changed officers' behavior with regard to citizens, we should see a divergence in the ratings of the two groups across the course of the study, with the experimental group receiving more positive feedback by the end of the study period. Figures 1 through 16 show the monthly results for the experimental and control groups for the various questions citizens were asked. None of these figures shows the predicted pattern of results. In most cases the experimental and control groups were very similar. The one consistent finding across the different questions, and across both groups, was that ratings generally became less positive across the nine month period. In order to understand this finding, we conducted several further analyses.

The previous figures represented all citizen contacts, regardless of type. Because citizen responses might be expected to vary depending on whether the citizen was a crime victim, someone involved in an automobile accident, or someone being cited by the police, we disaggregated citizen responses by type of incident. Figures 17-19 show the patterns for all officers by type of contact for three of the questions—one regarding general treatment, one regarding a specific action, and the overall rating of the officer--and it is clear that the patterns of ratings being less favorable over time is due entirely to interactions with citizens who were being cited for an offense. Ratings by citizens who are crime victims or involved in accidents are consistently very favorable across the different questions and across time.

One hypothesis for the observed pattern of QSA results is that the results for citizens being cited represent officers' reactions to being participants in the experiment. According to this hypothesis, the officers' awareness of being studied may have led all of them, both experimental and control group members, to initially behave more pleasantly toward those citizens than they

ordinarily would. The decline in positive ratings would represent a return to “business as usual” as they forgot about or had less awareness of being part of an evaluation project.

In order to check on this hypothesis, we compared QSA ratings of officers in the experiment to ratings of those officers who originally participated in the QSA and continued to do so during the nine months of the evaluation project but were not part of the experiment. These officers, because most of them had already been participating in the QSA for at least a year, would not be expected to show any reaction to the beginning of the evaluation project since they were not being affected in any way.

Figures 20-22 show results for contacts with citizens being cited, for both the officers in the evaluation and the original QSA participants.³ These figures show remarkably similar patterns for the original volunteers and the officers participating in the experimental evaluation. Whatever caused the decline in citizen ratings apparently had little to do with the reactive effects of study participation. Police personnel suggested that the time period of the decline was one in which departmental cutbacks meant more work and greater stress on patrol officers, and that this factor may have had a negative influence on the interactions with citizens. It is important to note that citizen ratings were still quite favorable even though lower than ratings in the early months. The figures presented above also indicate that most of the effect of declining ratings was due to citizens who were being issued citations.

³ We did not have QSA data from the original volunteer officers for months 8 and 9. Although this would have been available, we did not seek to obtain those data since our primary interest was in the early months where a decline was seen and where reactive measurement effects would be operating.

Supervisor Ratings of Officers. For each of the items (presented in Appendix D) on which supervisors rated participating officers we used a t-test of differences in means to compare the experimental and control groups on the post-test values. The results are presented in Table 9. We found no significant differences between groups on any of the ratings, again indicating that providing citizen feedback for nine months did not have an effect on officer performance.

Official Records of Officer Behavior. Table 10 presents the comparisons of experimental and control groups on official departmental indicators. T-tests of differences in means were conducted, and the analyses indicated that the two groups did not differ on any of the measured indicators. Receiving monthly feedback about citizen encounters had no measurable impact on these official and more traditional measures of performance.

GENERAL EVALUATION

Although the major focus of this study was on the randomized experiment used to determine whether giving monthly feedback to individual officers affects their performance and attitudes, we also wanted a more general assessment of a department's gathering this kind of information from citizens. Therefore, in addition to the data gathered through the randomized experiment, we conducted interviews with police administrators, surveyed all officers participating in the QSA, and surveyed officers who declined to participate in the evaluation project.

Administrator Interviews

Interviews were conducted with the chief of the LPD, one deputy chief, four team captains, the training commander who is in charge of the QSA program, and the intern

coordinator who supervised the interviewing for the QSA. These were loosely structured interviews in which the respondents were asked their opinions about the QSA, its effect on the LPD, its benefit to citizens, and its benefit to individual officers.

The administrators interviewed consistently reported a belief that the QSA program is good for the citizens of Lincoln. It is viewed as an important tool for tapping the community perceptions of the police, and as a means of indicating that the department cares about those perceptions. One respondent compared the survey to a store asking customers if the service they received was satisfactory.

Respondents also expressed general agreement that the program is useful to the department. It is viewed as a valuable tool for management to use in identifying and addressing problems and in assessing hiring and training practices. Although one team captain reported using QSA results to identify training needs, others indicated that the project could have a greater impact if team leaders met to discuss results and plan strategy based on those results. Some administrators indicated a desire to have the QSA expanded to all departments with full participation by all officers.

A number of administrators indicated a belief that training and officer behavior had changed due to feedback received when the QSA was first being implemented. QSA results initially revealed that a low proportion of officers were not following up if they said they told citizens they would be following up on the initial contact. After discussion of that finding, QSA results in the following months showed that fewer officers were promising to follow up, and a higher proportion of officers who said they were going to follow up actually did. According to one respondent, the feedback resulted in citizens being given a more realistic perception of what

would be done in the future. One administrator reported that field training officers who have participated in the QSA now incorporate the citizen feedback into their training of new recruits.

Several administrators expressed the view that asking QSA questions about behavior such as providing citizens with officers' business cards or exchange of information forms is an important way of emphasizing what behaviors are valued by the department. Officer expectations would be expected to change over time through having these issues repeatedly brought to their attention. New QSA questions could be added if the department wanted to place special emphasis on a particular behavior.

Most of the administrators interviewed felt that the program is worthwhile because police are able to find out that citizens' attitudes are quite positive. Several indicated that positive citizens feedback gives officers a boost, and that officers report liking to receive such feedback. None of those interviewed believed that the QSA should become part of the official evaluation process for officers. One administrator indicated a belief that the program would acquire negative connotations if it were used to evaluate individual officers. Another stated that although the department is trying to move the organizational culture from one that emphasizes internal measures of success to one that utilizes external measures, any move to use the QSA as a formal evaluation tool would have to come from the rank and file.

All of those interviewed indicated that the department should continue the QSA program, and most indicated that they would recommend the program to other departments. The only concerns expressed were that QSA results were not being used as effectively as they could be used for management purposes.

Survey of All QSA Officers

We sent questionnaires to all LPD officers who had participated in the QSA. This included those who were in the experimental group of the evaluation project and those who had previously volunteered to be part of the QSA program and were thus not eligible for participation in the experiment. The questions asked about their perceptions of QSA participation, what effects they saw on the department, and how they thought their own job performance was affected (survey questions appear in Appendix F). We were able to send out only one mailing, and we received responses from 55 of the 94 officers contacted. Results are presented in Table 11.

Almost two thirds (65.5%) of those officers who returned surveys indicated that QSA feedback is personally useful to them, about three-fourths (76.4%) believe the program is useful for the LPD, and approximately 82% believe the QSA program is good for the citizens of Lincoln. A substantial majority (72.7%) of those returning surveys reported liking receiving QSA feedback, and 63.6% believed that the department should continue surveying citizens and providing feedback to individual officers.

When asked whether citizen feedback met their expectations, approximately 75% reported that the feedback they received was about what they expected, 20% found the feedback more positive than expected, and only 5% found it to be more negative than what they had anticipated. Although three-fourths of the officers returning surveys reported that citizen feedback was about what they expected, a smaller percentage (61.9%) indicated a belief that the citizen feedback is accurate. Most officers (69.1%) expressed the belief that their behavior in the field had not changed due to QSA feedback.

The QSA program is currently designed so that individual officer feedback is confidential and only to be used for the officer's personal professional development. Data for individuals are not seen by any other officers or administrators. To assess officers' confidence that data are only being used in this way we asked them to rate their agreement or disagreement with the statement "I am confident that no one in the department sees my QSA results unless I share them. Although 67% of the officers returning surveys either strongly agreed or agreed with the statement, it is important to note that 26% disagreed and another 7% of the officers strongly disagreed with that statement. Even though most officers reported liking receiving citizen feedback and indicated beliefs that the feedback is useful, positive, and accurate, still a large majority (82%) do not want the QSA to become part of a formal evaluation of officers.

Although QSA interviews are being conducted by student interns, the collection of the data is labor intensive and requires considerable coordination efforts. Presently the LPD attempts to survey every citizen who has had contact with the LPD in order to collect enough data to be able to provide monthly feedback to individual officers. Because less frequent feedback would make sampling possible and would thus cut surveying costs, we asked officers whether receiving QSA feedback twice a year would be as useful as receiving it each month. Seventy-three percent of those officers returning surveys, a majority of whom like receiving the feedback and find it personally useful, indicated that twice a year feedback would be just as useful as monthly feedback. Only 2% strongly disagreed that twice a year would be equally useful.

Survey of Officers Declining Evaluation Participation

The QSA program originally established by the LPD involved only officers who volunteered to be part of the program. Then the department began requiring all new officers to

participate. That still left a substantial number of officers as non-participants, and when we invited these officers to be part of the evaluation of the QSA, 49 officers declined to participate. Because departments interested in implementing programs like the QSA might be concerned about sources of resistance to such a program, we decided to survey those officers who declined to participate and ask about their reasons for declining (see Appendix G for the instrument). Questions focused on whether their reasons were primarily related to the evaluation project or to participation in the QSA itself. The questionnaires were to be returned anonymously in stamped envelopes addressed to the university researchers. We were able to send out only one mailing, and we received 18 questionnaires back for a response rate of 37%. Although the answers we received thus cannot be said to be necessarily representative of the declining officers, they may provide useful insights into officer resistance to this kind of program.

The results of this survey are presented in Table 12. Some reasons for declining participation related specifically to the evaluation project. Thirty-nine percent of the officers rated the fact that they were tired of research projects in the department as either somewhat or very important to their decision, although only 11% gave as a reason that they were already involved in research projects and did not want to be involved in another. Fifty percent rated not wanting to complete surveys for the evaluation project as important to their decision. Confidentiality of information was more often rated as an important issue for declining. Sixty-seven percent gave as a reason that they did not want researchers to have access to their departmental records, and 61% indicated concern about researchers being able to maintain the confidentiality of information.

Factors relating to the QSA itself were also reported as important reasons for declining to be part of the project. Eighty-three percent of the declining officers reported that the belief that

citizens do not provide accurate accounts of police-citizen contacts was important to their decisions not to participate. Fifty-five percent rated as important a concern that the department might use the QSA results as an official performance evaluation tool, and 28% did not want to be bothered by a monthly report. Thirty-three percent of the officers cited the lack of benefit from QSA feedback as an important reason, 45% did not want interviewers using their names in the telephone interviews, and 56% checked as an important reason for declining that they thought QSA feedback would make them second guess their behavior in the field.

SUMMARY AND CONCLUSIONS

The Lincoln Police Department and the University of Nebraska at Omaha Criminal Justice Department established a working partnership that was successful in designing and implementing a randomized experiment to study the impact of the LPD's program of giving citizen feedback to individual police officers. With a number of measures of officer attitudes and performance, we were unable to detect any differences between the experimental and control groups after nine months of giving members of the experimental group monthly feedback from citizens with whom they had contact. There are a number of possible reasons for the lack of impact. First, a fairly small group of officers participated in the experiment. We were limited at the outset by there being only 103 officers who had not yet participated in the QSA when we began the evaluation, and when only slightly over 50% agreed to take part in the experiment, we were left with a total of 57 officers between the experimental and control groups. This number does not provide much

statistical power to be able to detect small effects of the treatment. Although we used a blocking design to improve power, it is still possible that small effects were not detected.

In addition to working with small numbers, we were studying officers who may have been less likely to be positively influenced by receiving citizen feedback. Except for a small number of new recruits, officers in the evaluation study had all had earlier invitations to participate in the QSA program and had declined. A group apparently less interested than others in receiving citizen feedback, they may also represent a group less amenable to change as a result of receiving information about how they are perceived by citizens in the community. Thus the experimental results could portray an accurate picture but one that might not be generalizable to other officers. An officer's reaction to feedback might depend on his or her initial attitudes toward receiving feedback.

It is also possible that we were studying a group that had been "contaminated" by earlier exposure to department-wide feedback from the QSA. Thus, although officers in the experiment did not receive feedback about their individual citizen contacts until the experiment began, they may have already been influenced by the general results that were posted and discussed in the previous year of the QSA program. Interviews with administrators suggested that findings from the QSA had been incorporated into training and supervision. If this were the case, it would suggest that the impact of the QSA may be found primarily at the department level rather than at the individual level.

Of course, the results of the experiment may be totally valid and indicate that we were overly optimistic in our expectations of the kinds of changes that would occur as a result of making individual feedback available. There are many powerful situational variables that interact

to determine an officer's behavior in encounters with citizens. With no consequences attached to the citizens' evaluations, the information alone may not be powerful enough to effect behavioral or attitudinal change.

Although we did not detect any impact of citizen feedback in changing the job-related attitudes or performance of individual officers who received it, the surveys of officers and administrators found that attitudes toward the QSA program itself were generally quite favorable. Most respondents believe that the program is good for the department as well as for the community of Lincoln, and most officers who participate like receiving the feedback. There is widespread support for continuing the program.

The program not only allows the tracking over time of basic officer behavior, but it also provides the opportunity to add new questions if concerns about particular aspects of police-community relations should arise. The citizen responses could also be useful measures for evaluating new programs the department wants to implement. As currently structured, it does represent costly investment in time and management resources, although most labor is provided by student interns. The large number of interviews being conducted are necessary if monthly feedback is to be given to individual officers. Citizen contacts could be sampled and the number of telephone interviews reduced considerably if the individual feedback were given quarterly or biannually. Most of the participating officers who responded to the survey believed that biannual feedback would be just as useful to them as the monthly feedback. The department may want to consider the relative costs and benefits of providing the same feedback but less frequently.

Although support for the QSA program is high within the department, some officers have concerns about it, and these were reflected in our survey of officers who declined to participate in

the evaluation experiment. Concerns about the confidentiality of citizen reports and about whether feedback will be used in official evaluations are issues likely to arise if other departments decide to implement similar programs. These issues should be dealt with as the LPD dealt with them-- openly and at the outset of designing such a program.

REFERENCES

- Cohen, Bernard and Jan M. Chaiken. 1973. *Police Background Characteristics and Performance*. Lexington, Mass.: Lexington Books.
- Goldstein, Herman. 1977. *Policing a Free Society*. Cambridge, Mass.: Ballinger Publishing Co.
- Goldstein, Herman. 1990. *Problem-Oriented Policing*. Philadelphia: Temple University Press.
- Greene, Jack R. 1989. "Police officer job satisfaction and community perceptions: Implications for community-oriented policing," *Journal of Research in Crime and Delinquency*, 26:168-183.
- Winfrey, L. Thomas, Gregory Bartku, and George Seibel. 1966. "Support for community policing versus traditional policing among nonmetropolitan police officers: A survey of four New Mexico police departments." *American Journal of Police*, 15: 23-50.

Table 1: Analysis of covariance for 12 item police role summated scale. Dependent variable is post-test scale score.

	b	standard error	t	significance*
intercept	8.041	2.339	3.437	.001
pre-test	.690	.103	6.686	.000
group ^a	.014	.733	.019	.985

^a control group is omitted category

$R^2 = .520$; $F = 22.406$; Significance = .000

* probability less than .05 associated with the group variable indicates a difference between groups

Low scores reflect strong support for a community policing philosophy. High scores reflect weak support for a community policing philosophy.

Scale range is 12 to 48.

Pre-test scale reliability = .7483

Post-test scale reliability = .7443

Table 2: Analysis of covariance for 11 item police work summated scale. Dependent variable is post-test scale score.

	b	standard error	t	significance*
intercept	10.396	2.740	3.794	.000
pre-test	.564	.115	4.919	.000
group ^a	8.858E-02	.860	.103	.918

^a control group is omitted category

$R^2 = .372$; $F = 12.464$; Significance = .000

* probability less than .05 associated with the group variable indicates a difference between groups

Low scores reflect no support for community policing activities. High scores reflect strong support for community policing activities.

Scale range is 0 to 33.

Pre-test scale reliability = .8720

Post-test scale reliability = .8610

Table 3: Analysis of covariance for “citizen contact on the job” stress factor item. Dependent variable is post-test stress factor item score.

	b	standard error	t	significance*
intercept	1.457	.385	3.779	.000
pre-test	.379	.135	2.812	.007
group ^a	.136	.152	.898	.375

^a control group is omitted category

$R^2 = .113$; $F = 3.993$; Significance = .025

* probability less than .05 associated with the group variable indicates a difference between groups

Table 4: Analysis of covariance for “giving community presentations” stress factor item. Dependent variable is post-test stress factor item score.

	b	standard error	t	significance*
intercept	1.390	.310	4.490	.000
pre-test	.427	.109	3.938	.000
group ^a	-.045	.214	-.211	.834

^a control group is omitted category

$R^2 = .261$; $F = 7.758$; Significance = .001

* probability less than .05 associated with the group variable indicates a difference between groups

Table 5: Analysis of covariance for the nine item working environment summated scale. Dependent variable is post-test summated scale scores.

	b	standard error	t	significance*
intercept	9.767	2.674	3.652	.001
pre-test	.556	.128	4.346	.000
group ^a	-.379	.874	-.433	.667

^a control group is omitted category

R² = .329; F = 9.817; Significance = .000

* probability less than .05 associated with the group variable indicates a difference between groups

Low scores reflect a patrol environment that is relaxing, friendly, orderly, interesting, satisfying, simple, safe, peaceful, and trusting. High scores reflect patrol environment that are stressful, hostile, confusing, dull, frustrating, complicated, dangerous, violent, and suspicious. Scale range is 9 to 36.

Pre-test scale reliability = .7821

Post-test scale reliability = .7198

Table 6: Analysis of covariance for case action #1 summated scale. Dependent variable is post-test scale score.

	b	standard error	t	significance*
intercept	22.472	8.074	2.783	.008
pre-test	.605	.140	4.308	.000
group ^a	.461	1.601	.288	.775

^a control group is omitted category

R² = .298; F = 9.548; Significance = .000

* probability less than .05 associated with the group variable indicates a difference between groups

Low scores indicate that the officer would never take any actions in the case. High scores indicate that the officer would take the all actions in all cases.

Scale (theoretical) range is 16 to 80.

Pre-test scale reliability = .6912

Post-test scale reliability = .7878

Table 7: Analysis of covariance for case action #2 summated scale. Dependent variable is post-test scale score.

	b	standard error	t	significance*
intercept	39.774	8.524	4.666	.000
pre-test	.542	.100	5.447	.000
group ^a	-.459	1.692	-.271	.787

^acontrol group is omitted category

R² = .403; F = 14.842; Significance = .000

* probability less than .05 associated with the group variable indicates a difference between groups

Low scores indicate that the officer would never take any actions in the case. High scores indicate that the officer would take the all actions in all cases.

Scale (theoretical) range is 21 to 105.

Pre-test scale reliability = .8522

Post-test scale reliability = .7995

Table 8: Analysis of covariance for case action #3 summated scale. Dependent variable is post-test scale score.

	b	standard error	t	significance*
intercept	20.231	8.622	2.346	.024
pre-test	.785	.092	8.554	.000
group ^a	.145	1.241	.117	.908

^acontrol group is omitted category

R² = .636; F = 36.622; Significance = .000

* probability less than .05 associated with the group variable indicates a difference between groups

Low scores indicate that the officer would never take any actions in the case. High scores indicate that the officer would take the all actions in the case.

Scale (theoretical) range is 23 to 115.

Pre-test scale reliability = .7523

Post-test scale reliability = .7930

Table 9: t-test comparison of post-test supervisor rating items.

	control group mean	experimental group mean	t statistic	significance [*]
Rating #1	1.92	2.12	-9.18	.363
Rating #2	1.80	2.04	-1.092	.281
Rating #3	1.96	2.04	-.463	.646
Rating #4	2.04	2.20	-.683	.498
Rating #5	2.32	2.32	.000	1.00
Rating #6	2.48	2.40	.398	.693
Rating #7	2.28	2.48	-.745	.460
Rating #8	2.04	2.12	-.297 ^a	.768
Rating #9	2.04	2.56	-1.292 ^a	.202

^a equal variances assumed

^{*} probability less than .05 indicates a difference between groups

Table 10: t-test comparison of official records data during the nine month evaluation period.

	control group mean	experimental group mean	t statistic	significance*
# of traffic tickets/arrests issued/made	126.321	103.310	.938	.353
# of accident tickets/arrests issued/made	36.429	31.103	.856	.396
# of DWI tickets/arrests issued/made	5.143	3.690	.793	.432
# of felony tickets/arrests issued/made	6.143	5.103	.902	.371
# of misdemeanor tickets/arrests issued/made	86.893	84.690	.150	.881
# of follow-ups	112.679	111.138	.091	.928
Follow-up time in minutes	3315.929	3555.621	-.441	.661
Time spent on assisting officers in minutes	4002.286	3505.586	.738	.463
# of times assisting officers	221.000	179.172	1.141	.259
# of calls for service	633.143	541.103	1.701*	.095
# of calls for service handled	186.643	160.069	1.453*	.152
# of accident calls for service	56.607	47.345	1.051	.298

# of calls for service unable to locate	65.500	57.552	.944	.349
# of warrants served	10.393	11.586	-.585	.561
Time spent serving warrants in minutes	339.143	333.966	.067	.947
# of warnings issued	90.429	91.828	-.067	.947

-
- equal variances assumed
 - probability less than .05 indicates a difference between groups

Table 11: Follow-up survey of all QSA participants (n = 55).

Item	Strongly Agree	Agree	Disagree	Strongly Disagree
QSA feedback has been useful to me:	18.2	47.3	27.3	7.3
The dept. should continue to QSA program:	29.1	43.5	30.9	5.5
The QSA program is useful for the dept.:	18.2	58.2	21.8	1.8
The QSA program is good for the citizens of Lincoln:	21.8	60	16.4	1.8
Citizen feedback is accurate:	5.5	56.4	23.6	14.5
I like receiving QSA feedback:	18.2	54.5	23.6	3.6
My behavior in the field has not changed due to QSA feedback:	32.7	36.4	29.1	1.8
QSA results should not become part of the officer evaluation process:	52.7	29.1	16.4	1.8
Receiving QSA feedback two times a year would be just as useful as getting it each month:	21.8	50.9	21.8	5.5
I am confident that no one in the dept. sees me QSA results unless I share them ^a :	20.4	46.3	25.9	7.4
	Much more positive than I expected	About what I expected	Somewhat less positive than I expected	Much less positive than I expected
Citizen feedback has been:	20	74.5	5.5	0

^a n = 54

Table 12: Survey of officers who declined to participate in the QSA and the evaluation project (n=18).

