

SURVEY RESULTS



Canadian Association of Chiefs of Police

Leading progressive change in policing

CACP Professionalism in Policing Research Project

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The Survey Results

The purpose of the survey was to examine the factors affecting professionalism in a structured way with a broad, representative sample of police officers. While surveys do not permit respondents to describe their concerns in their own words, they do facilitate comparative measurement of attitudes and behaviour amongst larger groups than could be feasibly interviewed.

The primary objectives of the survey were to examine:

- Officers' assessments of integrity and organizational commitment,
- Officers' assessments of management practices, work environment variables and agency programs,
- The impact of management practices, work environment variables, and agency programs on officer integrity and commitment, and
- Group differences on key variables.

Group differences related to three key variables – supervisory responsibilities, gender and ethnicity – were examined. The distinction between supervisory and non-supervisory positions is typically related to opportunities and attitudes. Similarly, groups who are under-represented in the workplace, such as women and ethnic minorities, often have different experiences in the workplace than their white, male counterparts. Group comparisons can be helpful in providing a more complete picture of workplace issues.

This chapter begins with an overview of the methodology and a profile of respondents. This is followed by an examination of respondents' views of management practices, the work environment and agency programs. We then turn to assessments of integrity and organizational commitment and provide an analysis of the variables which have the greatest effect on integrity and commitment. Group differences for the composite measures of the key predictors are then presented. The chapter closes with a summary and conclusions.



The Methodology

Thirty-one police agencies across Canada chose to participate in the survey initiative. The participating agencies represent a variety of regions and agency sizes and included agencies with national, provincial and municipal responsibilities. Sworn officers from the rank of staff sergeant and below received an email inviting them to participate in the online survey. Based on agency records, the survey was made available to 43,660 potential respondents. Over 14,000 respondents signed on to the survey but 30% did not complete it (this level of survey breakoff is common in online surveys). The final data includes 10,264 respondents who completed the survey – a response rate of 24%. Response rates differed significantly by agency, ranging from a low of 4% to a high of 63%.

The questionnaire was developed using measures employed in previous research wherever possible. These were supplemented and refined following pretesting. In selecting measures for inclusion in the questionnaire, the researchers tried to limit the questionnaire length while also fully exploring each of the study's objectives. The result was a questionnaire including 177 specific items assessing integrity and commitment, managerial practices, the work environment, agency programs and demographics. All multi-item measures (such as integrity or commitment) were assessed for their validity and reliability and all of these measures met or exceeded the accepted statistical norms for valid measurement.

Unless otherwise indicated in the report, respondents were asked to indicate their agreement or disagreement with statements on a 5-point scale where a score of 3 indicates that the respondent neither agreed nor disagreed. Where aggregate measures were compiled from a number of questions (for example, the composite measure of organizational commitment), agreement was defined as a composite score greater than 3.5 on a 5-point scale, disagreement as a score of 2.5 or less. The scores between are reported as neutral. Some composite measures have been designed to include negatively worded items (e.g. my supervisor is not supportive). When these items were incorporated into the composite measures (e.g. supportive supervision), the scores were reversed (to indicate that the supervisor was supportive) so that all components of the composite scores align in the same direction. The negatively worded items are presented in their original wording and scoring in the tables below for purposes of clarity. Readers should keep in mind that aggregating items into composite measures tends to reduce extremes responses. For example, a given respondent may have a strong positive view on one item and a strong negative view on a second item. When combined, the two extremes will, in effect, cancel each other out and the average will be a neutral response.



The data analysis presented below provides a detailed picture of the issues (both composite measures and individual questionnaire items) for the sample as a whole followed by a summary of significant group differences on the composite measures related to integrity, commitment and the six key predictors of integrity and commitment. When group differences are reported, only differences of more than 5% have been included in the report as smaller differences are not of practical significance.

A Profile of Respondents

The typical respondent was a white male over 40 years of age. Men accounted for 79% of the sample, women for 19% (some respondents chose not to indicate their sex). When asked to indicate their ethnic background, 87% of respondents indicated they were white; 4% were Aboriginal and 6% indicated another ethnic group. The age distribution of respondents, shown in Table 3.1, indicates that 59% of respondents were over the age of 40.

Consistent with the maturity of the respondents, many had significant policing experience. As shown in Table 3.2, 35% of respondents had more than 20 years of policing experience. Nevertheless, newer officers were also well represented with 17% of respondents having five years or less experience. The majority (73%) had been in their present position for under five years; only 9% had been in their present position over 10 years. Data on respondents' ranks is shown in Table 3.3. Since it was possible to indicate both rank and area of specialization, these data total to more than 100%. In terms of specific ranks, the largest groups of respondents were front line uniformed officers (37%) or from specialized squads (31%). When respondents were asked separately about their supervisor responsibilities, 44% indicated that they supervised the work of others.

Management Practices

Respondents were asked to evaluate five key management practices: supportive supervision, perceived organizational support, ethical leadership, distributive justice and procedural justice. Previous research has shown that supportive supervision and perceived organizational support have a significant positive impact on attitudes and organizational citizenship behaviour. Leaders who focus on ethics contribute to a positive ethical climate. Distributive justice and procedural justice, which reflect the fairness of rewards and procedures respectively, also have an impact on ethical behaviour.