Item	Very important	Somewhat important	Not very important	Not at all important
I was concerned that the QSA results would not remain confidential:	38.9	22.2	22.2	16.7
I did not want researchers to have access to my departmental information:	33.3	33.3	16.7	16.7
I was tired of research projects going on in the dept.:	22.2	16.7	33.3	27.8
I was concerned about researchers being able to maintain confidentiality of information:	33.3	27.8	22.2	16.7
I believe citizens do not provide accurate accounts of police-citizen contacts:	38.9	44.4	5.6	11.1
I thought the dept. might use my QSA results as an official performance evaluation tool:	33.3	22.2	22.2	22.2
I thought my QSA feedback would make me second guess my behavior in the field:	16.7	38.9	27.8	16.7
I did not want to be bothered by a monthly report:	11.1	16.7	50	22.2
QSA feedback would not benefit me:	16.7	16.7	44.4	22.2
I did not want interviewers using my name in telephone surveys:	27.8	16.7	33.3	22.2
I did not want to complete surveys for the evaluation project:	16.7	33.3	33.3	16.7
I was already involved in research projects and did not want to be involved in another:	5.6	5.6	27.8	61.1

Figure 1

Did the officer seem to know what they were doing?

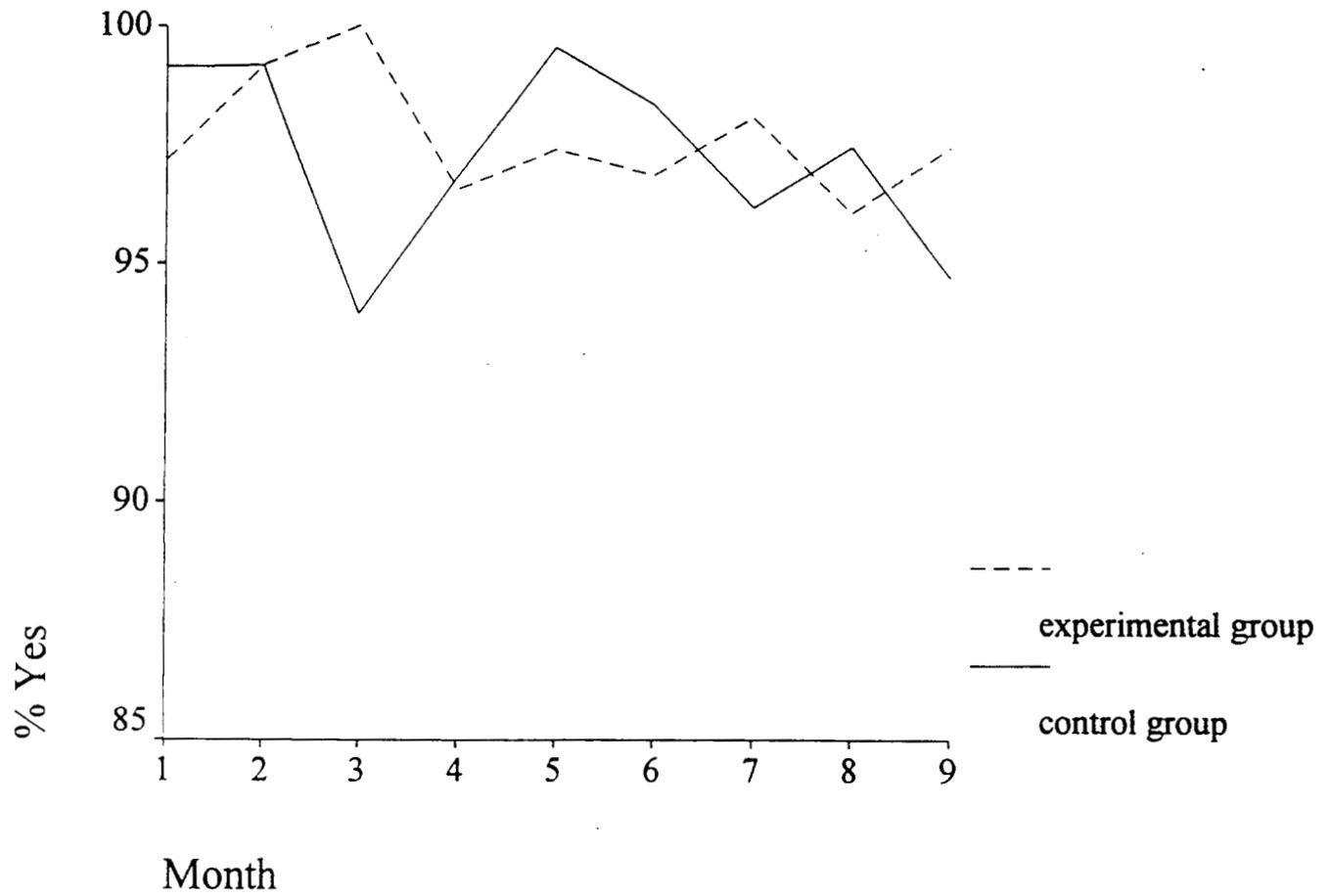


Figure 2

Did the officer listen to your side of the story?

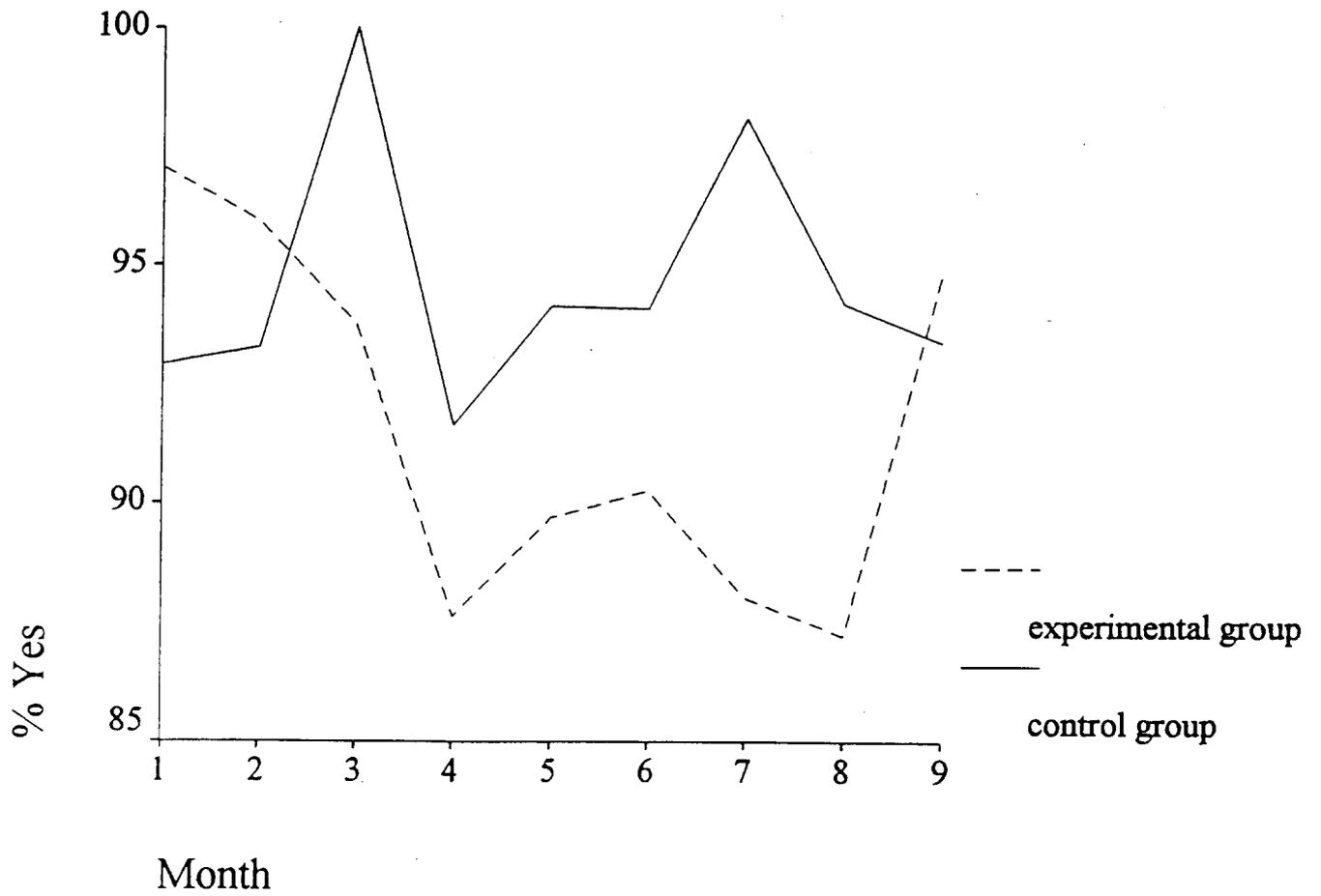


Figure 3

Did the officer treat you with dignity?

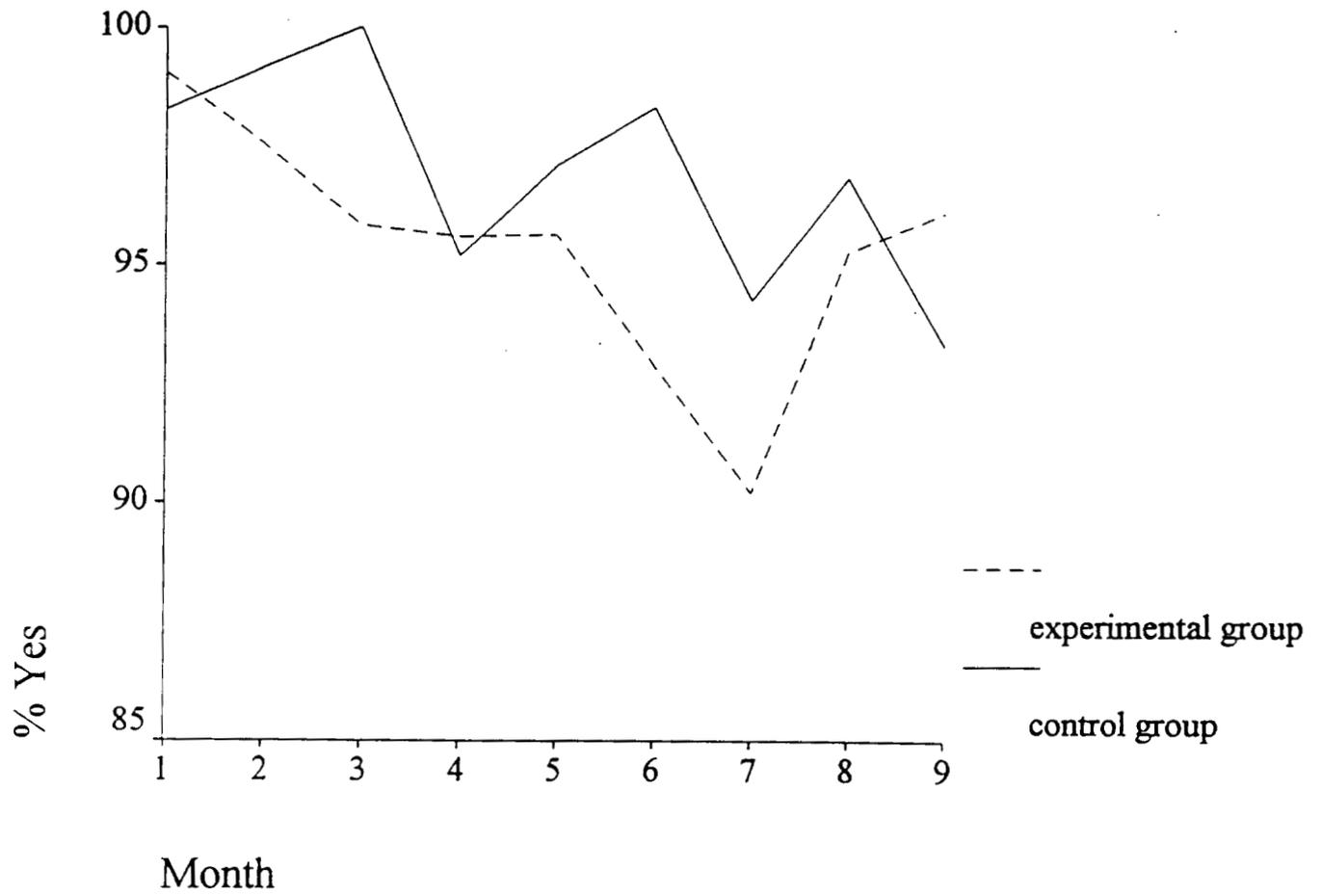


Figure 4

Did the officer treat you fairly?

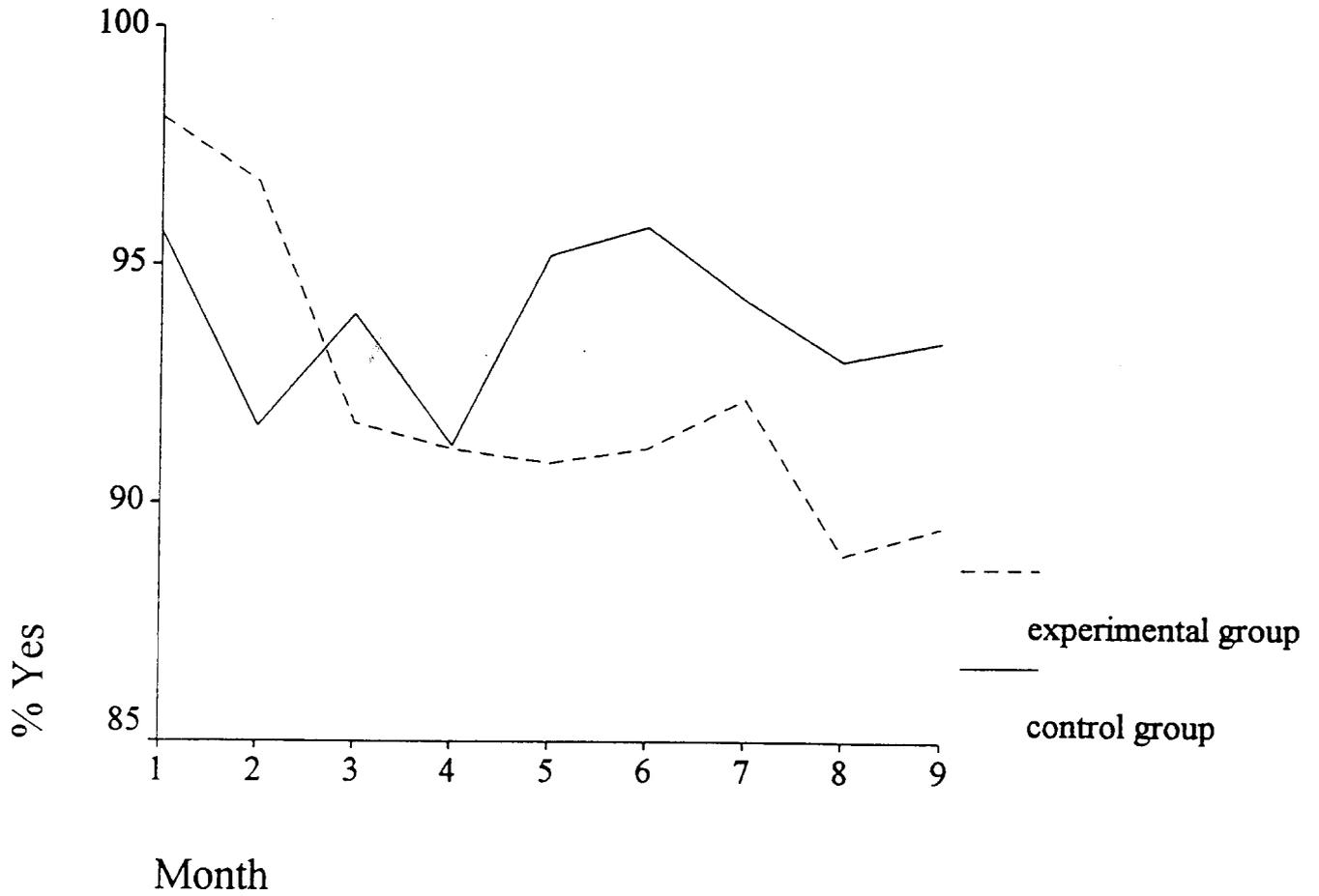


Figure 5

Were the officer's actions professional?

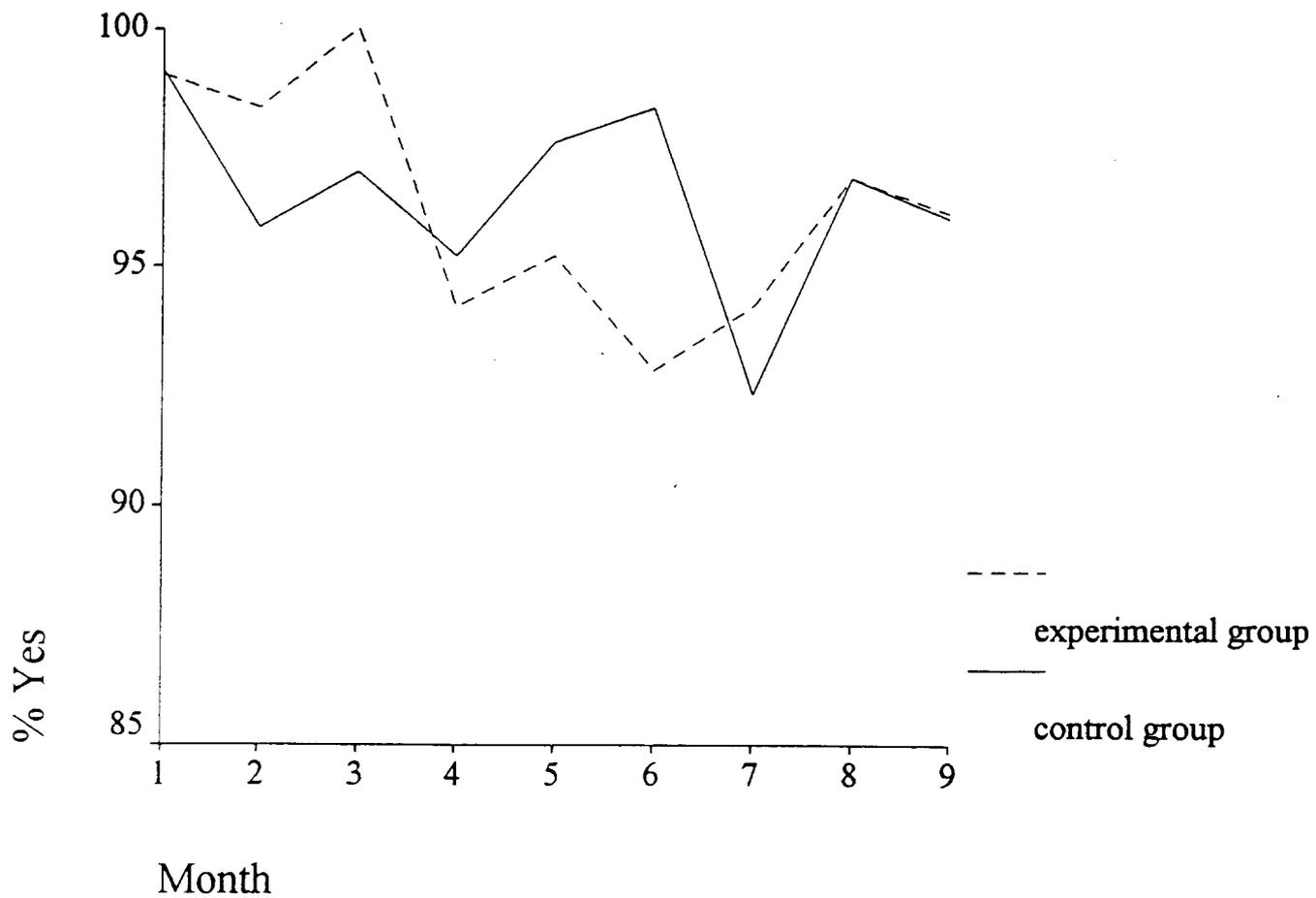


Figure 6

Was the officer considerate of your feelings?

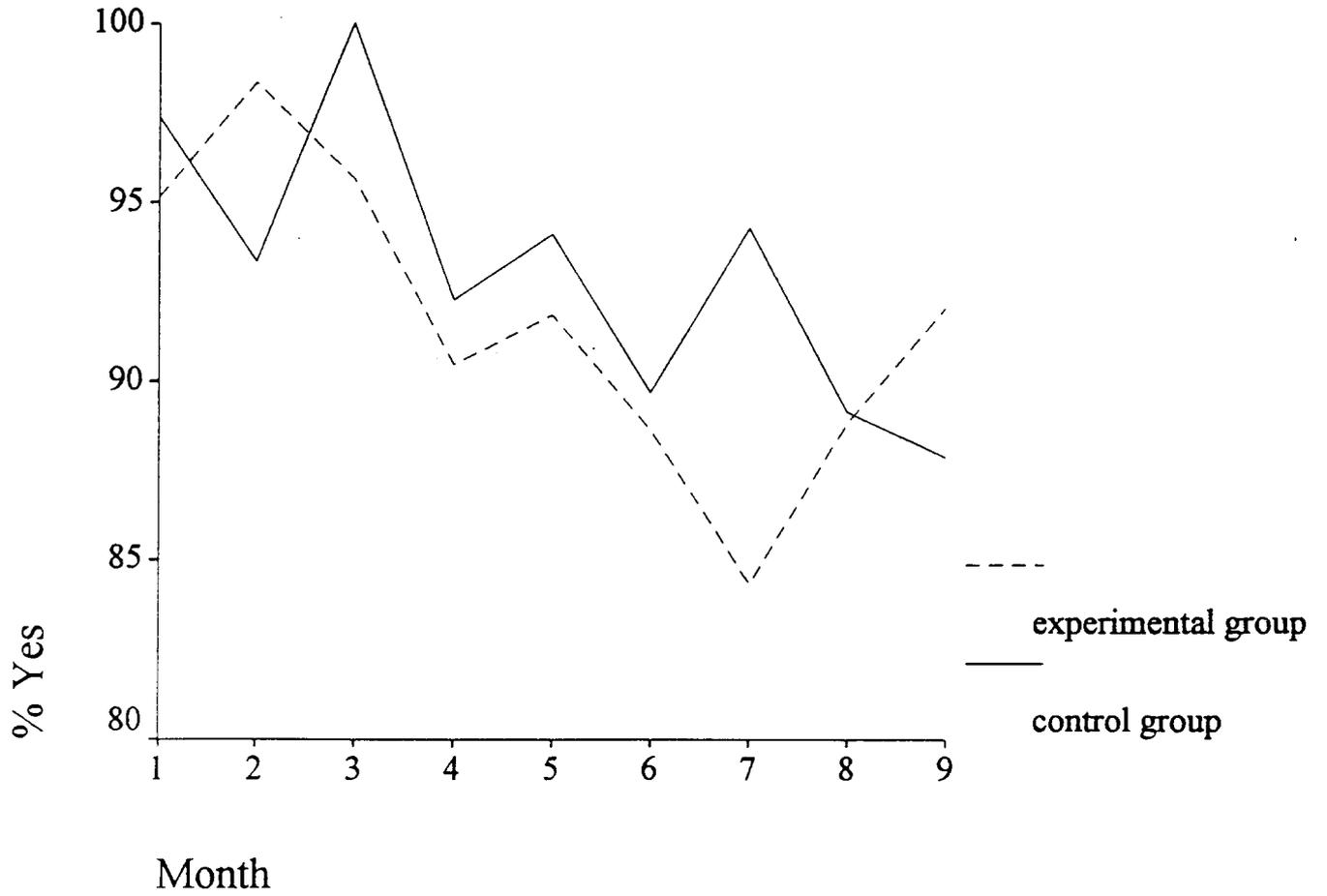


Figure 7

Did the officer say they would recontact?