The survey included 9 questions related to supportive supervision. Over half of respondents agreed that their supervisors were supportive (Table 3.4) although almost 20% of respondents disagreed with statements indicating supportive supervision. Supervisors were most likely to help employees solve work-related problems, praise good work and encourage the development of new skills. Supervisors were less likely to keep informed about how employees think and feel or to reward employees for good performance.

In general, respondents' views of perceived organizational support were less positive than their views on supervisors' support. Perceived organizational support was evaluated by 9 items. As shown in Table 3.5, only one-quarter of respondents gave their organizations high marks for support with one-third viewing the organization as not supportive. The one element of organizational support with which a majority of respondents agreed was that help is available when an employee has a problem. Only a quarter of respondents agreed that the organization cares about their opinion or considers their goals and values.

The measure of ethical leadership was comprised of 11 items which reflect the extent to which leaders incorporate ethical considerations in their decision-making. Almost half of respondents disagreed with the items measuring ethical leadership; most of the remainder were neutral (see Table 3.6). Respondents were least likely to agree that senior management has their best interests at heart or acts on what employees say. The one element of ethical leadership with which almost a third of respondents did agree was that senior managers discuss organizational ethics or values with employees.

The management practice which was most positively evaluated by respondents was distributive justice. Distributive justice relates to the fairness of outcomes. Over half of respondents agreed that their police service treats employees fairly across a composite of five dimensions (see Table 3.7). Most of those who did not agree were neutral. Work schedules, job responsibilities and pay were seen as fair by over two-thirds of respondents. The question that had the least agreement was "Overall the rewards I receive here are fair" – with just under half agreeing that, generally, rewards were fair.

In contrast to the positive evaluations of distributive justice, procedural justice was the management practice with the lowest level of agreement. Procedural justice, which relates to the fairness of processes, was assessed using six questions. As shown in Table 3.8, less than 10% of respondents rated procedural justice highly with almost half disagreeing with the statements indicating procedural justice. The statement which garnered the most agreement was one indicating a lack of procedural justice – more than half of officers agreed that changes are made without talking to the people involved in them. The only aspect of procedural justice that even a third of respondents agreed with is that officers are allowed to challenge or appeal



job decisions. Only 12% of respondents believe that all job decisions are applied consistently across all affected officers.

The Work Environment

In addition to the five key management practices described above, the survey also examined five important aspects of the work environment. Shared values can contribute to integrity and commitment. Respondents reported on both their awareness of police service values and their internalization of organizational values. The survey also included measures of pride and respect as previous research has shown that pride and respect are linked to why people cooperate with organizational goals. Two aspects of organizational pride were assessed: celebrating achievements and celebrating the organization's history. Respondents' perceptions of community respect for their police agency were also examined.

Familiarity with police service values was assessed using two questions. As shown in Table 3.9, familiarity with police values was high with 80% or more of respondents agreeing with these statements. The reported internalization of organizational values was significantly lower, however, than familiarity. Internalization was measured by four items assessing the extent to which the organization has influenced respondents' values. Only 24% of respondents reported high levels of internalization (see Table 3.10). Over 40% of respondents had intermediate scores indicating that they neither agreed nor disagreed with the statements representing the internalization of values. Some of these respondents may have expressed neutral views because they already had values consistent with the police service before they joined and consequently their values did not become more aligned over time.

Celebrating the organization's history was assessed by three items shown in Table 3.11. A majority agreed that their organization did a good job of celebrating the organization's history. Fewer respondents – roughly one-third – agreed that their organization celebrates achievements (see Table 3.12). Of the three items measuring the celebration of achievements, the greatest agreement (50%) was with the statement “we have appropriate commendations for exemplary service”; the least agreement was for “in my agency we do a good job of letting everyone in our agency know of our achievements” (35%).

The final work environment measure was two questions related to perceptions of community respect. Roughly half of respondents believed that their agency enjoys community respect, although approximately 20% disagreed (see Table 3.13).



Agency Programs

The survey evaluated agency programs in five key areas: ethics training, early intervention systems, professional standards, complaint handling and client relationships.

Ethics training was almost universal with 93% of respondents reporting at least some ethics training and over a third reporting a component of ethics training in many or all of their training courses. Respondents were also asked four questions about the value of their ethics training. As shown in Table 3.14, the composite measure indicated that ethics training was generally positively evaluated with just over half agreeing that it was valuable. There were 20% of respondents who agreed, however, with the statement that “I did not find the ethics training to be of any help at all.”

Respondents were asked whether or not their agency had an early intervention program. To ensure consistency in responses, an early intervention program was defined in the survey as “a proactive tool used to identify a wide range of duty related behaviours. It also identifies officers who may need assistance in improving some aspect of their performance.” Approximately a quarter of respondents said “yes” (28%) and a similar number said “no” (25%) but the largest group (47%) did not know whether or not their agency had an early intervention program. This suggests that there may be communications problems regarding these practices in some agencies. For those respondents who indicated that their agency had an early intervention system (EIS), further questions asked about whether or not there had been a discussion regarding how the EIS worked and how they evaluated the EIS. Those who indicated that they did not know whether or not there had been discussions of the EIS were coded as having experienced no discussion. Sixty-one percent of respondents from agencies with an EIS reported that there had been discussions about how the EIS works. Evaluations of the EIS are shown in Table 3.15. In order to better understand the impact of internal outreach related to these programs, results are presented separately for respondents who did and did not have discussions of the EIS. To enhance the readability of Table 3.15, only the percentages agreeing with the statements were included (not those who disagreed or were neutral). As can be seen from Table 3.15, evaluations of EIS were significantly more positive when discussions about the EIS were held. Only 21% of respondents who did not have a discussion of the EIS gave positive evaluations of EIS. Nearly three times as many respondents who had discussions of the EIS had positive views of EIS. These results further highlight the importance of communication around these programs.

The survey also assessed the performance and helpfulness of the professional standards function. Respondents were asked whether or not they had attended a presentation about the role of professional standards.



The performance of the professional standards function was assessed by six items shown in Table 3.16. To assess the impact of internal outreach, the answers of those who had and had not attended a presentation were compared. Once again, only the percentage agreeing with each statement is shown in Table 3.16 in order to enhance readability. Only about one-third of officers (36%) had attended an information session on professional standards but those who did had significantly more positive evaluations of the performance of professional standards. Only 21% of those not attending an information meeting had positive views of the performance of professional standards while nearly twice as many (41%) of those who attended an information session had positive views. Again the results indicate that the more informed employees are, the more positive attitudes they hold toward organizational programs. Those who participated in an information session were asked to rate the helpfulness of the professional standards function. As shown in Table 3.17, nearly half of respondents agreed with statements indicating a positive impact from the professional standards presentation.

The survey included five questions related to the agency's relationship with the community. The majority of respondents felt that their agency was doing well in its relationship with the community (see Table 3.18). Over 80% of respondents agreed that people who come to the station to receive services are treated with courtesy and respect and made to feel welcome. The statement receiving the least agreement was "Our police service meets with citizen groups who are our most outspoken critics" (57% agreement). Two additional questions were related to dealing with citizen complaints. As shown in Table 3.19, most respondents agreed that their agency deals with complaints fairly and efficiently.

Integrity and Commitment

The main goal of the study was to examine the factors affecting officer integrity. Measuring integrity is difficult because self-evaluations are likely to be biased. To avoid the potential biasing effect of asking officers to rate their own integrity, two other approaches were taken to the measurement of integrity:

- (1) asking respondents to rate the behavioural integrity of their supervisors and colleagues, and
- (2) assessing integrity by asking respondents to describe how they and others would respond to scenarios which depict problematic behaviour.

The behavioural integrity of supervisors and colleagues were both measured using the same set of eight questions adapted to reflect the different groups being rated. For instance, the item "My supervisor practices what he/she preaches" became "My colleagues practice what they preach." Generally respondents believed that both their supervisors and colleagues



demonstrated high integrity (64% and 61% respectively). It should be noted, however, that 17% of respondents expressed concerns about the integrity of their supervisor (see Table 3.20) and 10% expressed concerns about their colleagues' integrity (see Table 3.21). More respondents gave neutral ratings (neither agreed nor disagreed with the statements) regarding colleagues' integrity versus supervisors' integrity. This may reflect more limited opportunities to observe the behaviour of their colleagues compared to the behaviour of supervisors. Only one out of the eight items related to supervisors received agreement from less than 65% of respondents – 59% agreed with the statement “When my supervisor promises something I can be certain that it will happen.” For colleagues, all eight statements received agreement from 60% to 66% of respondents – indicating a high degree of consistency in these judgements.

In addition to measures of behavioural integrity of supervisors and colleagues, the survey included five scenarios which depicted problematic behaviour. For each scenario, respondents were asked to indicate what discipline should follow, what discipline likely would follow, how likely it is that they personally would report a fellow officer engaged in this behaviour and how likely they thought it was that most police officers would report a fellow officer engaged in this behaviour. The five scenarios described situations of varying seriousness including sharing confidential data with a former colleague who sells the information, claiming an expense to which the officer was not entitled, showing leniency to a fellow officer in a domestic assault case, being abrupt and rude with the public, and a junior officer ridiculing an assignment in front of other officers. Possible discipline for each scenario ranged from none through discussion with the supervisor, verbal reprimand, written reprimand, forfeiture of pay, demotion in rank and dismissal. These options formed a scale of increasing severity of discipline ranging from 1 (no discipline) through 7 (dismissal).

Average scores for the discipline which should follow and likely would follow each of the scenarios are depicted in Figure 3.1. Based on the discipline recommended and the discipline respondents thought was most likely to occur, the seriousness of the five scenarios in order of decreasing severity were sharing confidential data, submitting a false expense claim, showing leniency to another officer, being abrupt and rude with the public and mocking an assignment. In each case, respondents felt that the discipline which would likely follow from the incident was less severe than the discipline which they felt should occur. These differences were more pronounced for the more serious infractions where the “should” and “would” scores were over half a point apart on the 7-point scale.