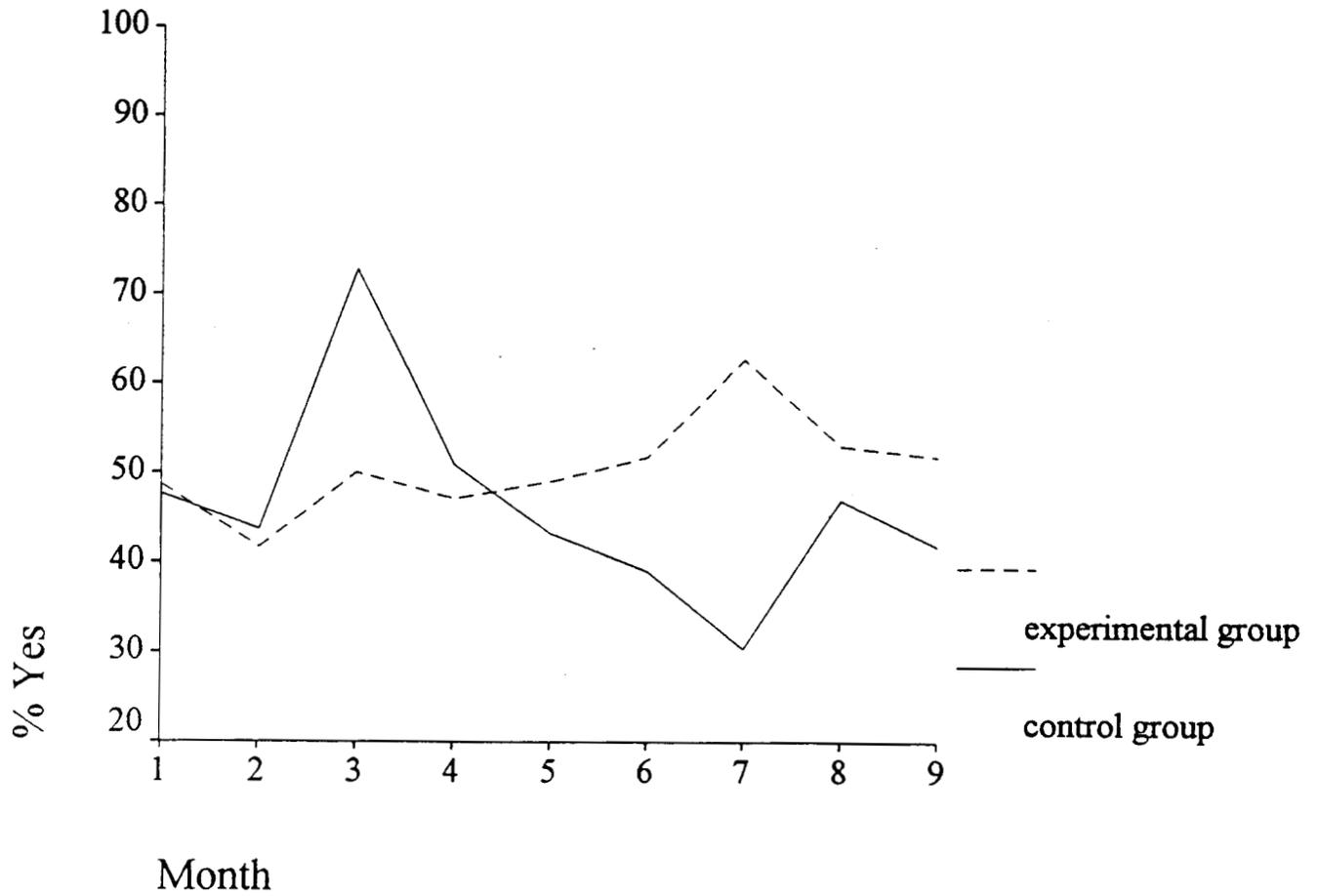


Figure 8

Did the officer recontact, if said they would?

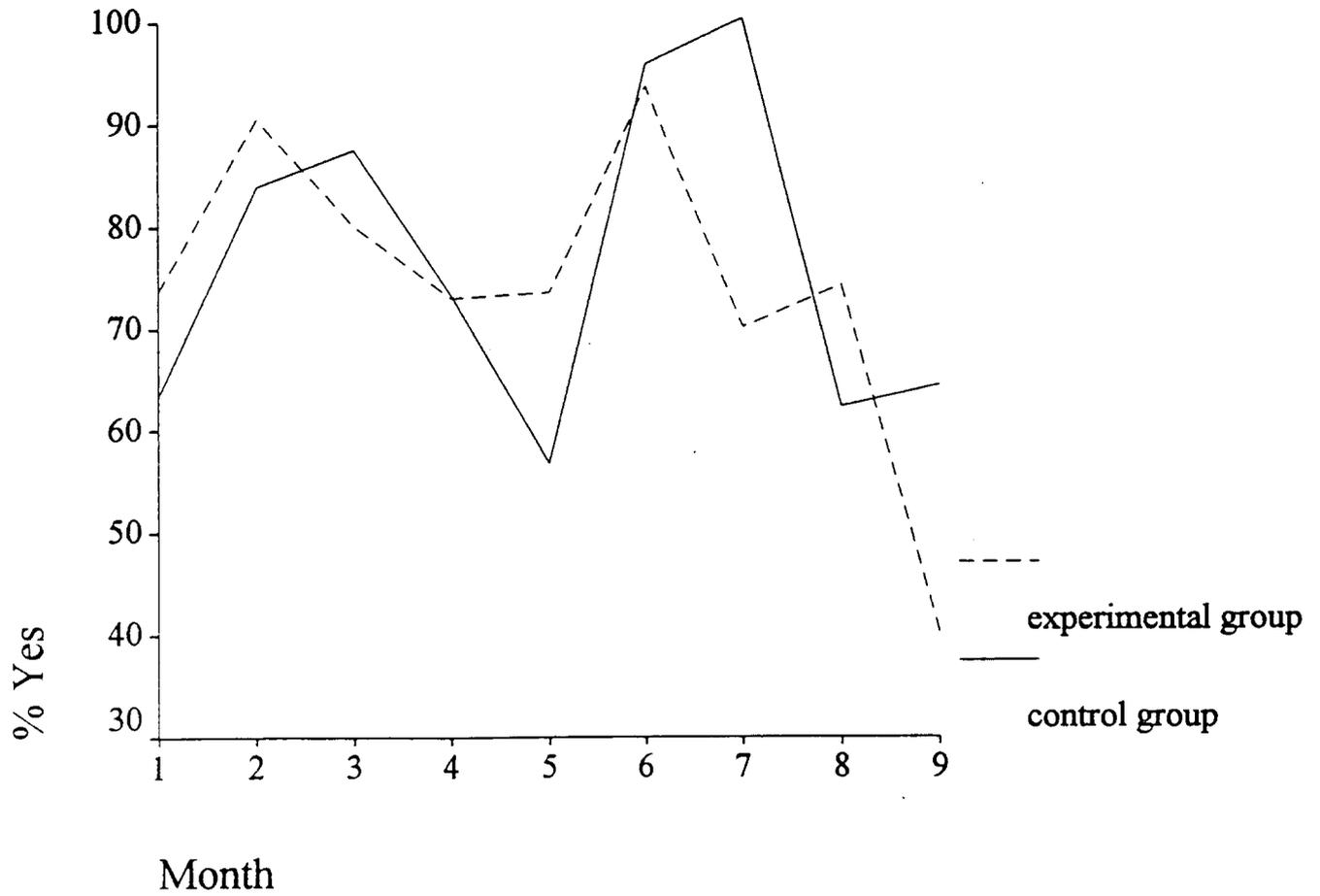


Figure 9

Did you learn anything that would make you feel safer?

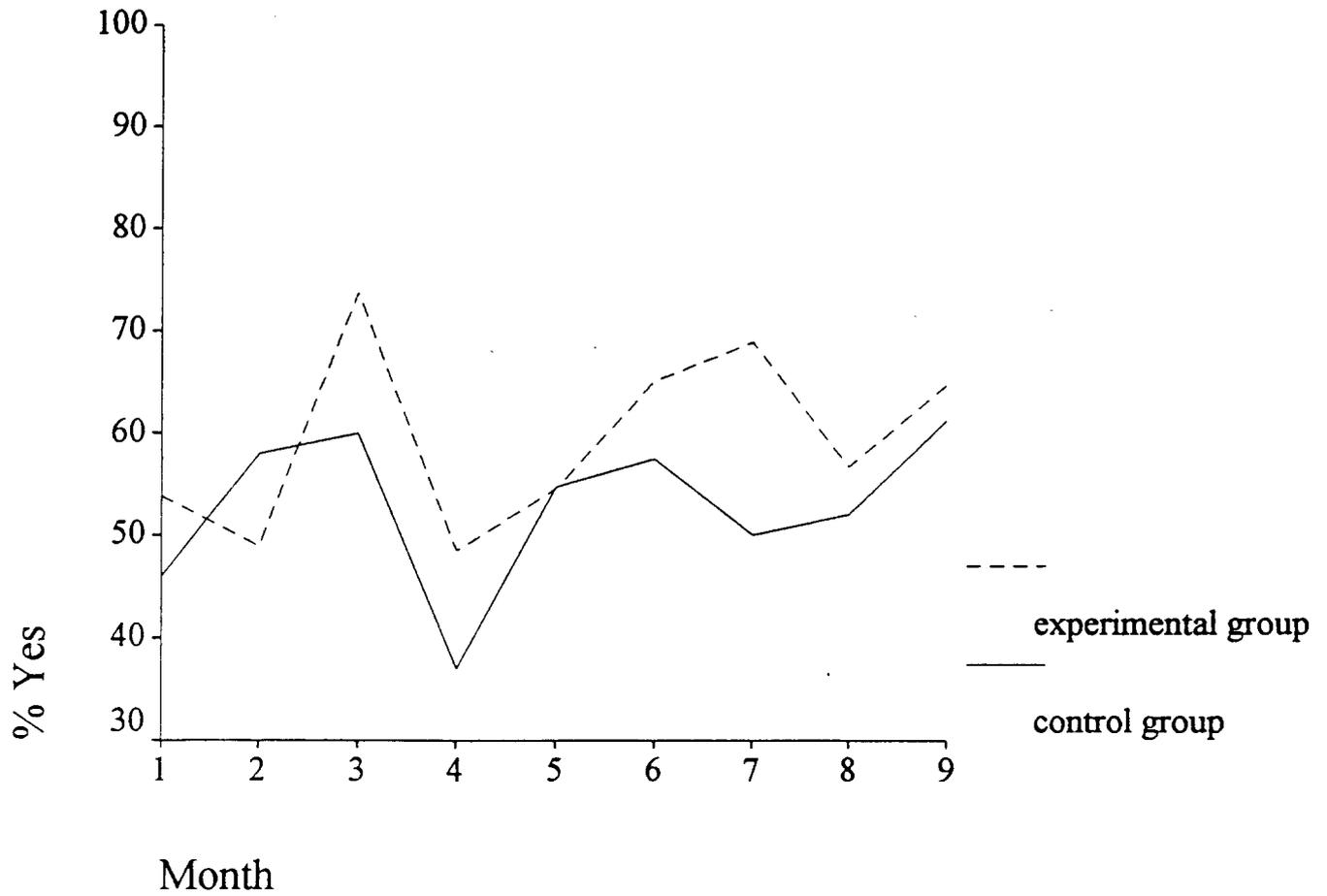


Figure 10

Did the officer introduce her/himself?

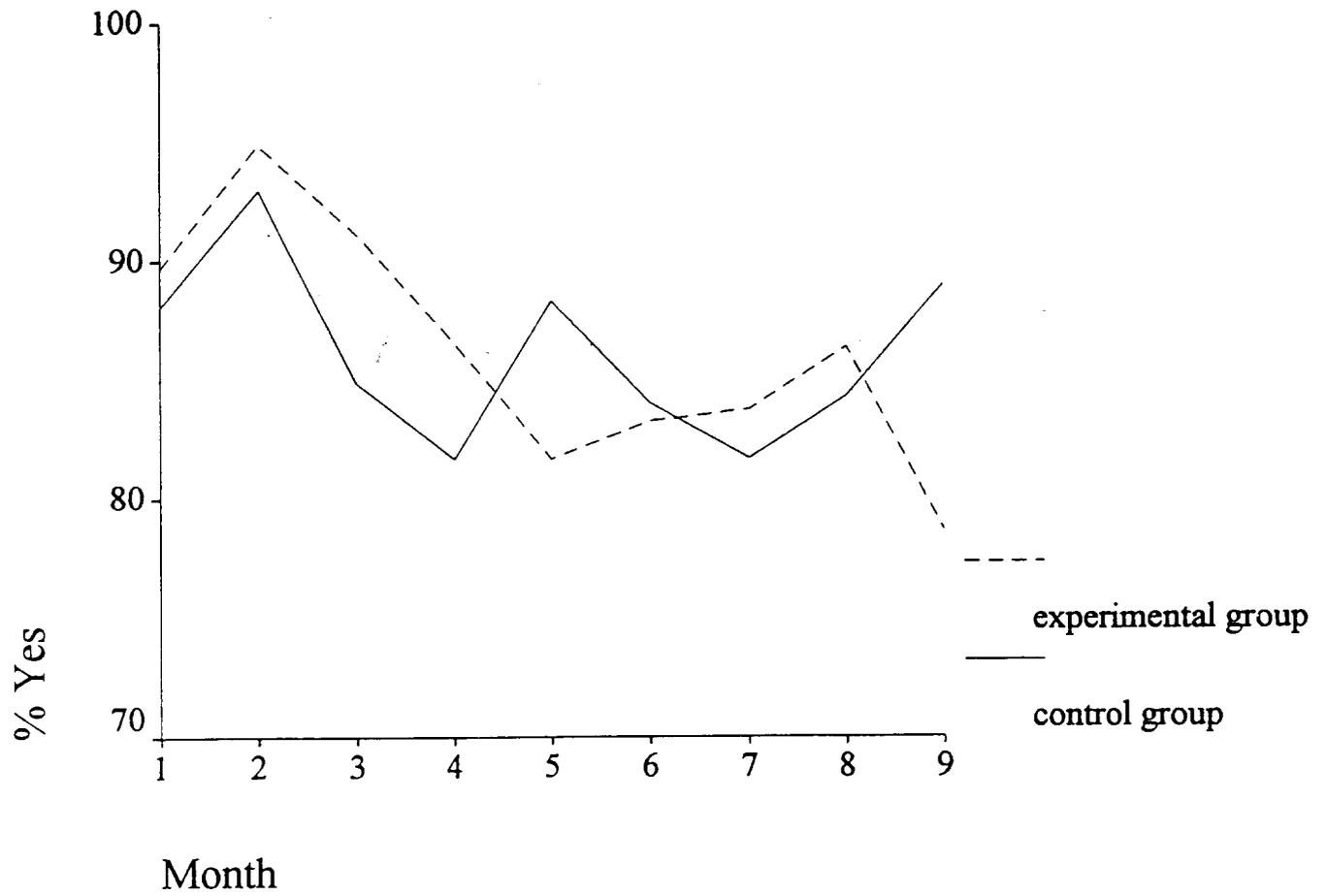


Figure 11

Did you know the officer prior to this contact?

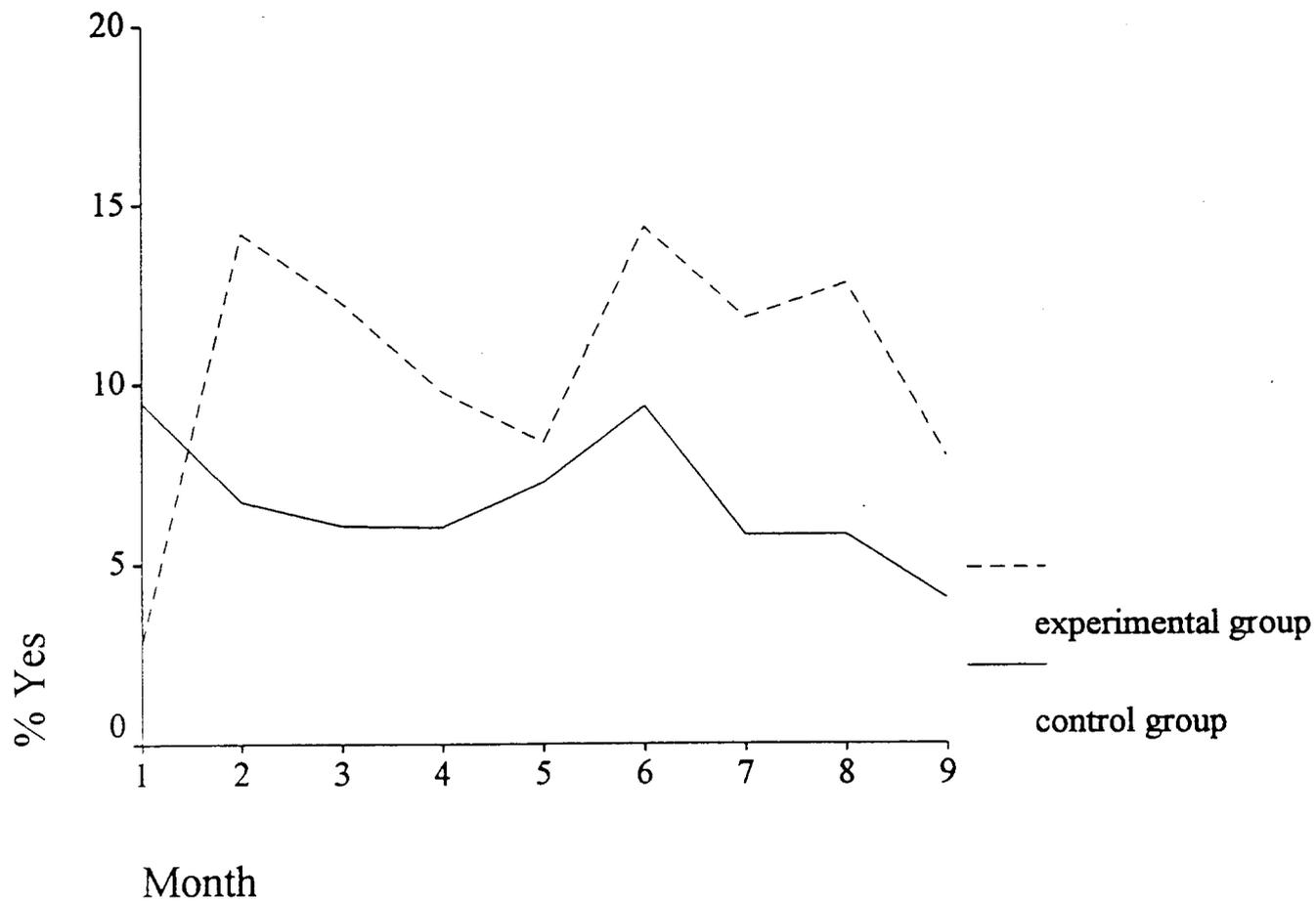


Figure 12

Did the officer give you an exchange of information form?

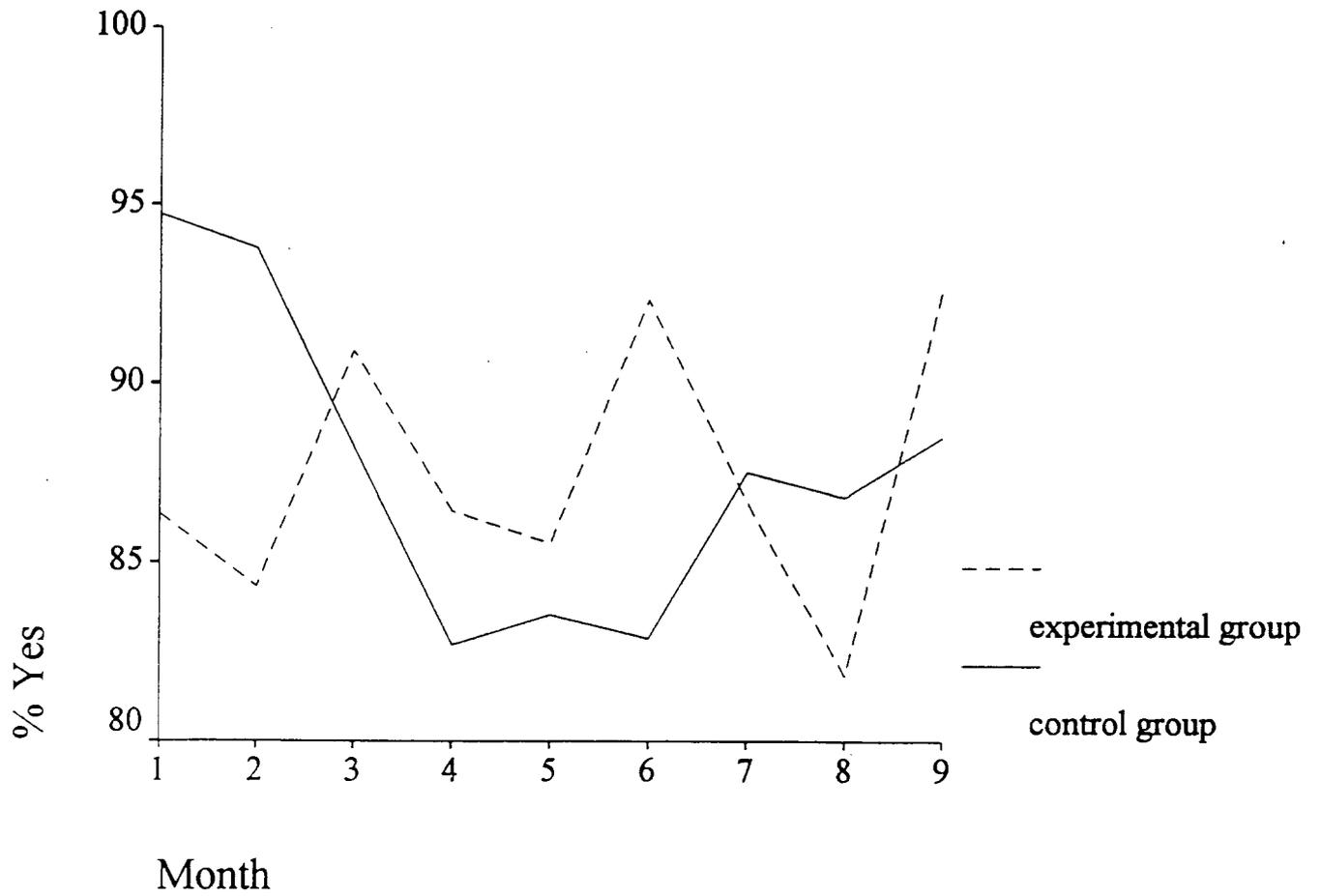


Figure 13

Did the officer give you a business card?