Respondents also indicated whether or not they would be willing to report a fellow police officer engaged in the behaviour depicted in each of the scenarios and whether they thought most police officers would report it. Responses were given on a 5-point scale ranging from “definitely not” (a



score of 1) through “not sure” (3) to “definitely yes” (5). The percentages for own and others’ reporting of problematic behaviour based on composite measures aggregated across the five scenarios are shown in Table 3.22. As the table illustrates, most respondents (66%) would report these behaviours although respondents are unsure whether their colleagues would report the behaviour (53% gave neutral scores here). Figure 3.2 graphically illustrates the likelihood of respondents and others reporting these behaviours for each of the scenarios. The scenarios are arranged in Figure 3.2 in the same order as Figure 3.1 reflecting decreasing seriousness based on the discipline recommendations above. It is interesting to note, however, that differences in willingness to report did not mirror the severity of discipline. Willingness to report was higher for the scenario involving leniency with another officer (where the discipline recommended was a written reprimand) than it was for the false expense claim (which respondents felt warranted a forfeiture of pay). Respondents’ own willingness to report these behaviours and their assessment of others’ willingness to report these behaviours were significantly different for all of the scenarios with at least a half-point difference (out of 5) between the two.

The survey also included a measure of organizational commitment as commitment is an important outcome of management and organizational practices. Previous research shows that employees who are highly committed to the organization engage in more effective performance of their role and also go beyond job requirements to help the organization succeed. Conversely, low levels of commitment are related to higher turnover – which is expensive and disruptive. Thus practices which foster organizational commitment enhance organizational performance. Further, the present study found that organizational commitment was positively related to integrity. Officers who rate their supervisors and colleagues as higher in behavioural integrity and who believe their colleagues are more likely to report problematic behaviour report higher organizational commitment and a higher likelihood of reporting problematic behaviour themselves.

Organizational commitment was assessed using eight items shown in Table 3.23. Almost two-thirds of respondents expressed agreement with statements indicating high levels of organizational commitment. Only 9% showed low commitment. These results compare favourably with other studies of the broader public sector. The indicators of commitment which received the most agreement were “I really care about the reputation of my police service” and “I am willing to put in a great deal of effort beyond that normally expected in order to help my police service be successful.” There was only one statement which did not receive majority agreement – 44% agreed that their police service inspires the very best in them in the way of job performance.



Factors Affecting Integrity and Commitment

In order to understand how management practices, work environment variables and agency programs affect professionalism, the correlations of each of these variables with the four measures of integrity and organizational commitment were examined. Correlations assess the strength of the relationship between two variables. Correlations can range from -1 to +1. A positive correlation indicates that as one variable increases in value, so does the other one. A negative correlation indicates that as one variable increases, the other decreases. A correlation of zero means that the two variables are unrelated to each other. Correlations of less than .05 should not be considered significant. Correlations of .1 are generally considered small, .3 is moderate and .5 is large. Tables 3.24 to 3.26 display the correlations of integrity and commitment with the management practices, work environment variables and agency programs respectively. In order to summarize the impact of each variable on integrity, these tables also include the average correlation of each variable across the four integrity measures.

As shown in Table 3.24, all of the management practices were positively related to integrity and organizational commitment. The only correlation which was not significant was between distributive justice and the likelihood of others reporting problematic behaviour. Supportive supervision and perceived organizational support had the greatest impact on integrity. Perceived organizational support and ethical leadership were the variables which most strongly affected organizational commitment. While most of the correlations with integrity were moderate in size, all of the management practices had a sizable effect on commitment.

All of the work environment variables had a positive impact on integrity and commitment (see Table 3.25). The work environment variable with the largest effect on both integrity and commitment was internalization of values. The correlations between the work environment variables and integrity were more modest than those with commitment.

Table 3.26 illustrates the impact of agency programs on integrity and commitment. All of the programs affected both integrity and commitment. The only correlation which was not significant was that between the amount of ethics training received and respondents' own likelihood of reporting problematic behaviour. The performance of the professional standards office was the program that had the biggest impact on integrity. Commitment was most strongly influenced by community relationships. Commitment was more significantly affected by agency programs than integrity.

Generally, management practices had the most significant impact on integrity and commitment followed by work environment variables and finally agency programs. Across all three – management practices, work environment



variables and agency programs – the variables that had the largest impact on integrity were supportive supervision and perceived organizational support. Commitment was most strongly influenced by internalization of values and perceived organizational support. Table 3.27 provides a summary of the key predictors of each of the integrity measures plus commitment. As can be seen from the table, perceived organizational support is a key predictor of all five outcomes (four types of integrity plus commitment). Procedural justice and ethical leadership are both key predictors of four outcomes while internalization of organizational values is a key predictor of three outcomes. Supportive supervision and perceptions of community respect also make repeated appearances on the lists of key predictors each predicting two of the five outcomes. These six predictors, along with the measures of integrity and commitment, were examined for group differences as reported below.

Job Type Differences: Supervisors versus Non-supervisors

Table 3.28 illustrates the supervisory responsibilities of respondents. Almost half of respondents had some supervisory responsibility. Supervisors differed in significant ways from non-supervisors. Supervisors were typically older (28% were over 50 compared to 11% of non-supervisors) and had more policing experience (56% of supervisors versus 21% of non-supervisors had more than 20 years of experience). Supervisors were significantly more likely to be male (85% of supervisors versus 77% of non-supervisors) but were similar to non-supervisors in terms of ethnicity.

Supervisors and non-supervisors gave similar ratings of the behavioural integrity of their supervisors and of their colleagues. Supervisors were significantly more likely, however, to believe that both they and others would report problematic behaviour (see Table 3.29 and 3.30 respectively). Supervisors also reported higher levels of organizational commitment (see Table 3.31).

Supervisors and non-supervisors gave similar ratings of supportive supervision. There were significant job type differences, however, in perceived organizational support (see Table 3.32). Supervisors saw the organizational as significantly more supportive than did non-supervisors. Supervisors and non-supervisors gave similar ratings of ethical leadership and procedural justice. Supervisors were more likely to report that they had internalized the organization's values (see Table 3.33) and more likely to believe that their agency was respected by the community (see Table 3.34).



Gender Differences

Women represented 19% of respondents. Men and women differed in systematic ways. In general, the women were younger than the men with 47% of women under 40 versus 41% of men. Consistent with the age difference, women also had less policing experience than men (57% of women versus 51% of men had 15 years or less experience). Women were significantly less likely to be supervisors (31% of women compared to 44% of men) but women and men did not differ in terms of ethnicity.

There were no gender differences in assessments of the integrity of supervisors or colleagues, or in respondents' own reporting of problematic behaviour. As shown in Table 3.35, women were significantly less likely than men to believe that their colleagues would report problematic behaviour. Women and men reported similar levels of organizational commitment.

Men and women were equally likely to see their supervisors as supportive, their leaders as ethical and organizational procedures as fair. On average, women saw the organization as less supportive (see Table 3.36). Women were also more likely to disagree that they had internalized the organization's values (see Table 3.37). As shown in Table 3.38, women reported lower levels of perceived community respect.

Ethnic Differences

In order to assess the views of minority respondents, Aboriginal respondents and other non-white respondents were grouped together – comprising 10% of total respondents. White and non-white respondents differed on some demographic dimensions. Non-white respondents were younger (48% under 40 versus 41% of white respondents) and consequently had less policing experience (63% of non-whites versus 51% of whites had 15 years or less experience). Despite the differences in age and experience, non-white respondents were equally likely to be supervisors. White and non-white respondents had a similar gender distribution.

Ethnicity did not affect respondents' assessments of their own or of others' reporting of problematic behaviour. Ethnicity also did not affect respondents' assessments of the behavioural integrity of their supervisors. Nevertheless, non-white respondents were less likely to believe that their colleagues demonstrated behavioural integrity (see Table 3.39). Ethnicity did not influence organizational commitment.

White and non-white respondents gave similar evaluations regarding supportive supervision, perceived organizational support and procedural



justice. As shown in Table 3.40, non-white respondents were more likely than white respondents to disagree with statements that indicate ethical leadership. White respondents were more likely to disagree with statements suggesting they had internalized the organization's values while non-white respondents were more likely to be neutral on this issue (see Table 3.41). There were no ethnic differences in perceptions of community respect.

Summary and Conclusions

The findings are summarized and discussed in relation to four key questions: What are the key predictors of integrity and commitment? How do the agencies measure up on these key predictors? Do respondent views differ across different groups? And, what general conclusions can be drawn from this analysis?

The Key Predictors

All of the management practices, work environment variables and agency programs included in the study had an impact on integrity and commitment. As a group, management practices had the greatest impact on integrity and commitment followed by the work environment variables. Management practices and work environment variables generally had moderate-sized effects. Agency programs had small, but nevertheless significant, effects on integrity and commitment.

One possible reason for the smaller impact of agency programs may be related to insufficient communication regarding their purpose and procedures. Almost half of respondents did not know whether or not their agency had an early intervention system and many respondents whose agency did have an EIS did not know whether there had been any discussions of the function of the EIS (39%). Similarly, over one-third of respondents had not participated in an information session regarding the role of professional standards. Comparisons demonstrated that communications around EIS and Professional Standards led to significantly more positive assessments of their impact. Supplementary analysis demonstrates that the performance of Professional Standards and EIS have a stronger impact on integrity and commitment for those who have participated in discussions of these programs. Thus agency programs may have a larger positive effect on integrity and commitment where more extensive communications are provided.

Across all three categories – management practices, work environment variables and agency programs – the individual variables which had the most pervasive effects on integrity and commitment were perceived organizational



support, procedural justice, ethical leadership, internalization of organizational values, supportive supervision and perceived community respect. These variables appear repeatedly in the list of the top five predictors of the various measures of integrity and commitment. The most influential variable in predicting respondents' ratings of supervisors' and colleagues' behavioural integrity was perceived organizational support. The most influential variable in predicting own and others' reporting of problematic behaviour was internalization of organizational values. Internalization of organizational values and perceived organizational support were, respectively, the top two predictors of commitment. The correlations of the five outcomes with procedural justice and ethical leadership were typically not quite as strong as those for perceived organizational support and internalization of organizational values, nevertheless both procedural justice and ethical leadership were among the top five predictors for four of the five outcomes examined. Supportive supervision was the strongest predictor of assessments of supervisors' integrity and a key predictor of assessments of colleagues' integrity as well. Perceived community respect was an important predictor of organizational commitment and others' reporting of problematic behaviour. Thus participating agencies would be well advised to give serious consideration to these six key variables.