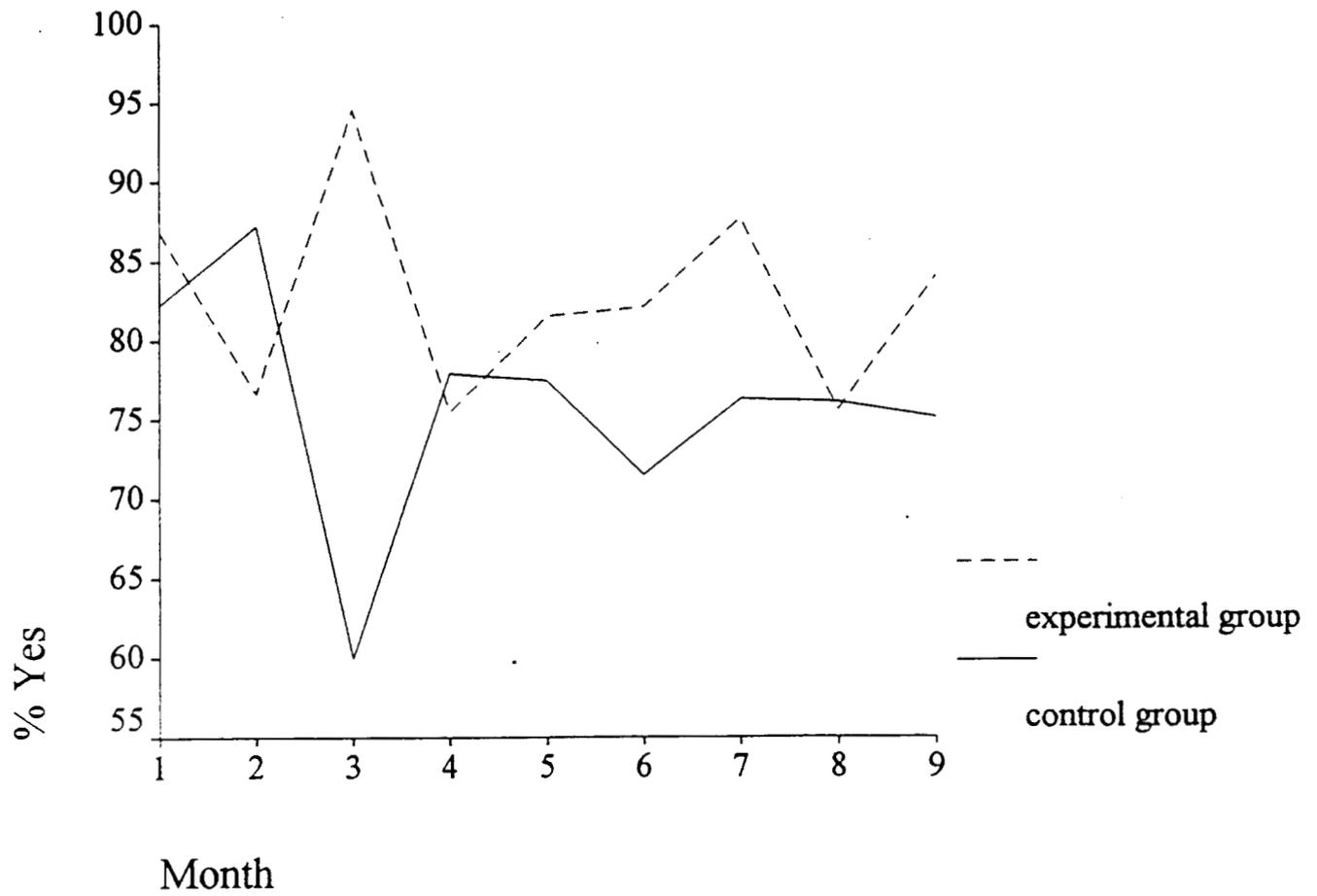


Figure 14

Did the officer refer you to another agency?

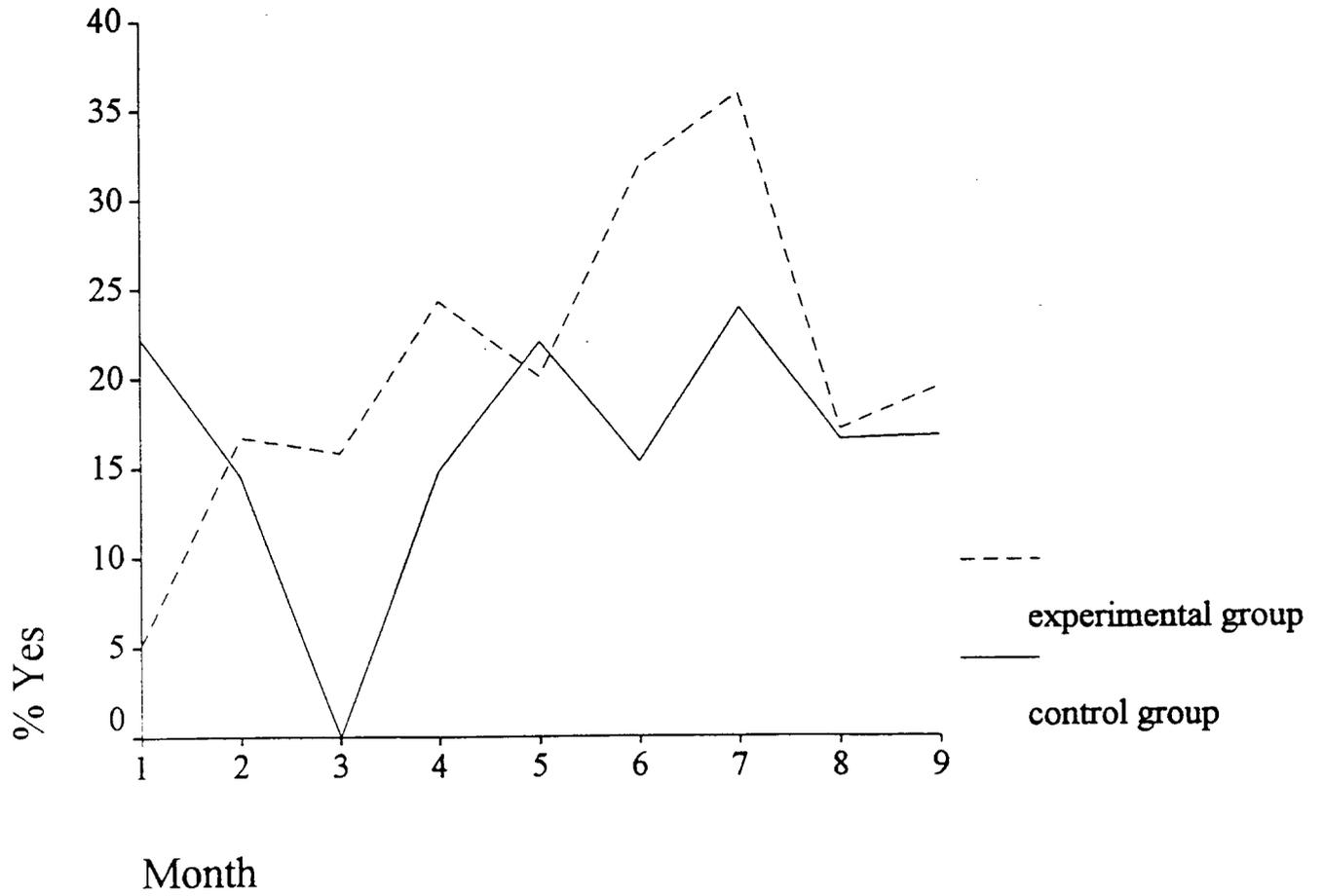


Figure 15

Did the officer explain the ticket?

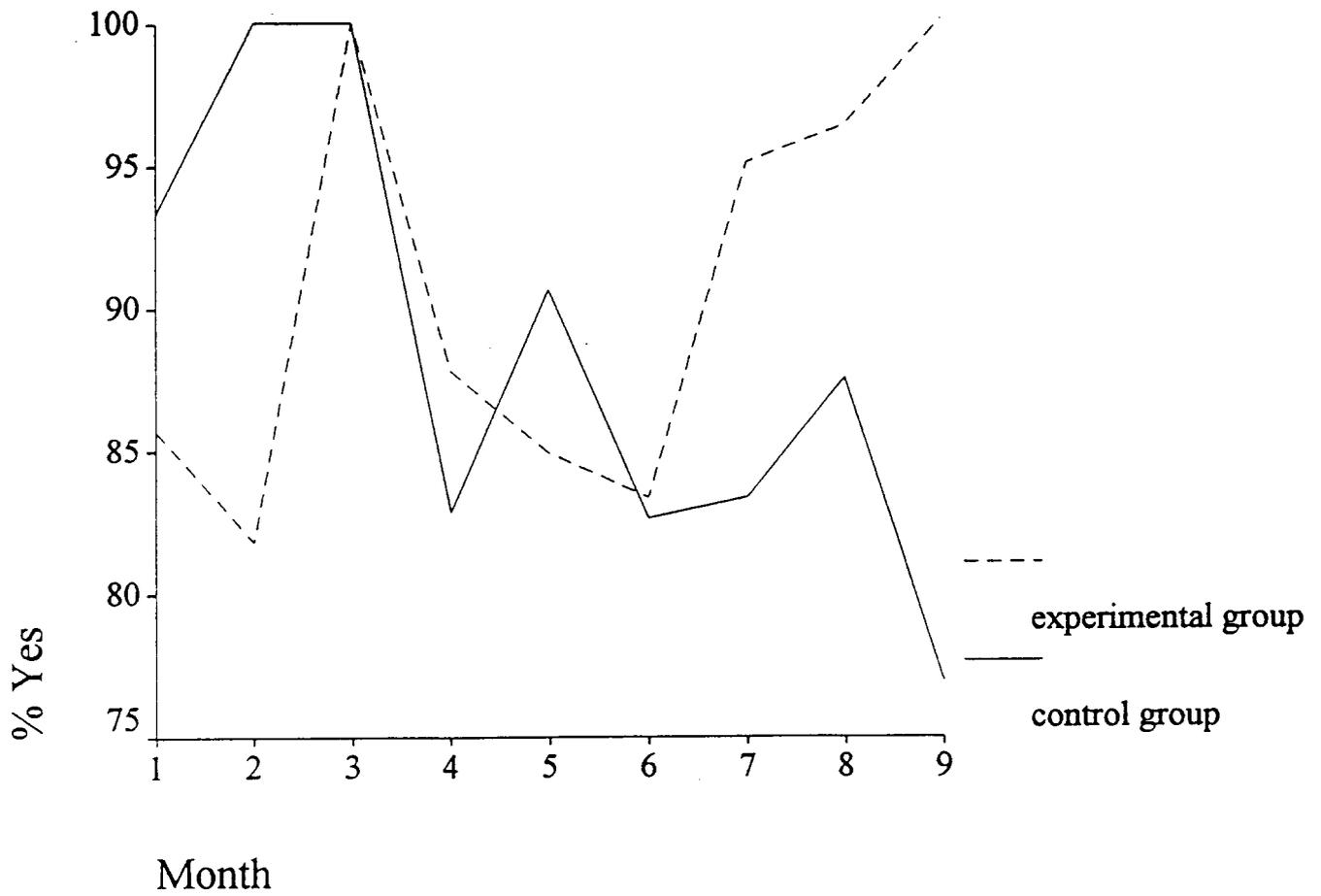


Figure 16

Rate the overall performance of the officer in this situation.

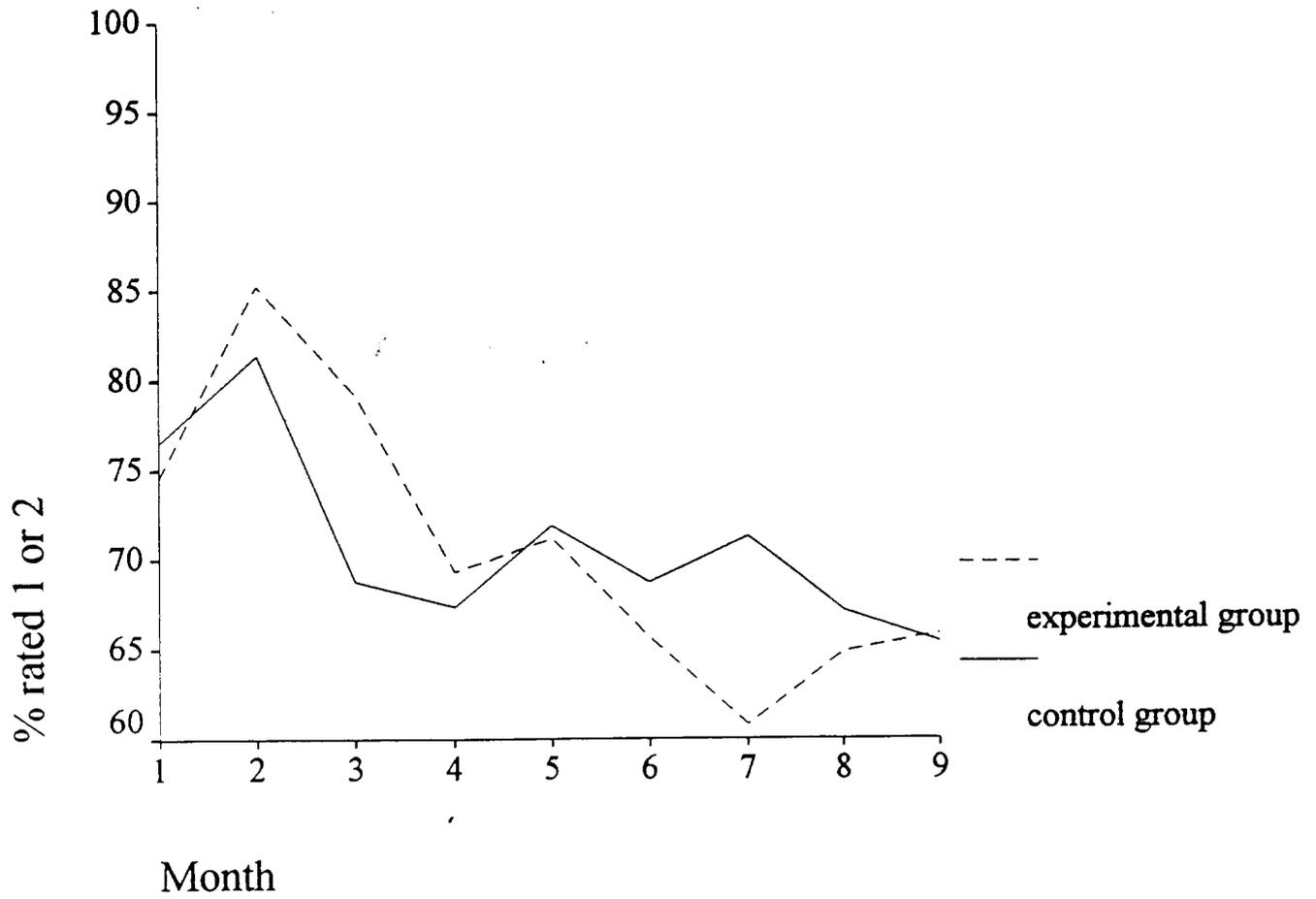


Figure 17

Did the officer treat you with dignity?

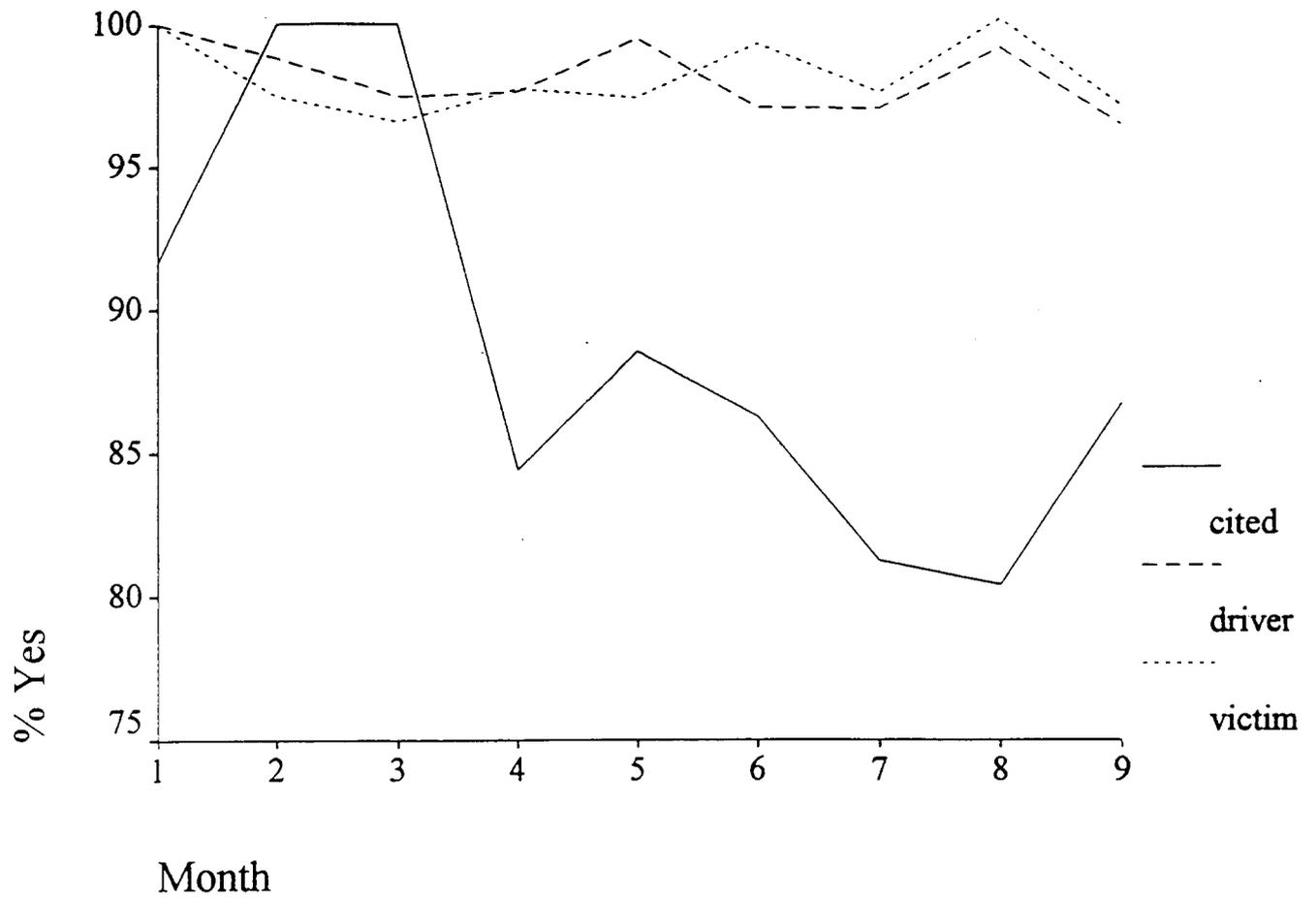


Figure 18

Did the officer treat you fairly?

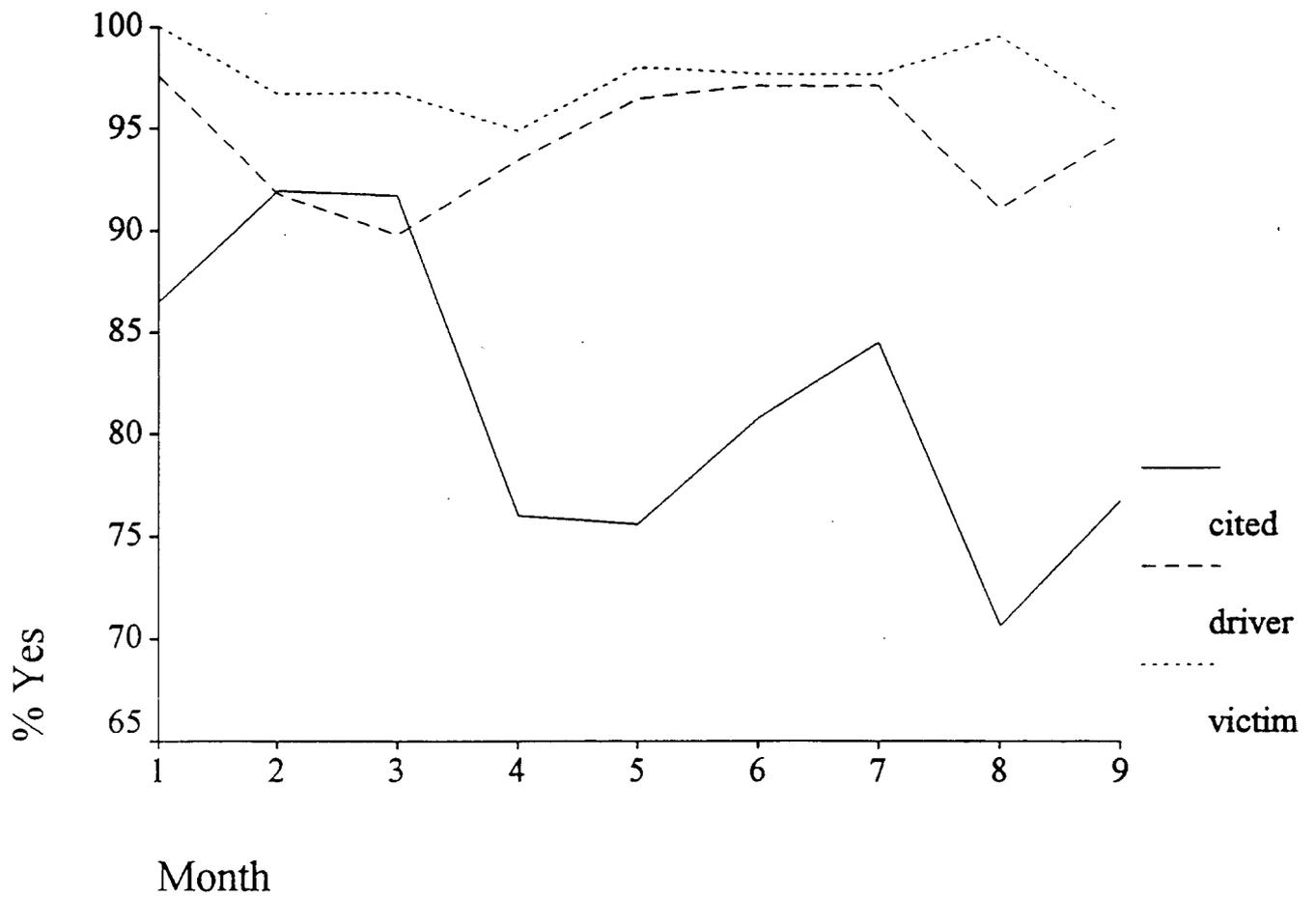


Figure 19

Rate the overall performance of the officer in this situation.

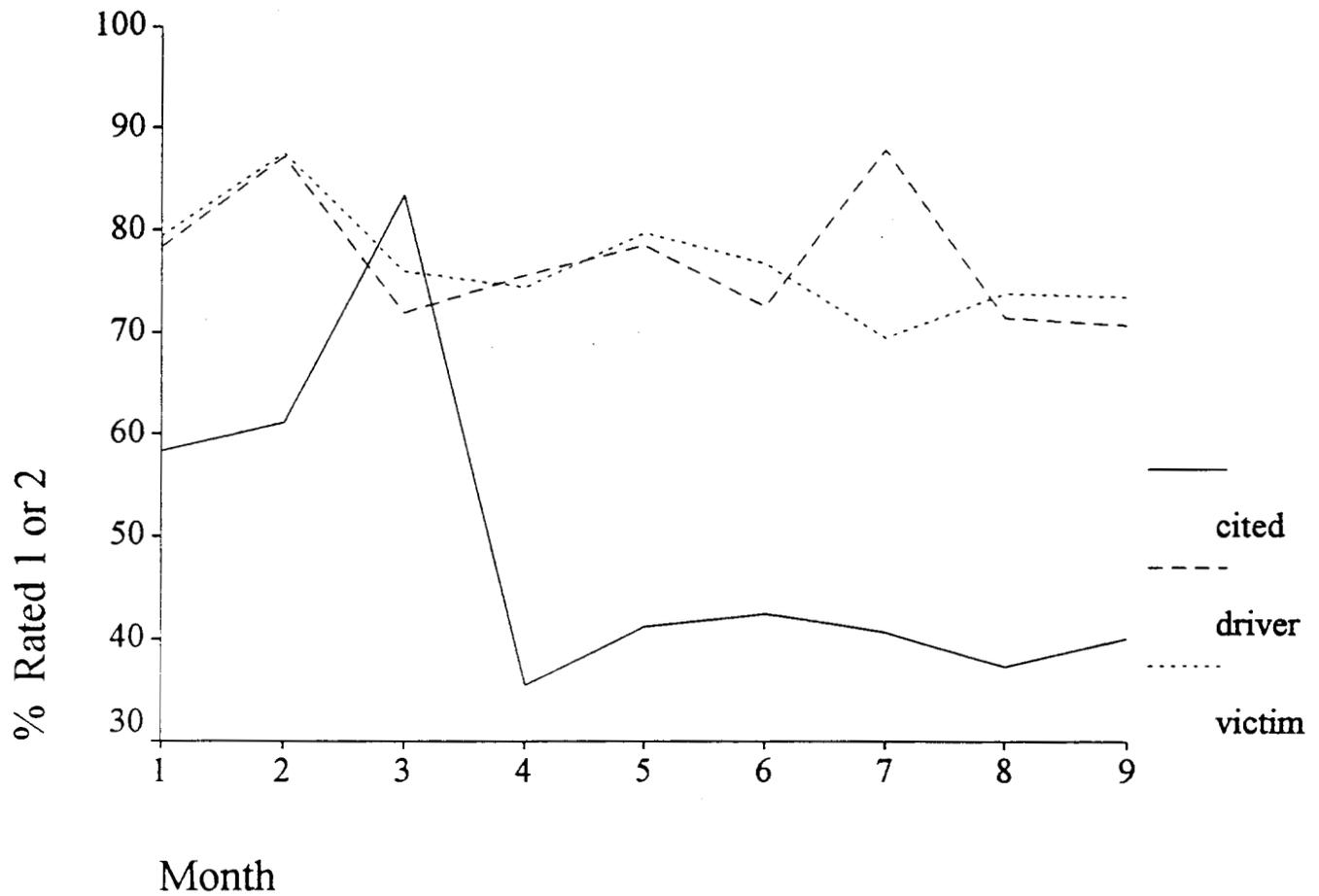


Figure 20

Did the officer treat you with dignity?

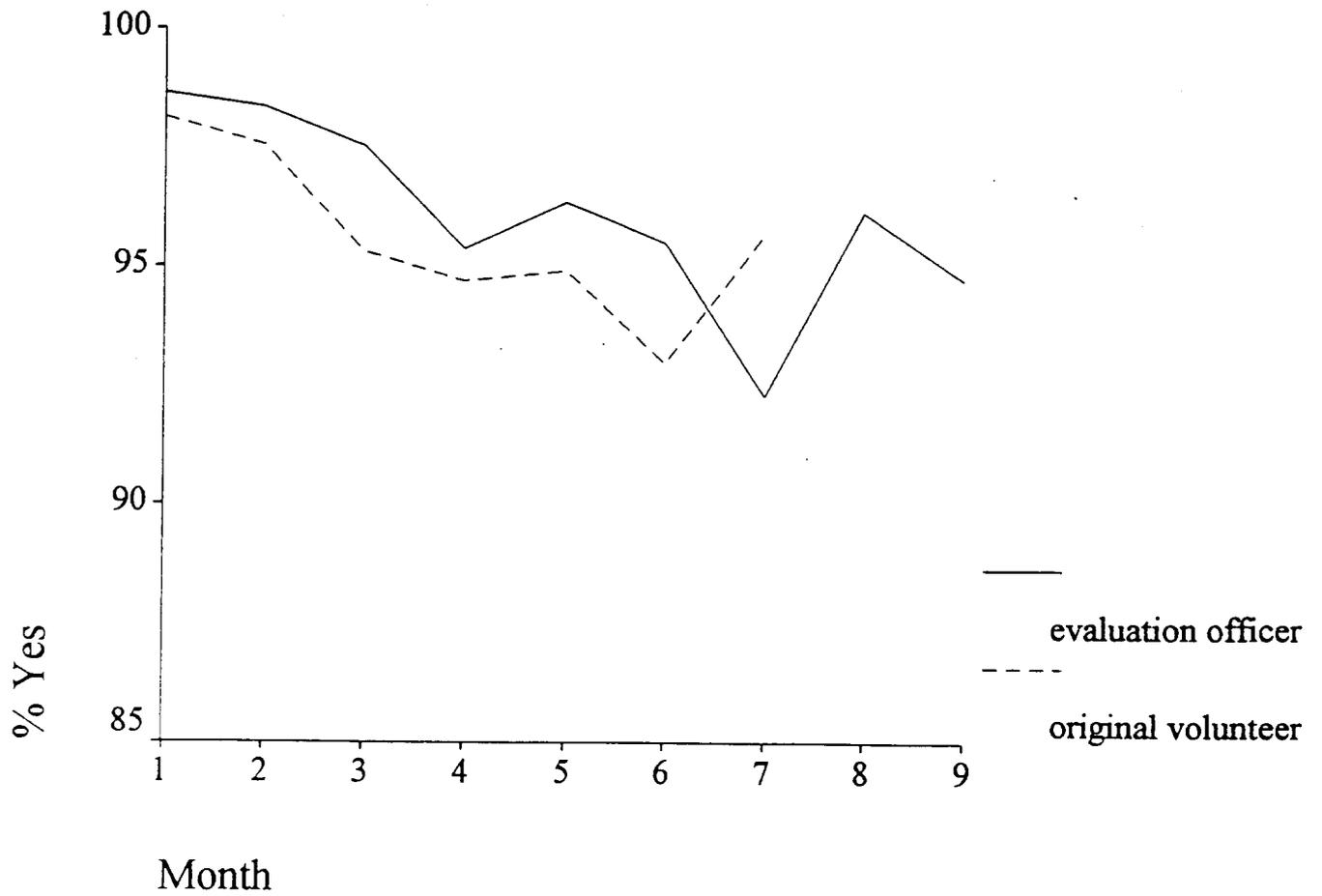


Figure 21

Did the officer introduce him/herself?

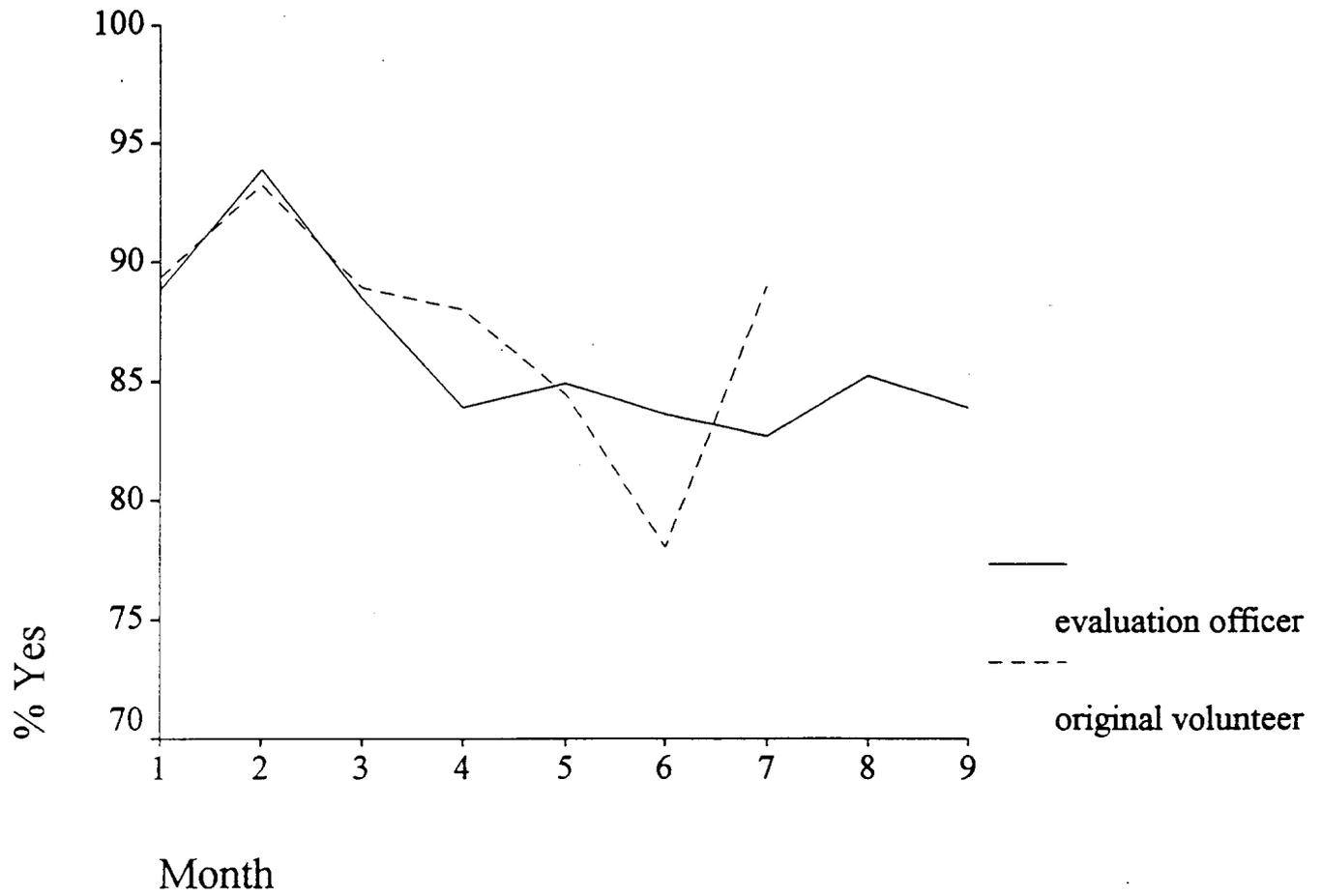


Figure 22

Rate the overall performance of the officer in this situation.

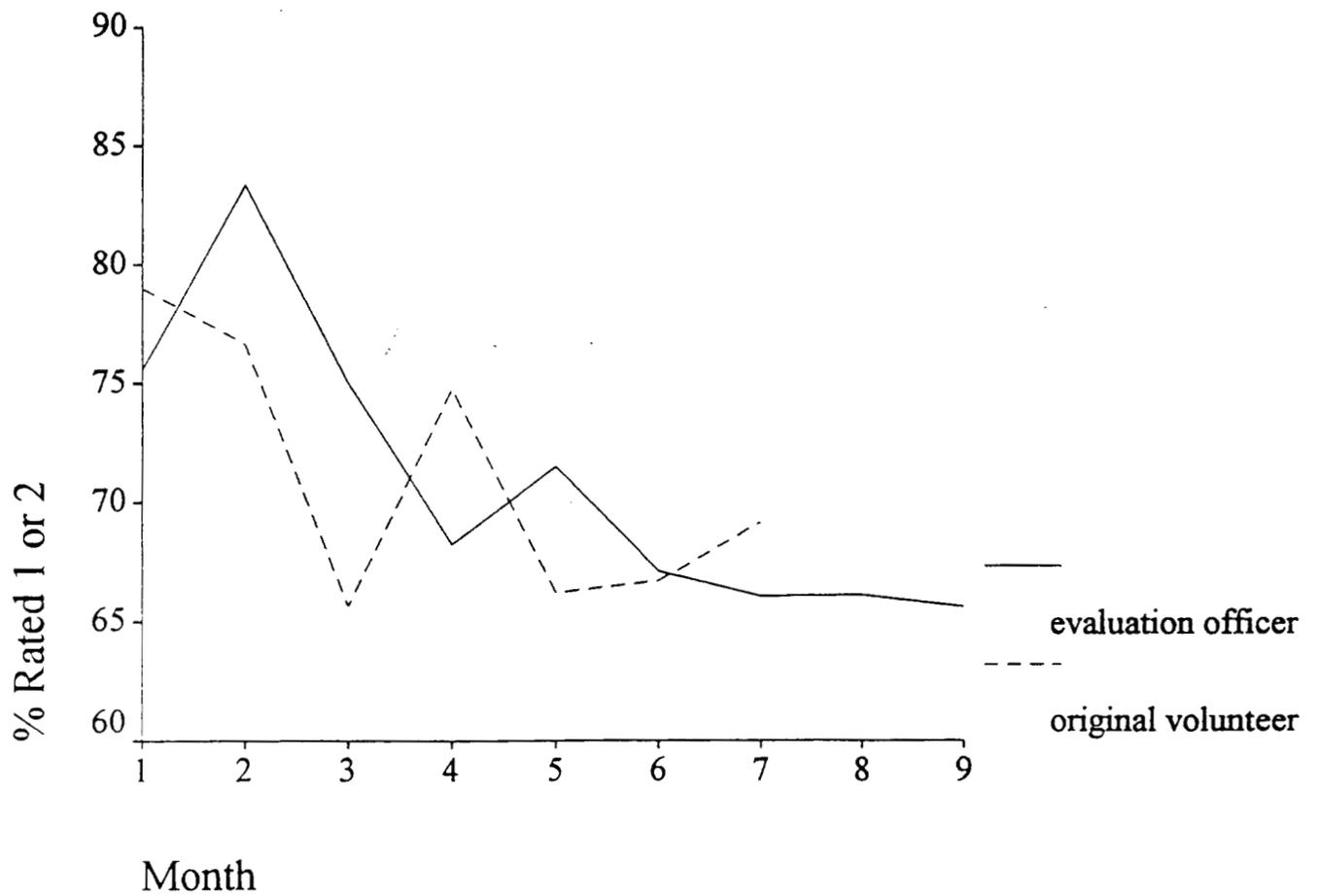


Figure 23

Did the officer treat you with dignity?

(among citizens given citations)

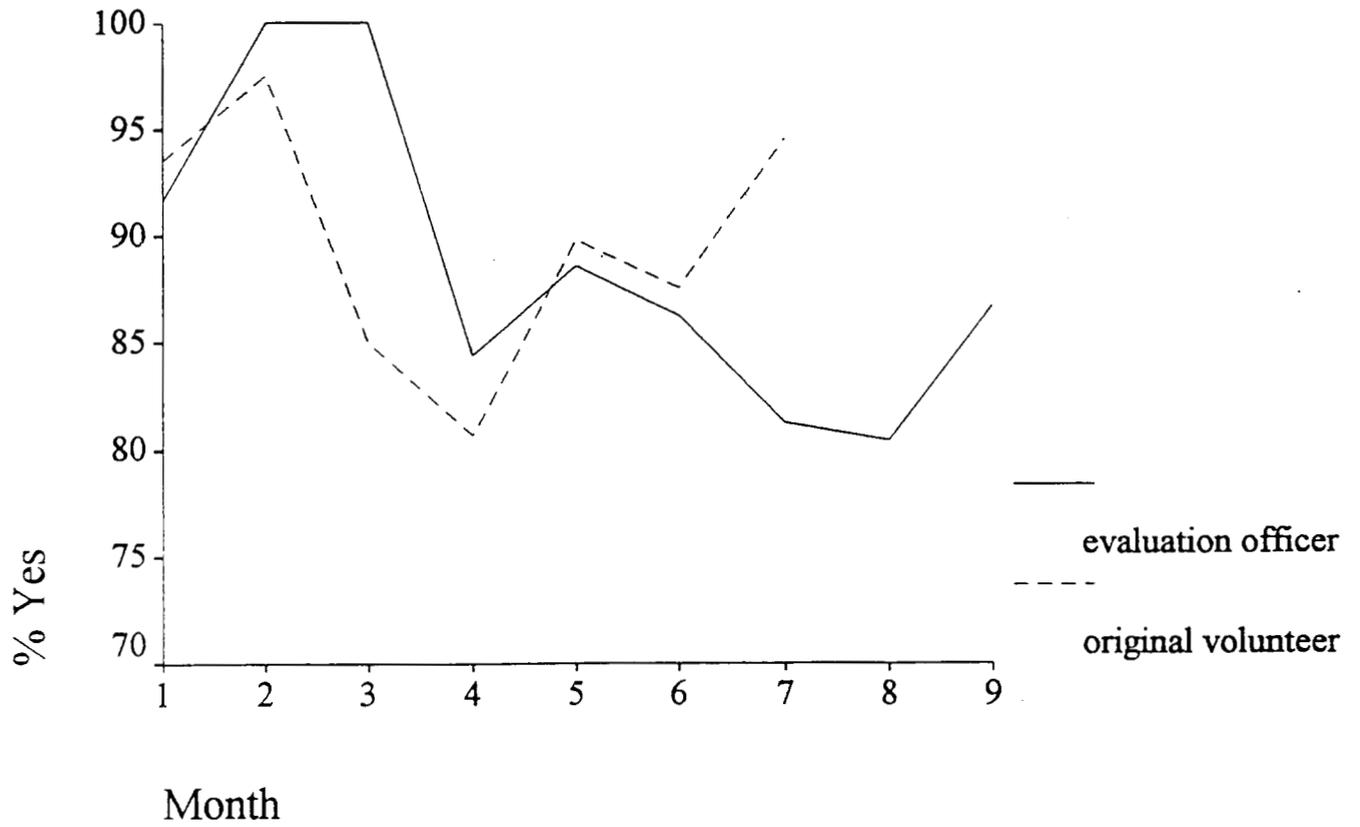


Figure 24

Did the officer treat you fairly?

(among citizens given citations)

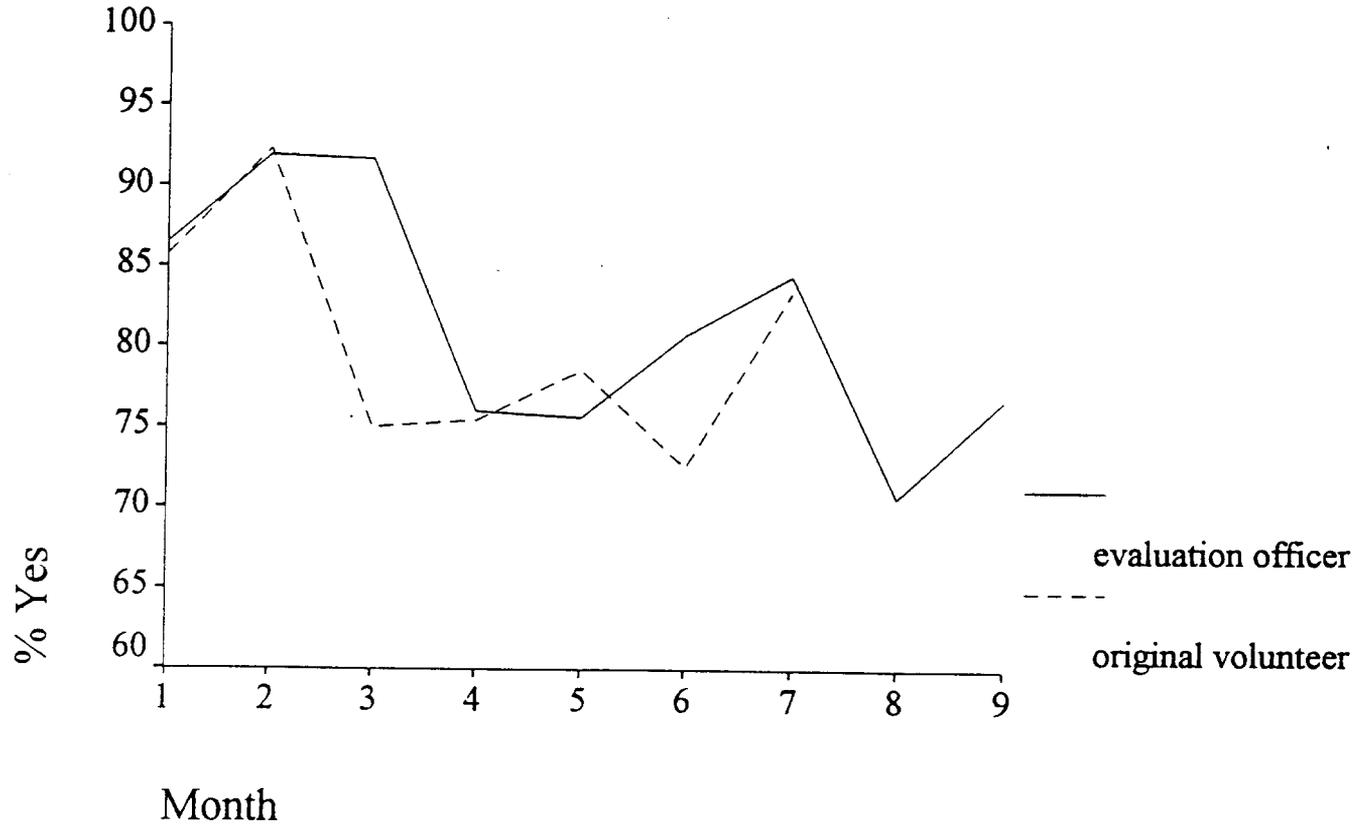
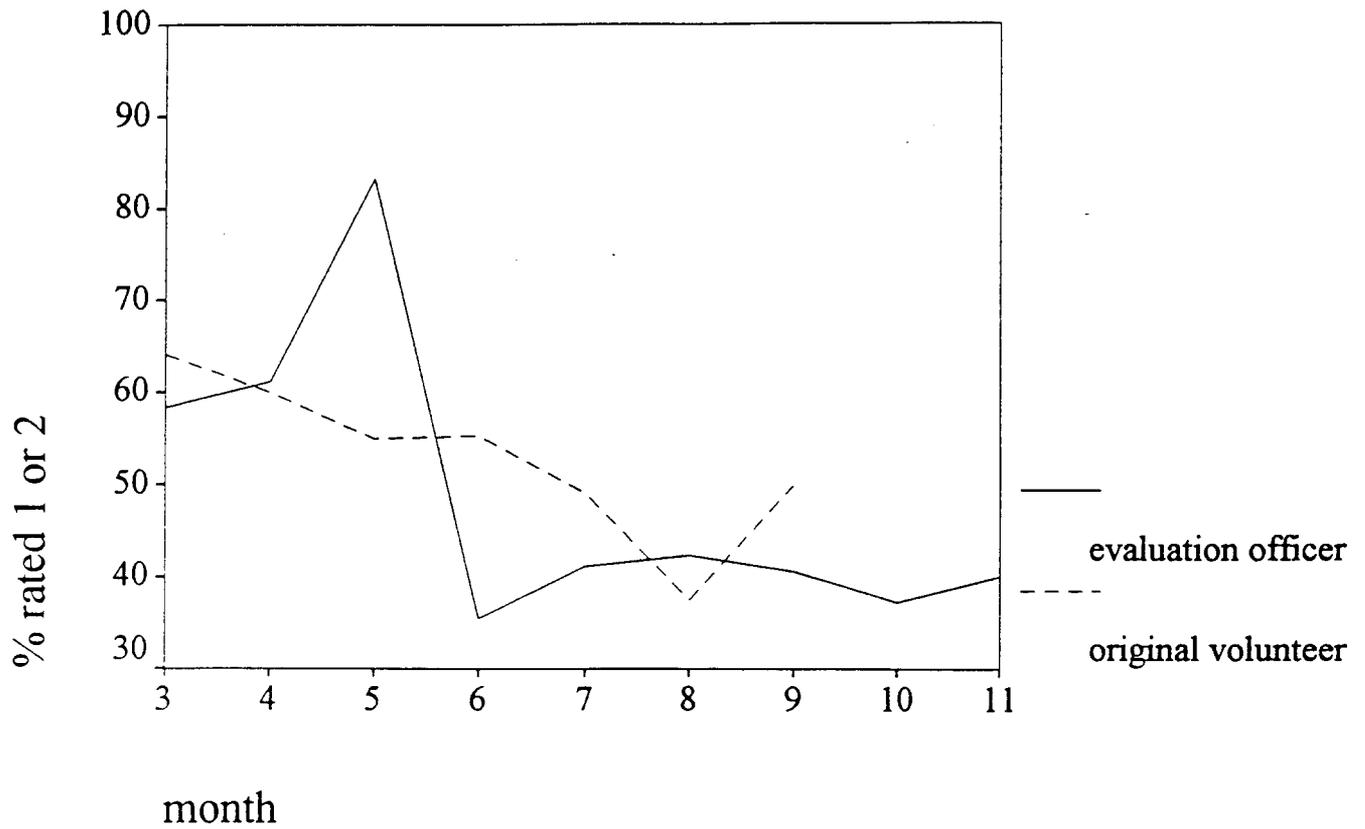