Respondents' Assessments of the Key Predictors

Perceived organizational support was the most important predictor of integrity and commitment, ranking in the top five predictors for all outcome measures. Perceived organizational support had particularly strong effects on organizational commitment. In aggregate, more respondents disagreed (34%) or were neutral on this question (41%) than agreed that their agency was supportive (25%). This represents a significant contrast to supervisory support where 59% agreed that their supervisor was supportive. Only one statement regarding organizational support garnered agreement from a majority of respondents – "Help is available from the organization when I have a problem." Over 40% of respondents disagreed that the organization cares about their opinions, considers their goals and values, cares about their satisfaction or cares about their well-being. Over a third of respondents agreed that the organization shows very little concern for them and would fail to notice even if they did the best job possible. Given the pervasive impact of perceived organizational support on integrity and commitment, police agencies need to find ways to provide more organizational support to employees.

Ethical leadership was a key determinant of four out of the five outcomes with its strongest effect being with respect to organizational commitment. The only outcome for which ethical leadership did not rank in the top five predictors was respondents' own reporting of problematic behaviour where it had a small positive impact. Ethical leadership, which assesses the extent to which



leaders incorporate ethics into their decision-making processes, was one of the most poorly rated management practices. Only 14% of respondents agreed that their senior managers demonstrated ethical leadership on the composite measure. Over half of respondents disagreed with statements indicating that senior managers act on what employees have to say, have the best interests of employees at heart, explains their decisions to employees, listen to what employees' say or can be trusted. Some of these concerns may derive from senior managers' need to make decisions which are unpopular with employees. Nevertheless, the data suggest that officers would appreciate more two-way communication around decisions. The ethical leadership item which had the lowest disagreement was that senior managers conduct their personal lives in an ethical manner; on this question, most respondents were neutral. This neutral score does not necessarily indicate that employees have questions about their leaders' conduct but may simply reflect a lack of knowledge about what senior managers do in their personal lives.

Procedural justice represents employees' views about the fairness and openness of procedures and decisions. Similar to the findings for ethical leadership, procedural justice was a key predictor of the behavioural integrity of both supervisors and colleagues, others' reporting of problematic behaviour and organizational commitment. Most of its effects were in the moderate range with a larger impact on commitment. Procedural justice was the management practice with the poorest ratings – in aggregate across the six questionnaire items, only 9% of respondents agreed with statements indicating procedural justice. A majority of officers did not agree that decisions are unbiased or consistently applied. In addition to concerns about bias, two-way communications were an issue here as well. Most respondents believe decisions are made without talking to the people involved in them. Concerns were also expressed about the adequacy of the information used in making decisions and senior managers' responses to requests to clarify the basis for decisions.

Internalization of values did not affect assessments of the behavioural integrity of supervisors or colleagues but was a strong predictor of own and others' reporting of problematic behaviour and had the strongest impact on organizational commitment. These findings are consistent with other research suggesting that employees who identify with the organization's values are more likely to engage in organizational citizenship behaviour and are more likely to be committed to the organization. Agreement on the composite measure of internalization of organizational values was 24%; however, more respondents were neutral on this issue than disagreed. Respondents indicated very high familiarity with police service values but did not attribute their own values or preferences to the values of the organization. This is consistent with the observation that people typically underestimate the influence of their environment on their attitudes.



Supportive supervision was a strong predictor of assessments of both supervisors' and colleagues' integrity. More supportive supervisors are seen as having more integrity and seem to enhance the culture of integrity amongst their subordinates as respondents with supportive supervisors were more likely to report that their colleagues acted with integrity. Supportive supervision was the key predictor on which agencies were evaluated most positively. A majority of respondents (59%) agreed that their supervisor was supportive. Supervisors were seen as doing particularly well at helping employees solve work-related problems, praising good work and encouraging the development of new skills. Areas where supervisors received the lowest marks were in providing rewards for good performance and staying informed about how employees think and feel about things.

Perceived community respect was a key predictor of both others' reporting of problematic behaviour and organizational commitment. Perceived community respect was the second most positively evaluated variable amongst the six key predictors with almost half of respondents agreeing that they felt respected by the community. Nevertheless, the other half of respondents either felt there was a lack of respect from the community or they were uncertain about how the community regards them.

Group Differences

Supervisors were more positive in their evaluations of a few management practices and work environment variables than non-supervisors. They were also more likely to believe that problematic behaviour would be reported and they reported higher levels of organizational commitment. Supervisors' more positive views may reflect their longer work experience but are probably also influenced by their role as managers who are, at least in part, responsible for creating a positive workplace climate.