Figure 25

Rate the overall performance of the officer in this situation

(among citizens given citations)



Appendix A

Sample QSA Summary Report for All Participating Officers

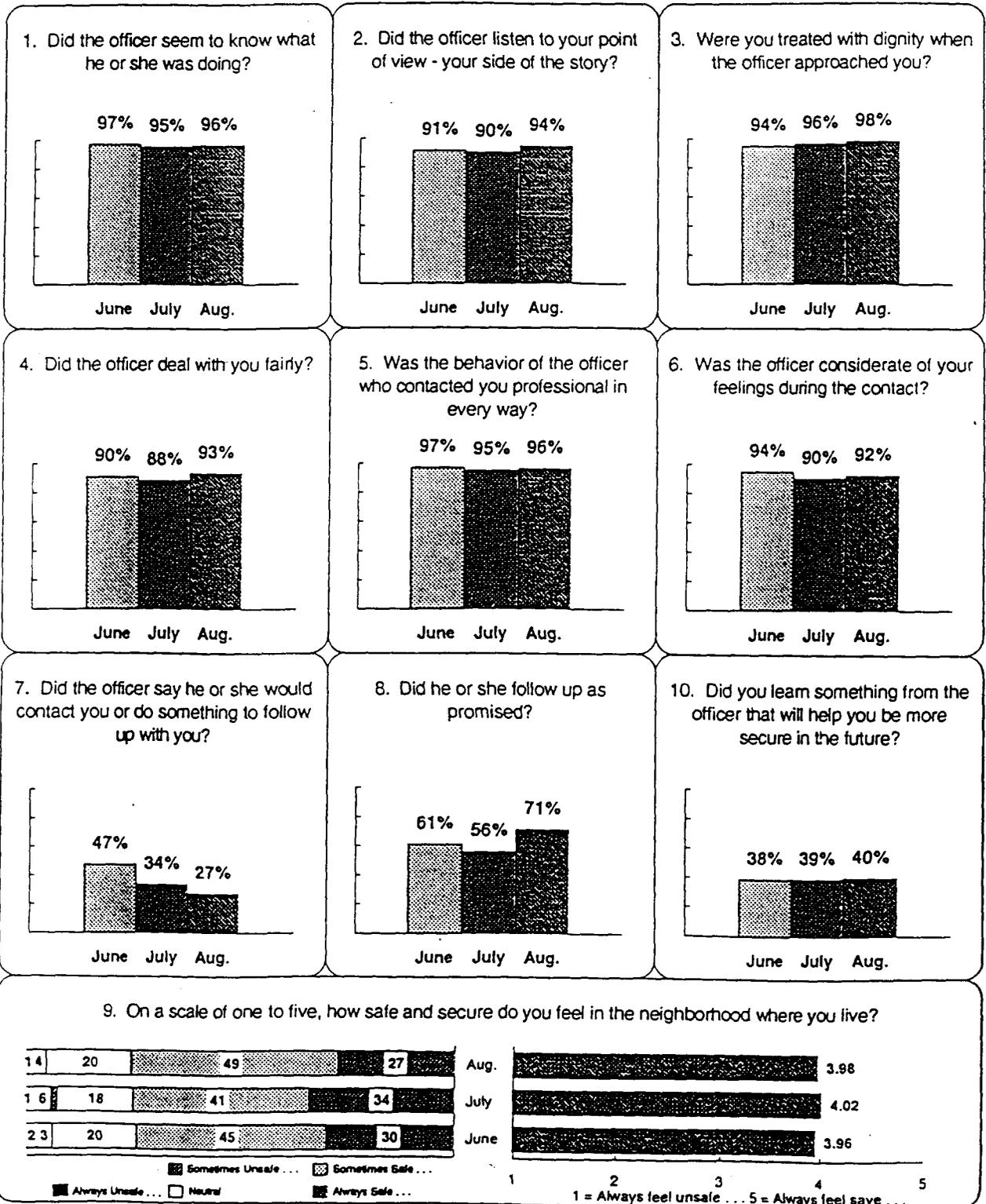


Lincoln Police Department



Quality Service Audit

All Participating Officers



Appendix B

Informed Consent Form



University of
Nebraska at
Omaha

Criminal Justice
Annex 37
Omaha, Nebraska 68182-0149
(402) 554-2610

1100 Neihardt
Lincoln, Nebraska 68588-0630
(402) 472-3677

IRB # 047-96

ADULT CONSENT FORM

TITLE OF THE RESEARCH STUDY:

**AN EVALUATION OF PROVIDING CITIZEN FEEDBACK ON
PERFORMANCE TO INDIVIDUAL POLICE OFFICERS**

INVITATION TO PARTICIPATE

You are invited to participate in this research study. The following information is provided in order to help you to make an informed decision whether or not to participate. If you have any questions please do not hesitate to ask.

BASIS FOR SUBJECT SELECTION

You are eligible to participate because you are an officer of the Lincoln Police Department assigned to patrol duties who has not previously participated in the department's Quality Service Audit.

PURPOSE OF THE STUDY

The purpose of this study is to evaluate the effectiveness of the Quality Service Audit, which is an ongoing systematic survey of citizens involved in contacts with the police that is conducted by the Lincoln Police Department and Gallup, Inc.

EXPLANATION OF PROCEDURES

Trained interviewers will contact citizens who have been involved in traffic accidents, have been issued a citation, or have been victims of crime to ask a short series of questions about your performance. You will be randomly (e.g., through the flip of a coin) assigned to one of two groups; the group assignment will determine whether you receive reports of citizen feedback monthly or at the end of the study period. The citizen feedback about your individual performance will not be seen by your supervisors or anyone else in the police department besides the civilian supervisor of the interviewers. Outside the police department, the data with identifiers will be seen only by the individual at Gallup, Inc. who prepares the monthly reports and the UNO researchers. Police department officials will only see aggregate data from all the surveys, which they use to assess citizen satisfaction.

You will be asked to complete two written surveys during the study period, answering questions about how you do your job and about your attitudes toward your job and toward policing in general. These surveys will only be seen by UNO researchers. Your performance will also be rated twice during the study by your supervisor. These performance ratings will be seen only by UNO researchers and will not be placed in your personnel file. You may have these ratings at the end of the study period. The following data will be collected from your departmental records: basic demographic information, supervisor and citizen commendations, sick leave, and indicators included in your monthly performance reports.

POTENTIAL RISKS AND DISCOMFORTS

Your performance will be evaluated by citizens, and you may be concerned that these ratings will be used in departmental performance evaluations. This risk is extremely unlikely because we will take a number of steps to insure the confidentiality of these data. There will also be demands on your time to complete the officer surveys; this will require approximately two hours over a nine-month period. You may also be concerned about an invasion of privacy associated with collecting ratings by supervisors and data from your records. Again, we will take a number of steps to insure the confidentiality of these materials.

POTENTIAL BENEFITS TO SUBJECT

The only potential direct benefit to you as a subject is the knowledge to be gained from citizen feedback on your performance.

POTENTIAL BENEFITS TO SOCIETY

Results obtained from this research may help police departments learn how they can provide better quality service to their communities.

ASSURANCE OF CONFIDENTIALITY

Any information obtained during this study which could identify you will be kept strictly confidential. The information obtained in this study may be published in scientific or professional journals or presented at scientific meetings but your identity will be kept strictly confidential. The results of the citizen Quality Service Audit, with officer identifiers, are entered directly into a computer by the interviewers, who are required to sign statements pledging the confidentiality of all interview responses. Computer programmers have set up the system so that the only person with access to those files is the civilian hired to supervise the interviewers. That supervisor will forward the files to the UNO researchers and to Gallup, Inc., where the individual feedback reports are prepared. After those reports are prepared, Gallup, Inc. will destroy the files. These individual reports are not seen by any police supervisors or administrators or by anyone else at the police department.

The UNO researchers will assign a study ID number to you and will substitute that number for your name and police ID number in the files. The study ID number will be the only identifier on the surveys you complete. A link sheet matching your study ID number to your police ID number will allow the linking of Quality Service Audit results to your surveys and to your supervisor ratings and LPD records. All identifiers other than the study ID numbers will be removed from all data as soon as they are entered into the UNO computer file. The link sheet will be kept in a locked file cabinet in the principal researcher's office and will be destroyed at the completion of the study.

RIGHTS OF RESEARCH SUBJECTS

Your rights as a research subject have been explained to you. If you have any additional questions concerning your rights you may contact the University of Nebraska Institutional Review Board (IRB), telephone 402/559-6463.

Appendix C

Officer Survey

Lincoln Police Department Survey

QSA Evaluation Project

sponsored by

The University of Nebraska-Omaha, Criminal Justice Department

The Lincoln Police Department

Survey Instructions

Please read each section of the survey carefully, as some sections have different sets of responses. Indicate your response by circling the appropriate number. A pen or a pencil may be used to complete the survey. We appreciate your time and careful completion of this survey.

Example:

	Strongly Agree	Agree	Disagree	Strongly Disagree
The public should hold the police in high regard.	1	2	3	4

Biography

1. How old are you? _____ years.
2. What is the highest level of education you have completed? (circle one)
 - a. Some high school
 - b. High school graduation
 - c. Community college/technical training/diploma/etc.
 - d. Some university
 - e. University graduation
 - f. Post-graduate or professional degree
3. What is your marital status?
 - a. Single (never married)
 - b. Separated/divorced
 - c. Married/common law
 - d. Widowed

Police Role in Society

4. Please indicate to what extent you agree or disagree with the following statements regarding the role of the police in American society.

	Strongly Agree	Agree	Disagree	Strongly Disagree
a. The public should hold the police in high regard.	1	2	3	4
b. The police are the major reason for keeping this country orderly and stable.	1	2	3	4
c. The police are first and foremost representatives of the people.	1	2	3	4
d. Police should always reflect the policies of the elected government.	1	2	3	4
e. Police should be involved in all aspects of community life, not just crime problems.	1	2	3	4
f. Police must protect the rights of all citizens at all times.	1	2	3	4
g. Enforcing the law in society is the most important job of the police.	1	2	3	4
h. Settling problems between citizens is just as important as catching criminals.	1	2	3	4

Work Related Values

5. To what extent do you agree or disagree with the following descriptive statements about police work?

	Strongly Agree	Agree	Disagree	Strongly Disagree
a. Police work is exciting most of the time.	1	2	3	4
b. Police work gives you a lot of freedom to make your own decisions.	1	2	3	4
c. Police work gives you authority over other people.	1	2	3	4
d. Police officers get respect from most citizens.	1	2	3	4
e. Police work is a secure and stable occupation.	1	2	3	4
f. Police work gives you a lot of individual responsibility.	1	2	3	4
g. Police work has a positive impact on society.	1	2	3	4
h. Police work is a good way to help people.	1	2	3	4
i. Police work gives you a chance to punish those who disobey the law.	1	2	3	4
j. Police officers should be held to a higher standard than others to obey the law.	1	2	3	4

Policies and Procedures

6. The next items deal with the use of policies and procedures in your department. How much do you agree or disagree with the following statements?

	Strongly Agree	Agree	Disagree	Strongly Disagree
a. Decisions are made at the proper levels.	1	2	3	4
b. I have been given enough authority by the department to do my job well.	1	2	3	4
c. Rules and regulations hamper my ability to get the job done.	1	2	3	4
d. We are often consulted on decisions affecting our work.	1	2	3	4

Organizational Attitudes

7. Listed below are a series of statements that represent possible feelings you may have about the organization you work for. With respect to your own feelings about this police department, how much do you agree or disagree with the following statements:

	Strongly Agree	Agree	Disagree	Strongly Disagree
a. I feel loyal to this department.	1	2	3	4
b. My values and the department's values are very similar.	1	2	3	4
c. My goals and the organization's goals are very similar.	1	2	3	4
d. This police department inspires my best in job performance.	1	2	3	4
e. It would take a lot for me to leave this department.	1	2	3	4
f. This is the best of all possible police organizations to work for.	1	2	3	4
g. If I had the choice to make again, I would choose the same type of work.	1	2	3	4
h. On the whole, I find my work satisfying.	1	2	3	4

Supervision

8. In this section, please indicate whether you agree or disagree with each of the statements as descriptions of your direct supervisor.

My Supervisor...	Strongly Agree	Agree	Disagree	Strongly Disagree
a. ... is helpful to me in getting the job done.	1	2	3	4
b. ... judges my performance objectively.	1	2	3	4
c. ... leaves it up to me to decide how to go about doing my job.	1	2	3	4

Work Preferences

9. Please indicate to what extent you agree or disagree with the following statements about police work.

	Strongly Agree	Agree	Disagree	Strongly Disagree
a. To be effective, the police should be involved in all aspects of community problems, not just crime problems.	1	2	3	4
b. Police efforts would be more effective if we were not forced to deal with so many non-criminal events.	1	2	3	4
c. Preventing crime is just as important as catching criminals.	1	2	3	4
d. Making an arrest is not always the best way to solve a problem.	1	2	3	4
e. It is very important for the safety of a community that people be in close contact with the police.	1	2	3	4
f. You can't be an effective police officer if you do not know you area or beat well.	1	2	3	4
g. Too much police time is wasted on dealing with the petty problems of citizens.	1	2	3	4
h. Field interrogation of suspects is a more important patrol function than walking the beat.	1	2	3	4
i. Spending time talking to ordinary citizens is good police work.	1	2	3	4

Stress Factors

10. To what extent do you find the following work activities and relationships "stressful?"

	Always Stressful	Sometimes Stressful	Seldom Stressful	Never Stressful
a. General workload	1	2	3	4
b. Citizen contact on the job	1	2	3	4
c. My work environment	1	2	3	4
d. Criminal contacts	1	2	3	4
e. Giving community presentations	1	2	3	4

Police Work

11. How important do you consider each of the following police functions?

	Very Important	Important	Unimportant	Very Unimportant
a. Traffic enforcement	1	2	3	4
b. Patrolling in squad cars	1	2	3	4
c. Patrolling on bikes	1	2	3	4
d. Patrolling on foot	1	2	3	4
e. Investigating crimes	1	2	3	4
f. Communicating police services to the public	1	2	3	4
g. Assisting persons in emergencies	1	2	3	4
h. Helping settle family disputes	1	2	3	4
i. Getting to know juveniles	1	2	3	4
j. Understanding problems of minority groups	1	2	3	4
k. Explaining crime prevention techniques to citizens	1	2	3	4
l. Responding rapidly to calls for service	1	2	3	4
m. Working with citizen groups to resolve local problems	1	2	3	4
n. Checking buildings and residences	1	2	3	4
o. Making arrests where possible	1	2	3	4
p. Solving community problems in my area	1	2	3	4

Group Solidarity

12. Please indicate to what extent you agree or disagree with the following statements about relationships with fellow police officers.

	Strongly Agree	Agree	Disagree	Strongly Disagree
a. A police officer's first loyalty must be to his/her fellow officers.	1	2	3	4
b. I tend to stick with other police officers for friendships outside of work.	1	2	3	4

Perceptions of Working Environment

13. Please indicate how you feel about the following descriptions of your "patrol environment" on the given continuum, by choosing the description that best matches your personal viewpoint.

A Lot Somewhat Somewhat A Lot

a. Relaxing	1	2	4	5	Stressful
b. Friendly	1	2	4	5	Hostile
c. Orderly	1	2	4	5	Confusing
d. Interesting	1	2	4	5	Dull
e. Satisfying	1	2	4	5	Frustrating
f. Simple	1	2	4	5	Complicated
g. Safe	1	2	4	5	Dangerous
f. Peaceful	1	2	4	5	Violent
g. Trusting	1	2	4	5	Suspicious

Case Actions

In this final section we provide three scenarios you may encounter in the field. Please indicate how often you would take the listed actions in a typical case that corresponds to the scenario provided. There are no right or wrong responses. We are not concerned with the actions you are expected to take, but rather with how often you actually take the various actions.

14. Please indicate how often you would take the following steps in a typical case in which you are detailed to a stolen bicycle report at a residence on your beat.

	All Cases	Most Cases	Some Cases	Few Cases	Never
a. Take specific information on the bike.	1	2	3	4	5
b. Inquire about any previous incidents.	1	2	3	4	5
c. Do a neighborhood canvass.	1	2	3	4	5
d. Advise the victim of the action you are going to take.	1	2	3	4	5
e. Do a residential home security survey.	1	2	3	4	5
f. Check the area.	1	2	3	4	5
g. Enter information into NCIC if of felony value.	1	2	3	4	5
h. Periodically check recovered bike storage.	1	2	3	4	5
i. Advise the victim to check recovered bike storage.	1	2	3	4	5
j. Leave a business card with the victim.	1	2	3	4	5
k. Complete reports.	1	2	3	4	5
l. Put out shift attempt to locate.	1	2	3	4	5
m. Attempt to ID the party responsible / arrest with probable cause.	1	2	3	4	5
n. Check for previous incidents in the area.	1	2	3	4	5
o. Recontact victim to obtain additional information.	1	2	3	4	5
p. Check fire stations.	1	2	3	4	5

15. Please indicate how often you would take the following steps in a typical case in which you are detailed to a residence on your beat to take a report on a juvenile runaway. Assume you have been to the residence several time before to take similar reports.

	All Cases	Most Cases	Some Cases	Few Cases	Never
a. Make contact with the reporting party.	1	2	3	4	5
b. Obtain information: description, name, clothing, destination, money.	1	2	3	4	5
c. Search house / room.	1	2	3	4	5
d. Complete reports.	1	2	3	4	5
e. Enter information into NCIC.	1	2	3	4	5
f. Obtain photo: copy and return.	1	2	3	4	5
g. Obtain names of friends and associates.	1	2	3	4	5
h. Obtain information as to where last seen.	1	2	3	4	5
i. Look for runaway, check possible locations, past haunts, locations frequented.	1	2	3	4	5
j. Interview friends, boy/girlfriends.	1	2	3	4	5
k. Document efforts.	1	2	3	4	5
l. Return home if found.	1	2	3	4	5
m. Interview runaway.	1	2	3	4	5
n. Offer resource agencies to family: Freeway, Cedars, Juv Court, Chaplain, etc.	1	2	3	4	5
o. Leave card with case number.	1	2	3	4	5
p. Advise family of process.	1	2	3	4	5
q. Cancel broadcast if located.	1	2	3	4	5
r. Check for warrants.	1	2	3	4	5
s. Check past offenses.	1	2	3	4	5
t. Check schools.	1	2	3	4	5
u. Do a neighborhood canvass.	1	2	3	4	5

16. Please indicate how often you would take the following steps in a typical case in which you are detailed to a residential burglary call in your area. Assume you are advised that a neighbor has discovered a broken window and an open door to a house they are watching for the occupants who are away on vacation. Upon arrival you discover blood on shards of glass from a broken basement window and the home obviously ransacked with an exit through the rear door.

	All Cases	Most Cases	Some Cases	Few Cases	Never
a. Secure the residence by setting a perimeter.	1	2	3	4	5
b. Search the residence.	1	2	3	4	5
c. Collect evidence.	1	2	3	4	5
d. Do a neighborhood canvass.	1	2	3	4	5
e. Document information on reports.	1	2	3	4	5
f. Interview and arrest party responsible if located / with probable cause..	1	2	3	4	5
g. Interview witnesses.	1	2	3	4	5
h. Identify a key holder for the residence.	1	2	3	4	5
i. Do a dog track.	1	2	3	4	5
j. Check pawn listings for stolen property.	1	2	3	4	5
k. Attempt to contact owner.	1	2	3	4	5
l. Re-contact owner.	1	2	3	4	5
m. Determine loss.	1	2	3	4	5
n. Check for other offenses in the area.	1	2	3	4	5
o. Alert the media with multiple offenses.	1	2	3	4	5
p. Contact informants.	1	2	3	4	5
q. Leave card or note.	1	2	3	4	5
r. Check recent pen releases.	1	2	3	4	5
s. Create and distribute flyers for the area if frequent offenses.	1	2	3	4	5

Continued on next page

	All Cases	Most Cases	Some Cases	Few Cases	Never
t. Contact neighborhood watch block security coordinators to alert them.	1	2	3	4	5
u. Secure residence prior to departure.	1	2	3	4	5
v. Check hospitals for injured parties.	1	2	3	4	5
w. Advise victim of actions to be taken.	1	2	3	4	5

THANK YOU VERY MUCH FOR COMPLETING THE SURVEY

Appendix D

Supervisor Survey

**Lincoln Police Department Survey
Quality Service Audit Evaluation Project**

sponsored by
The University of Nebraska-Omaha, Criminal Justice Department
The Lincoln Police Department

Survey Instructions

Please read each question carefully, as some questions have different sets of responses. Indicate your response by circling the appropriate number. A pen or a pencil may be used to complete the survey. We appreciate your time and careful completion of this survey.

Example:

	Very Positive	Positive	No Response	Negative	Very Negative
How would you rate this officer's attitude toward his/her job as evidenced by demeanor, work ethic, etc?	1	2	3	4	5

Rating of Officer: Officer ID #

	Very Positive	Positive	Neutral	Negative	Very Negative
1. How would you describe the public response to this officer as evidenced by citizen comments, commendations, or complaints?	1	2	3	4	5

	Very Positive	Positive	Neutral	Negative	Very Negative
2. How would you rate this officer's attitude toward his/her job as evidenced by demeanor, work ethic, etc?	1	2	3	4	5

	Very Positive	Positive	Neutral	Negative	Very Negative
3. How would you rate this officer's attitude toward the citizens of the community?	1	2	3	4	5

	Outstanding	Above Average	Average	Below Average	Poor
4. How would you rate this officer's knowledge of his/her team or beat area, including the people who live, work, or frequent the area?	1	2	3	4	5

	Frequently	Occasionally	Seldom	Never
5. How often has this officer approached you for personal improvement or training assistance?	1	2	3	4

	Frequently	Occasionally	Seldom	Never
6. How often has this officer generated community improvement projects or efforts to correct a perceived problem occurring in his/her area?	1	2	3	4

	Outstanding	Above Average	Average	Below Average	Poor
7. How would you rate this officer's work output, i.e. calls for service, arrests, tickets, public contacts, etc., as compared with other officers working the same team/shift?	1	2	3	4	5

	Outstanding	Above Average	Average	Below Average	Poor
8. How would you rate this officer's interactions with his/her co-workers?	1	2	3	4	5

	Outstanding	Above Average	Average	Below Average	Poor
9. Over the last six months how would you rate this officer's overall job performance?	1	2	3	4	5

THANK YOU FOR COMPLETING THIS SURVEY

Appendix E

Role of Police Scale Police Function Scale

Twelve item "police role" summated scale:

Scale score is computed by summing the responses to these twelve items.

1. Police should be involved in all aspects of community life.

(1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree)

2. Police must protect the rights of all citizens at all times.

(1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree)

3. Settling problems between citizens is just as important as catching criminals.

(1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree)

4. To be effective, the police should be involved in all aspects of community problems, not just crime problems.

(1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree)

5. Police efforts would be more effective if we were not forced to deal with so many non-criminal events.

(1 = strongly disagree; 2 = disagree; 3 = agree; 4 = strongly agree)

6. Preventing crime is just as important as catching criminals.

(1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree)

7. Making an arrest is not always the best way to solve a problem.

(1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree)

8. It is very important for the safety of a community that people be in close contact with the police.

(1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree)

9. You can't be an effective police officer if you do not know your area or beat well.

(1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree)

10. Too much police time is wasted on dealing with the petty problems of citizens.

(1 = strongly disagree; 2 = disagree; 3 = agree; 4 = strongly agree)

11. Field interrogation of suspects is a more important patrol function than walking the beat.

(1 = strongly disagree; 2 = disagree; 3 = agree; 4 = strongly agree)

12. Spending time talking to ordinary citizens is good police work.

(1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree)

Eleven item “police function” summated scale:

Scale score is computed by summing the responses to these eleven items.

1. Patrolling on bikes.
(0 = very unimportant; 1 = unimportant; 2 = important; 3 = very important)
2. Patrolling on foot.
(0 = very unimportant; 1 = unimportant; 2 = important; 3 = very important)
3. Communicating police services to the public.
(0 = very unimportant; 1 = unimportant; 2 = important; 3 = very important)
4. Assisting persons in emergencies.
(0 = very unimportant; 1 = unimportant; 2 = important; 3 = very important)
5. Helping settle family disputes.
(0 = very unimportant; 1 = unimportant; 2 = important; 3 = very important)
6. Getting to know juveniles.
(0 = very unimportant; 1 = unimportant; 2 = important; 3 = very important)
7. Understanding problems of minority groups.
(0 = very unimportant; 1 = unimportant; 2 = important; 3 = very important)
8. Explaining crime prevention techniques to citizens.
(0 = very unimportant; 1 = unimportant; 2 = important; 3 = very important)
9. Working with citizen groups to resolve local problems.
(0 = very unimportant; 1 = unimportant; 2 = important; 3 = very important)
10. Checking buildings and residences.
(0 = very unimportant; 1 = unimportant; 2 = important; 3 = very important)
11. Solving community problems in my area.
(0 = very unimportant; 1 = unimportant; 2 = important; 3 = very important)

Appendix F

Survey of QSA Officers

Please indicate your response by circling the appropriate number. A pen or pencil may be used to complete the survey. We appreciate your time and careful completion of the survey.

	Strongly agree	Agree	Disagree	Strongly disagree
1) QSA feedback has been useful to me.	1	2	3	4

	Strongly agree	Agree	Disagree	Strongly disagree
2) The QSA program is useful for the department.	1	2	3	4

	Strongly agree	Agree	Disagree	Strongly disagree
3) The QSA program is good for the citizens of Lincoln.	1	2	3	4

	Strongly agree	Agree	Disagree	Strongly disagree
4) Citizen feedback is accurate.	1	2	3	4

	Strongly agree	Agree	Disagree	Strongly disagree
5) I like receiving QSA feedback.	1	2	3	4

	Strongly agree	Agree	Disagree	Strongly disagree
6) My behavior in the field has not changed due to QSA feedback.	1	2	3	4

	Strongly agree	Agree	Disagree	Strongly disagree
7) QSA results should not become part of the officer evaluation process.	1	2	3	4

	Strongly agree	Agree	Disagree	Strongly disagree
8) Receiving QSA feedback 2 times a year would be just as useful as getting it each month.	1	2	3	4

	Strongly agree	Agree	Disagree	Strongly disagree
9) I am confident that no one in the department sees my QSA results unless I share them.	1	2	3	4

	Much more positive than I expected	About what I expected	Somewhat less positive than I expected	Much less positive than I expected
10) Citizen feedback has been.....	1	2	3	4

	Strongly agree	Agree	Disagree	Strongly disagree
11) The department should continue the QSA program.	1	2	3	4

The following are reasons some have given for declining to participate in the QSA evaluation project and the QSA program. The reasons have been divided into two groups. The first group of items refers to reasons for not participating in the QSA program while the second group of items refers to reasons for not participating in the QSA evaluation project. Please circle the appropriate number to indicate how important each was in your decision. A pen or pencil may be used to complete the survey. We appreciate your time and careful completion of this survey.

The following reasons concern the QSA program:

	Very important	Somewhat important	Not very important	Not at all important
1) I was concerned that the QSA results would not remain confidential.	1	2	3	4

	Very important	Somewhat important	Not very important	Not at all important
2) I believe citizens do not provide accurate accounts of police-citizen contacts.	1	2	3	4

	Very important	Somewhat important	Not very important	Not at all important
3) I thought the department might use my QSA results as an official performance evaluation tool.	1	2	3	4

	Very important	Somewhat important	Not very important	Not at all important
4) I thought my QSA feedback would make me second guess my behavior in the field.	1	2	3	4

Appendix G

Survey of Declining Officers

	Very important	Somewhat important	Not very important	Not at all important
5) I did not want to be bothered by a monthly report.	1	2	3	4

	Very important	Somewhat important	Not very important	Not at all important
6) QSA feedback would not benefit me.	1	2	3	4

	Very important	Somewhat important	Not very important	Not at all important
7) I did not want interviewers using my name in the telephone surveys.	1	2	3	4

Please list, in the space provided below, any other reasons you have for not participating in the QSA program:

The following reasons refer to the QSA evaluation project:

	Very important	Somewhat important	Not very important	Not at all important
1) I did not want to complete surveys for the evaluation project.	1	2	3	4

	Very important	Somewhat important	Not very important	Not at all important
2) I was already involved in research projects and did not want to be involved in another.	1	2	3	4

	Very important	Somewhat important	Not very important	Not at all important
3) I did not want researchers to have access to my departmental information.	1	2	3	4

	Very important	Somewhat important	Not very important	Not at all important
4) I was tired of research projects going on in the department.	1	2	3	4

	Very important	Somewhat important	Not very important	Not at all important
5) I was concerned about researchers being able to maintain confidentiality of information.	1	2	3	4

Please list, in the space provided below, any other reasons you have for not participating in the QSA evaluation project:

DEPARTMENT OF
JUSTICE
FEDERAL BUREAU OF INVESTIGATION

	Very important	Somewhat important	Not very important	Not at all important
5) I did not want to be bothered by a monthly report.	1	2	3	4

	Very important	Somewhat important	Not very important	Not at all important
6) QSA feedback would not benefit me.	1	2	3	4

	Very important	Somewhat important	Not very important	Not at all important
7) I did not want interviewers using my name in the telephone surveys.	1	2	3	4

Please list, in the space provided below, any other reasons you have for not participating in the QSA program:

The following reasons refer to the OSA evaluation project:

	Very important	Somewhat important	Not very important	Not at all important
1) I did not want to complete surveys for the evaluation project.	1	2	3	4

	Very important	Somewhat important	Not very important	Not at all important
2) I was already involved in research projects and did not want to be involved in another.	1	2	3	4

	Very important	Somewhat important	Not very important	Not at all important
3) I did not want researchers to have access to my departmental information.	1	2	3	4

	Very important	Somewhat important	Not very important	Not at all important
4) I was tired of research projects going on in the department.	1	2	3	4

	Very important	Somewhat important	Not very important	Not at all important
5) I was concerned about researchers being able to maintain confidentiality of information.	1	2	3	4

Please list, in the space provided below, any other reasons you have for not participating in the QSA evaluation project:

COMMUNITY SATISFACTION PHONE SURVEY PROJECT

The Lincoln Police Department began doing outbound calling in June of 1994. The phone survey is a continuation of a former mail survey. We call people who are victims of a crime, drivers in an accident, or who received a citation. We ask them to evaluate the officer which worked their case and make comments about the department as a whole. There are 130 officers who we are tracking at this point and time. We have the capability of surveying all LPD officers which we are planning to do at some future point.

The purpose of this project is to help the department get a clear idea of how the community feels about the Lincoln Police, to help the individual officers self-evaluate their performance, and to help develop a particular interview which is being debated for use in the hiring process. That interview was given to about 40 of the officers who are participating and we plan to evaluate their performance in relation to their interview score.

We produce the data results in a number of different ways. Each officer receives their individual results and comments monthly. Daily we put out the new statistics for the department as a whole. We are also able to produce more specific results by dividing the data by race, gender, age, and neighborhood. These results help the department to know how to best serve the community and which aspects we need the most work whether it be with a particular neighborhood or a specific age group.

The calling is done by college interns who volunteer their time through a program at their college or university. They receive college credit for their work and experience. Now that we have the project running, we have set up a partnership with the University of Nebraska where they will provide interns in exchange for the raw data which they can use to analyze. During the time in between semesters, we plan to use community and department volunteers.

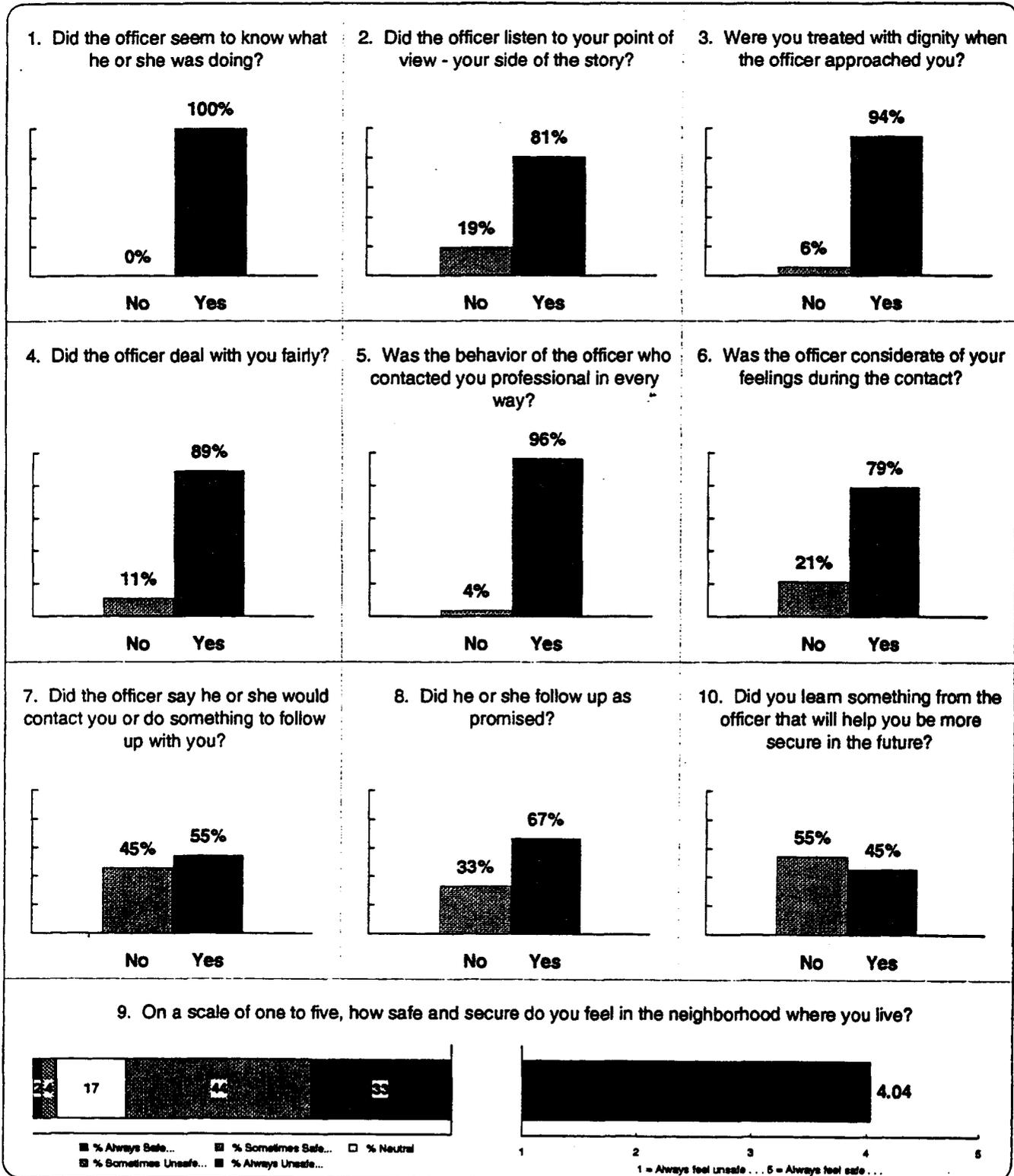
The project has been very successful thus far and it has a very exciting future.



Lincoln Police Department Quality Service Audit



INDIVIDUAL OFFICER REPORT



March-October 1996

n = 58

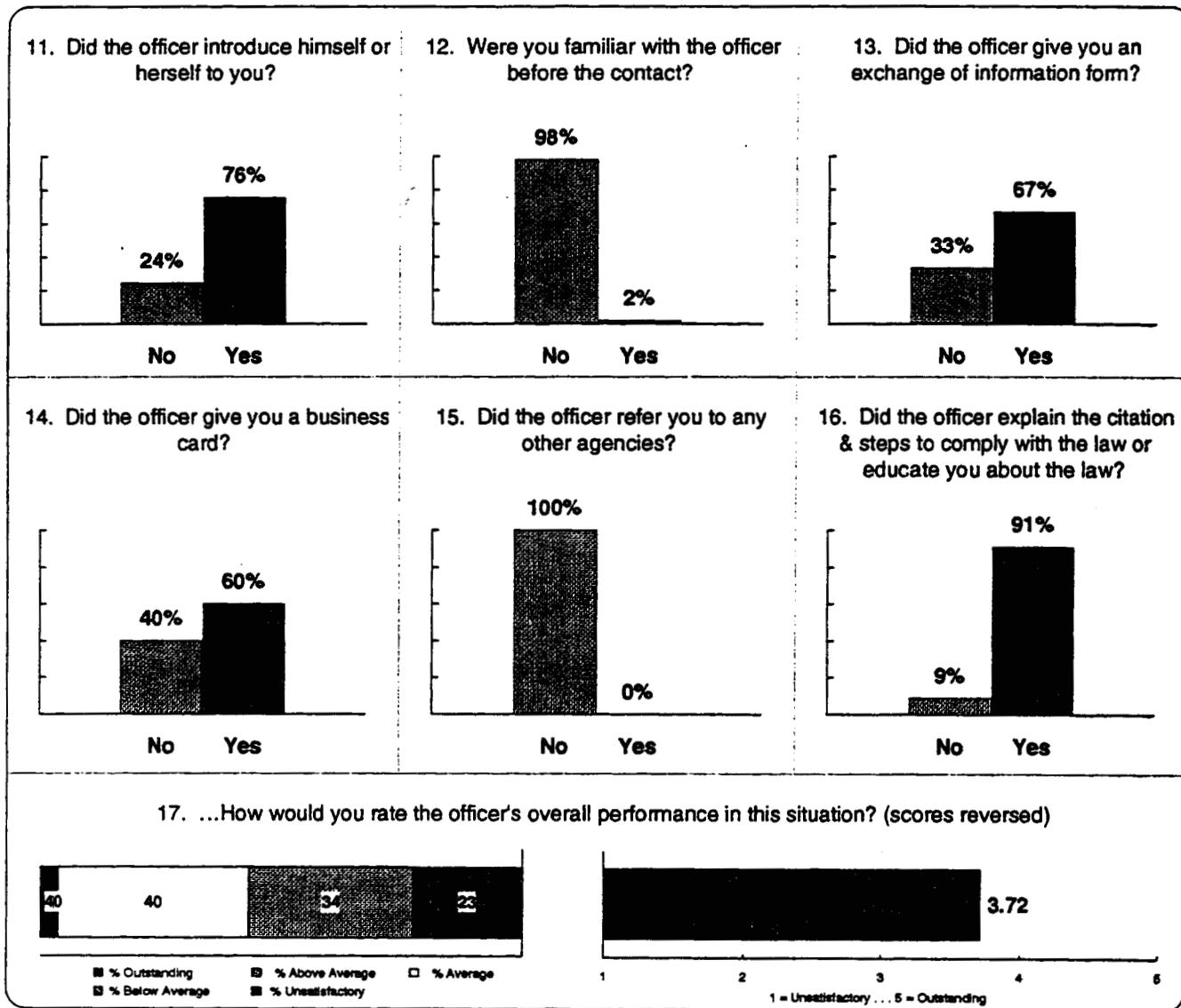


Lincoln Police Department

Quality Service Audit



*INDIVIDUAL OFFICER
REPORT*



March-October 1996

n = 58

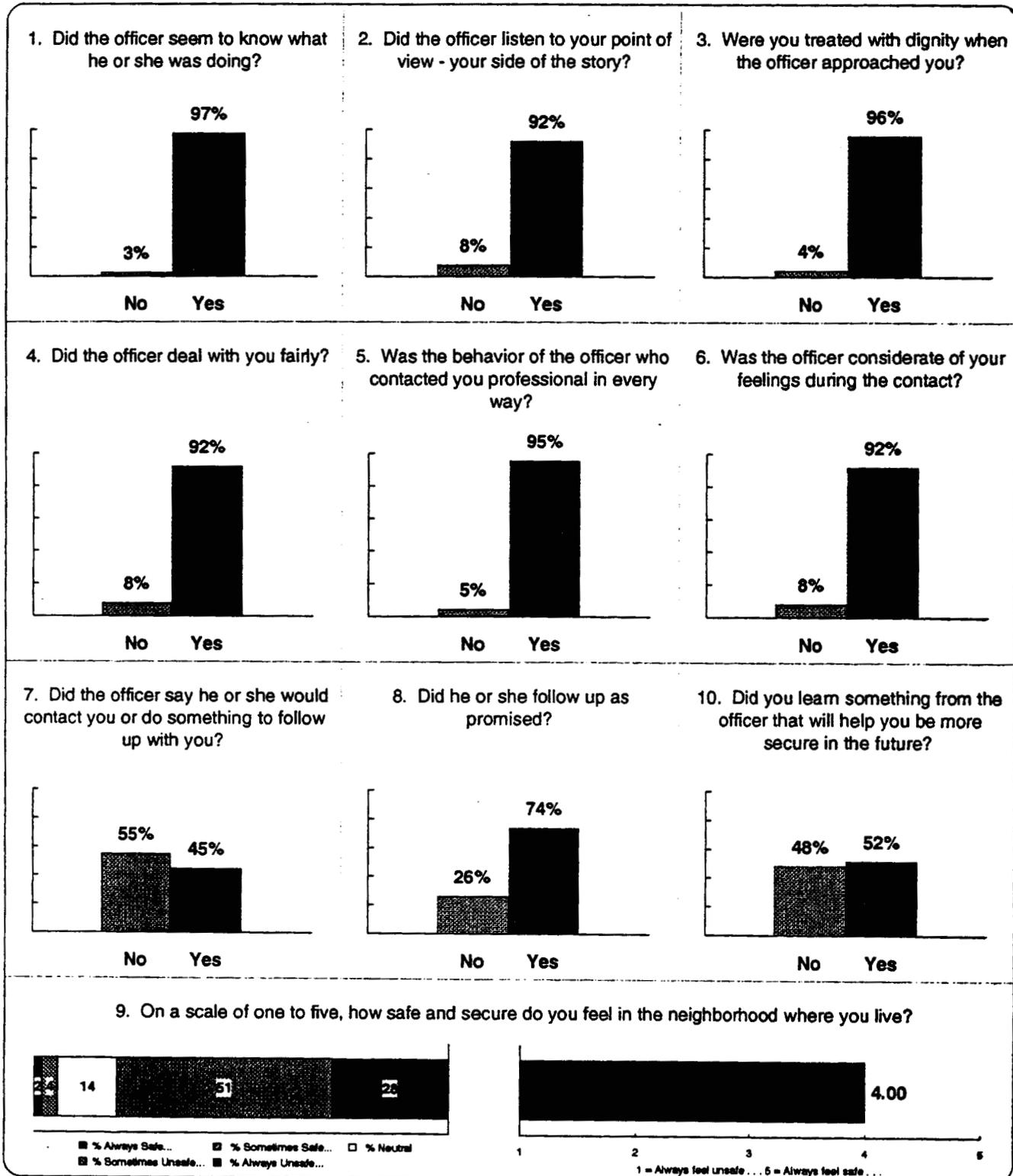


Lincoln Police Department

Quality Service Audit



All Participating Officers



March-October 1996

n = 4746

Sgt. Sherill

1996 QUALITY SERVICE AUDIT RESULTS

1996 was a great year for the Quality Service Audit. There were 6691 people who participated in the survey. Eight questions have been added to the original survey of 10 questions. We now have some specific questions for people who receive citations, are drivers in accidents, and are victims of crimes. New questions will be marked with an asterick (*). The questions are as follows:

QUESTIONS FOR EVERYONE:

1. When you were contacted on (date), did officer (name) seem to know what s\he was doing?
2. Did he listen to your side of the story or you point of view?
3. Were you treated with dignity when the officer approached you?
4. Do you feel you were treated fairly?
5. Was the behavior of officer (name) professional in every way?
6. Was he considerate of your feelings during the contact?
- *7. Did officer (name) introduce himself to you?
- *8. Were you familiar with officer (name) before the contact on (date)?