On average, women respondents were younger and less experienced and less likely to hold supervisory responsibilities. They reported lower levels of perceived organizational support and community respect. Women were less likely than men to believe that their colleagues would report problematic behaviour and they more often disagreed that the organization had influenced their values. Despite the lack of support they experienced, women's level of commitment to the organization was comparable to that of men.

Like women, ethnic minorities tended to have less policing experience. In contrast to women, however, non-white respondents were no less likely to hold supervisory responsibilities despite their more limited experience. Ethnic minority respondents had significantly more negative evaluations of colleagues' behavioural integrity and ethical leadership.



General Conclusions

The data indicate that most police officers are very familiar with their police service's values and really care about the reputation of their agency. Most police officers rate the integrity of their supervisors and colleagues highly. Most police officers would report a colleague engaged in problematic behaviour. And most police officers are highly committed to their organization.

A majority of officers surveyed reported that their supervisors were supportive and rewards were fair. They felt their agency handled complaints fairly, enjoyed positive relationships with the community and demonstrated pride by celebrating the organization's history. Ethics training was almost universal and a majority of officers found it beneficial. Other agency programs such as professional standards and early intervention systems were also positively evaluated – particularly by those best informed about their role.

These data are positive indicators of professionalism amongst police officers and of organizations committed to encouraging professionalism. The data also provide some guidance on how agencies can further enhance professionalism amongst their officers. Specifically the results suggest that agencies can enhance integrity and commitment by addressing six key variables – perceived organizational support, procedural justice, ethical leadership, internalization of values, supportive supervision, and perceived community respect. The areas in which there is the most room for improvement are procedural justice and ethical leadership followed by internalization of values and perceived organizational support. To the extent that agencies can enhance management practices in these areas, they can reduce potential problems related to integrity and increase employee commitment.

A more fine-grained analysis of the specific questions where respondents had issues suggests three key messages for senior managers:

- **Demonstrate greater support for employees:** A number of questions suggest that police officers do not believe that the organization or its senior managers take an interest in their concerns. Lack of support is related to reduced trust and lower commitment to the organization's success. To enhance support, police agencies need to communicate their concern for employees' well-being, solicit employees' input on decisions affecting them and provide support for employees' goals.
- **The basis for decisions needs to be clarified:** Several questions indicated that respondents had concerns about whether decisions were fair and balanced. These concerns may arise from biased decisions but can also arise from fair decisions which are not fully explained. In either case, clarifying the basis for decisions can help to address these concerns.



- Communication is critical: Demonstrating support for employees and clarifying the basis for decisions both require enhanced two-way communication between managers and employees. The importance of communication to employees was demonstrated in response to a number of survey questions as well as in analysis which showed that greater participation in communications regarding agency programs leads to more positive views of agency programs and a stronger impact of these programs on integrity and commitment. Time spent on communication may, in the short-term, seem less important than time spent on operational demands, but in the longer-term, investments in communications pay significant dividends.

Recommendations related to these issues and the study as a whole are presented in the next chapter.



Survey Chapter – Figures and Tables

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Figures

3.1 Discipline Appropriate to Various Scenarios

3.2 Reporting Inappropriate Behaviour



Tables

Table 3.1 Age Groups

Age Group	Percentage
18-29	11%
30-39	31%
40-49	40%
50-59	18%
60+	1%

Table 3.2 Policing Experience

Years Experience	Percentage
1-5	17%
6-10	19%
11-15	15%
16-20	13%
21-25	19%
26+	16%

Table 3.3 Ranks

Rank	Percentage
Front line uniform	37%



Rank	Percentage
Investigations	20%
Specialized squad	31%
Corporal	12%
Sergeant	19%
Staff sergeant	8%

Table 3.4 Supportive Supervision

Measure	Disagree	Neutral	Agree
Supportive Supervision (Composite)	17%	24%	59%
My supervisor helps me solve work related problems	15%	16%	69%
My supervisor praises good work	17%	16%	67%
My supervisor encourages me to develop new skills	19%	19%	62%
My supervisor really cares about my well-being	18%	24%	58%
My supervisor makes sure I get the credit when I accomplish something substantial on the job	22%	25%	54%
My supervisor encourages employees to participate in important decisions	25%	22%	54%
My supervisor keeps informed about how employees think and feel about things	24%	26%	51%
My supervisor rewards me for good performance	23%	34%	44%
My supervisor refuses to explain his or her actions	56%	25%	19%



Table 3.5 Perceived Organizational Support

Measure	Disagree	Neutral	Agree
Perceived Organizational Support (Composite)	34%	41%	25%
Help is available from the organization when I have a problem	23%	27%	51%
Even if I did the best job possible the organization would fail to notice	35%	27%	38%
The organization shows very little concern for me	37%	29%	34%
The organization takes pride in my accomplishments at work	32%	39%	29%
The organization really cares about my well-being	40%	31%	29%
The organization is willing to extend itself in order to help me perform my job to the best of my ability	38%	35%	27%
The organization cares about my general satisfaction at work	41%	33%	27%
The organization strongly considers my goals and values	41%	34%	25%
The organization cares about my opinions	43%	32%	25%