CITATIONS ONLY:

- *9. Did he explain the citation and the steps you must take to comply with the law or educate you in any way about the law?

DRIVERS ONLY:

- *10. Did s\he give you an exchange of information form?

VICTIMS ONLY:

- *11. Did officer (name) give you a business card?
- *12. Did s\he refer you to any other agencies?
13. Did you learn anything from your contact with officer (name) that will help you feel more secure in the future?
14. Did s\he say s\he would contact you again, or do something to follow up with you about this case?

If yes:

15. Did s\he follow up as she said she would?

QUESTIONS FOR EVERYONE:

- *16. Would you rate officer (name) overall performance in this

situation as:

- (1) Outstanding
- (2) Above Average
- (3) Average
- (4) Below Average
- (5) Unsatisfactory

*17. Is there any specific thing you feel he could or should have done?

If yes:

What?

18. Our records show the zip code of your residence is:
Is that correct?

19. Now I would like to ask how safe and secure you feel in the neighborhood where you live.

Do you feel:

- (1) Always unsafe and insecure.
- (2) Usually unsafe and insecure.
- (3) Safe and secure sometimes.
- (4) Safe and secure most of the time.
- (5) Always safe and secure.

20. Are there any additional comments you would like to make about this contact or about the Lincoln Police Department?

In this packet you will find various breakdowns of the results. The results by race show 6478 participants as 213 people were labeled Unknown in the race category. All of the other charts and results should be self-explanatory. Please let me know if you have any questions or you want additional information.

Rachel Schmid, Personnel and Training, 441-6517

TABLE OF CONTENTS

I. Total Results for 1996

II. 1996 Results-divided by race.

III. Results- divided by citations, victims, and drivers.

IV. Survey participants-census comparison.

V. Results divided by Team-NWC, NE, SW, and SE.

VI. Results since the beginning- 6/1/94-12/31/96.

SELECTING:

SURVEYS FROM 1-1-96 TO 12-31-96

TOTAL NUMBER ON FILE.....: 16755
 NUMBER PARTICIPATING.....: 6691
 NUMBER REFUSED.....: 386
 NUMBER UNABLE TO PARTICIPATE: 4651
 NUMBER BUSY OR NO ANSWER.....: 5
 NUMBER BUSY, N/A 5 TRIES.....: 0
 NUMBER NO CONTACT ATTEMPTED.: 5022
 NUMBER WITH ADDTN'L COMMENTS: 1705 25.5%
 NUMBER OF PEOPLE WHO ARE ANGRY,
 UPSET, OR HOSTILE ABOUT
 BEING CALLED.....: 0

QUESTIONS	Y	%	N	%	N/R	
1:	6126	91.6	173	2.6	392	(KNOW WHAT WAS DOING)
2:	5730	85.6	480	7.2	481	(OFFICER LISTENED)
3:	6022	90.0	253	3.8	416	(TREATED WITH DIGNITY)
4:	5778	86.4	507	7.6	406	(TREATED FAIRLY)
5:	6026	90.1	258	3.9	407	(PROFESSIONAL BEHAVIOR)
6:	5673	84.8	499	7.5	519	(CONSIDERATE OF FEELINGS)
7:	1252	46.0	1469	54.0	397	(PROMISE TO RECONTACT)
8:	892	71.2	336	26.8		(DID RECONTACT AS PROMISED)
9:1.	128	1.9				(NEVER FEEL SAFE/SECURE)
2.	248	3.7				(USUALLY NOT SAFE)
3.	901	13.5				(SOMETIMES SAFE)
4.	3173	47.4				(USUALLY SAFE)
5.	1800	26.9				(ALWAYS SAFE)
10:	1362	51.9	1260	48.1		(DID YOU LEARN ANYTHING)
11:	5023	86.0	815	14.0		(DID OFFICER INTRODUCE)
12:	550	8.7	5744	91.3		(DID YOU KNOW OFFICER BEFORE)
13:	1913	85.4	326	14.6		(DID OFFICER GIVE YOU EXCHANGE FORM)
14:	2060	77.9	585	22.1		(DID OFFICER GIVE YOU BUSINESS CARD)
15:	483	18.3	2162	81.7		(DID OFFICER REFER YOU TO OTHER AGCY)
16:	1134	87.0	170	13.0		(DID OFFICER EXPLAIN TICKET)
17:1.	1976	29.5				(OVERALL PERFORMANCE=OUTSTANDING)
2.	2476	37.0				(ABOVE)
3.	1501	22.4				(AVERAGE)
4.	161	2.4				(BELOW)
5.	137	2.0				(UNSATISFACTORY)
18:	1122					(COULD OFFICER DO ANYTHING DIFFERENT)

(This count includes ALL surveys for persons who have not had 1 attempt made.)

Chart2

Public Perception of Police Performance- 1996 Results

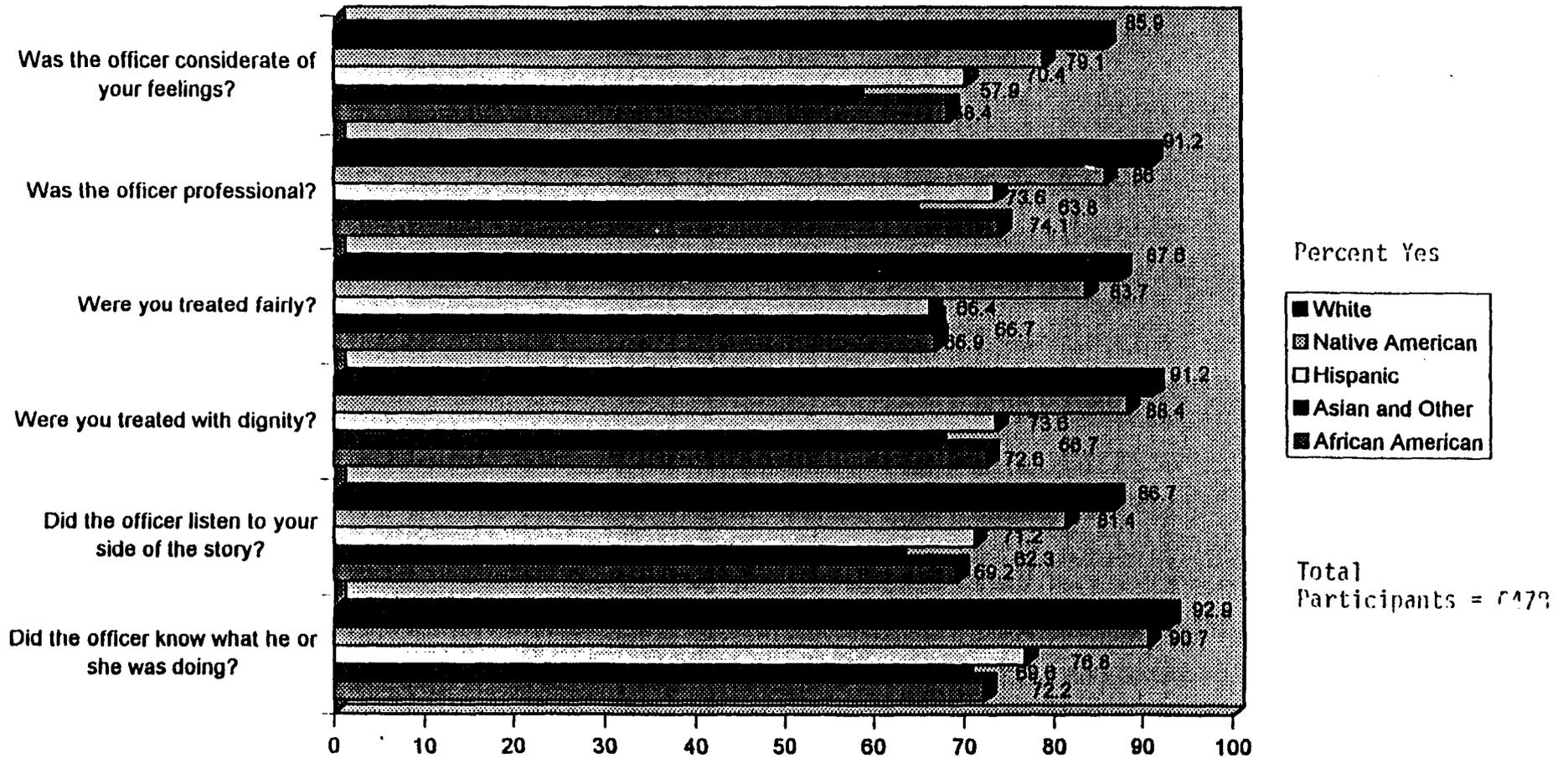


Chart1

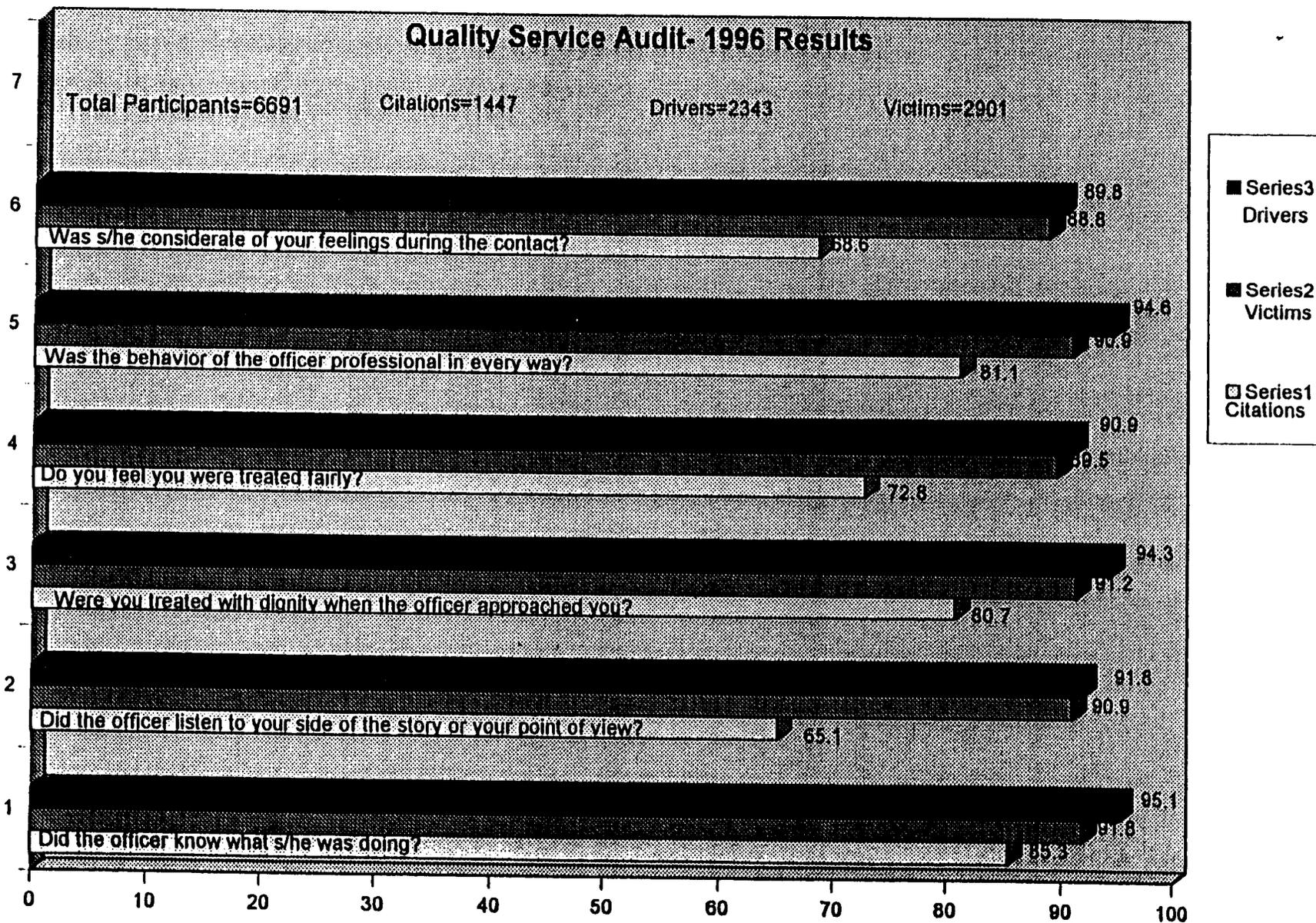
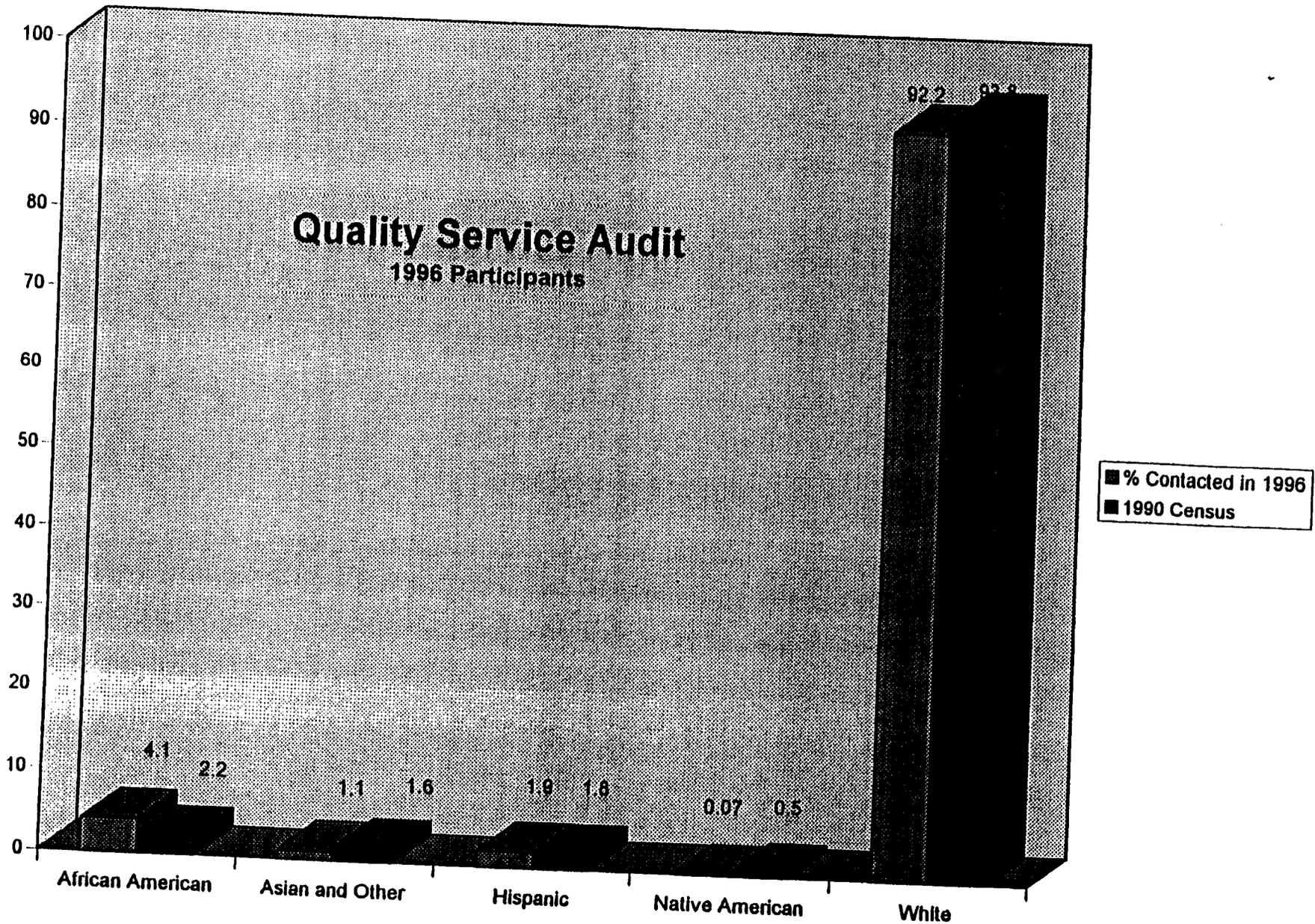


Chart2



SURVEY COUNT FOR TEAM 5 SOUTHEAST

SELECTING SURVEYS FROM 1-1-96 TO 12-31-96

TOTAL NUMBER IN THIS SELECTION.....: 2803
 NUMBER PARTICIPATING.....: 1793
 NUMBER REFUSED.....: 83
 NUMBER UNABLE TO PARTICIPATE: 919
 NUMBER BUSY OR NO ANSWER.....: 8
 NUMBER BUSY, N/A 5 TRIES.....: 0
 NUMBER WITH ADDTN'L COMMENTS: 449 25.0%
 NUMBER OF PEOPLE WHO ARE ANGRY,
 UPSET, OR HOSTILE ABOUT
 BEING CALLED.....: 0

QUESTIONS	Y	%	N	%	N/R	
1:	1684	93.9	35	2.0	74	(KNOW WHAT WAS DOING)
2:	1592	88.8	112	6.2	89	(OFFICER LISTENED)
3:	1658	92.5	56	3.1	79	(TREATED WITH DIGNITY)
4:	1603	89.4	109	6.1	81	(TREATED FAIRLY)
5:	1662	92.7	52	2.9	79	(PROFESSIONAL BEHAVIOR)
6:	1588	88.6	107	6.0	98	(CONSIDERATE OF FEELINGS)
7:	293	46.1	342	53.9	115	(PROMISE TO RECONTACT)
8:	210	71.7	76	25.9		(DID RECONTACT AS PROMISED)
9:1.	26	1.5				(NEVER FEEL SAFE/SECURE)
2.	49	2.7				(USUALLY NOT SAFE)
3.	171	9.5				(SOMETIMES SAFE)
4.	911	50.8				(USUALLY SAFE)
5.	541	30.2				(ALWAYS SAFE)
10:	323	53.0	287	47.0		(DID YOU LEARN ANYTHING)
11:	1391	87.9	192	12.1		(DID OFFICER INTRODUCE)
12:	124	7.2	1593	92.8		(DID YOU KNOW OFFICER BEFORE)
13:	729	89.1	89	10.9		(DID OFFICER GIVE YOU EXCHANGE FORM)
14:	516	83.2	104	16.8		(DID OFFICER GIVE YOU BUSINESS CARD)
15:	94	15.2	525	84.8		(DID OFFICER REFER YOU TO OTHER AGCY)
16:	217	86.8	33	13.2		(DID OFFICER EXPLAIN TICKET)
17:1.	589	32.8				(OVERALL PERFORMANCE=OUTSTANDING)
2.	696	38.8				(ABOVE)
3.	355	19.8				(AVERAGE)
4.	39	2.2				(BELOW)
5.	21	1.2				(UNSATISFACTORY)
18:	282					(COULD OFFICER DO ANYTHING DIFFERENT)

(This count does not include surveys for persons who have not yet had any attempts at phone contact.)

SELECTING:

SURVEYS FROM 6-1-94 TO 12-31-96

TOTAL NUMBER ON FILE.....: 29250
 NUMBER PARTICIPATING.....: 15971
 NUMBER REFUSED.....: 762
 NUMBER UNABLE TO PARTICIPATE: 10329
 NUMBER BUSY OR NO ANSWER.....: 48
 NUMBER BUSY, N/A 5 TRIES.....: 0
 NUMBER NO CONTACT ATTEMPTED.: 2140
 NUMBER WITH ADDTN'L COMMENTS: 5196 32.5%
 NUMBER OF PEOPLE WHO ARE ANGRY,
 UPSET, OR HOSTILE ABOUT
 BEING CALLED.....: 45

QUESTIONS	Y %	N %	N/R	
1:	14934 93.5	499 3.1	538	(KNOW WHAT WAS DOING)
2:	14051 88.0	1255 7.9	665	(OFFICER LISTENED)
3:	14745 92.3	656 4.1	570	(TREATED WITH DIGNITY)
4:	14080 88.2	1333 8.3	558	(TREATED FAIRLY)
5:	14715 92.1	697 4.4	559	(PROFESSIONAL BEHAVIOR)
6:	14007 87.7	1254 7.9	710	(CONSIDERATE OF FEELINGS)
7:	4383 37.0	7468 63.0	412	(PROMISE TO RECONTACT)
8:	3107 70.9	1231 28.1		(DID RECONTACT AS PROMISED)
9:1.	244 1.5			(NEVER FEEL SAFE/SECURE)
2.	505 3.2			(USUALLY NOT SAFE)
3.	2258 14.1			(SOMETIMES SAFE)
4.	8325 52.1			(USUALLY SAFE)
5.	4004 25.1			(ALWAYS SAFE)
10:	4327 37.1	7347 62.9		(DID YOU LEARN ANYTHING)
11:	5023 86.0	815 14.0		(DID OFFICER INTRODUCE)
12:	550 8.7	5744 91.3		(DID YOU KNOW OFFICER BEFORE)
13:	1913 85.4	326 14.6		(DID OFFICER GIVE YOU EXCHANGE FORM)
14:	2060 77.9	585 22.1		(DID OFFICER GIVE YOU BUSINESS CARD)
15:	483 18.3	2162 81.7		(DID OFFICER REFER YOU TO OTHER AGCY)
16:	1134 87.0	170 13.0		(DID OFFICER EXPLAIN TICKET)
17:1.	1976 12.4			(OVERALL PERFORMANCE=OUTSTANDING)
2.	2476 15.5			(ABOVE)
3.	1501 9.4			(AVERAGE)
4.	161 1.0			(BELOW)
5.	137 .9			(UNSATISFACTORY)
18:	1122			(COULD OFFICER DO ANYTHING DIFFERENT)

(This count includes ALL surveys for persons who have not had 1 attempt made.)