Table 3.6 Ethical Leadership

Measure	Disagree	Neutral	Agree
Ethical Leadership (Composite)	48%	38%	14%
Senior management team discusses organizational ethics or values with employees	37%	32%	31%



Measure	Disagree	Neutral	Agree
Senior management team listens to what employees have to say	52%	25%	23%
Senior management team defines success not just by results but also by the way they are obtained	39%	40%	22%
Senior management team sets an example of how to do things the right way in terms of ethics	49%	31%	20%
Senior management team explains decisions to employees	54%	26%	20%
Senior management team conduct their personal lives in an ethical manner	20%	61%	19%
Senior management team can be trusted	50%	32%	19%
Senior management team makes fair and balanced decisions	48%	36%	17%
When making decisions senior management team asks, "what is the right thing to do?"	45%	39%	16%
Senior management team has the best interests of employees in mind	57%	29%	14%
Senior management team acts on what employees have to say	58%	28%	14%



Table 3.7 Distributive Justice

Measure	Disagree	Neutral	Agree
Distributive Justice (Composite)	12%	29%	59%
My work schedule is fair	12%	9%	79%
I feel that my job responsibilities are fair	15%	17%	68%
I think that my level of pay is fair	21%	11%	68%
I consider my workload to be fair	26%	16%	59%
Overall the rewards I receive here are fair	26%	26%	48%

Table 3.8 Procedural Justice

Measure	Disagree	Neutral	Agree
Procedural Justice (Composite)	49%	42%	9%
Changes are made without talking to the people involved in them	24%	22%	54%
Officers are allowed to challenge or appeal job decisions	34%	34%	33%
Job decisions in my agency are made in an unbiased manner	51%	30%	19%
Senior management clarifies decisions and provides additional information when requested by officers	42%	40%	18%
To make formal job decisions senior management collects accurate and complete information	42%	41%	17%



All job decisions are applied consistently across all affected officers	60%	29%	12%
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Table 3.9 Familiarity with Police Service Values

Measure	Disagree	Neutral	Agree
Familiarity with Police Service Values (Composite)	5%	16%	80%
I am aware of my police service's values	3%	9%	88%
I am very familiar with my police service's values	6%	14%	80%

Table 3.10 Internalization of Organizational Values

Measure	Disagree	Neutral	Agree
Internalization of Organizational Values (Composite)	35%	42%	24%
The reason I prefer this police service to others is because of what it stands for, its values	23%	40%	37%
Since joining this police service, my personal values and those of the organization have become more similar	28%	40%	32%
My attachment to this police service is primarily based on the similarity of my values and those represented by the organization	38%	35%	27%
If the values of this police service were different, I would not be as attached to this organization	32%	44%	24%



Table 3.11 Celebrating the Organization’s History

Measure	Disagree	Neutral	Agree
Pride – Celebrating the Organization’s History (Composite)	10%	25%	65%
My police service encourages an awareness of how our service has contributed to the community	11%	21%	68%
Our agency celebrates tradition on appropriate occasions	12%	22%	66%
My police service encourages an awareness of our history	15%	20%	65%

Table 3.12 Celebrating the Organization’s Achievements

Measure	Disagree	Neutral	Agree
Celebrating the Organization’s Achievements (Composite)	28%	38%	34%
In my agency we have appropriate commendations for exemplary service	26%	25%	50%
In my agency we do a good job of letting the community know of our achievements	36%	26%	38%
In my agency we do a good job of letting everyone in our agency know of our achievements	36%	29%	35%



Table 3.13 Perceived Community Respect

Measure	Disagree	Neutral	Agree
Perceived Community Respect (Composite)	21%	33%	46%
On a day to day basis do you feel you are respected by your community?	18%	29%	53%
Overall do you believe your police service is respected by your community?	19%	29%	52%

Table 3.14 Value of Ethics Training

Measure	Disagree	Neutral	Agree
Value of Ethics Training (Composite)	13%	36%	51%
The ethics training was applicable to the work I do	10%	22%	68%
The ethics training stimulated my thinking about ethical issues	14%	30%	57%
The ethics training helped me understand how ethical values are related to discretionary judgement	14%	32%	55%
I did not find the ethics training to be of any help at all	51%	29%	20%



Table 3.15 Evaluation of Early Intervention Systems

Percentage Agreeing	Discussion	No Discussion
Has there been a discussion at your agency about how the EIS works?	61%	39%
Evaluation of Early Intervention Systems (Composite)	60%	21%
Our EIS is designed to help officers improve their performance	70%	29%
Our EIS is designed to identify officers who can benefit from training in specific areas	68%	26%
Our EIS helps to preserve the reputation of our agency	62%	25%
Our EIS is designed to punish poor performers	10%	28%

Table 3.16 Performance of Professional Standards

Percentage Agreeing	Did Attend	Did Not Attend
Have you attended an information meeting at which the Professional Standards Office gave a presentation about their role?	36%	64%
Performance of Professional Standards (Composite)	41%	21%
Members of the Professional Standards Office are fair in their treatment of officers	53%	33%
Members of the Professional Standards Office try their best to expedite investigations while	47%	28%



Percentage Agreeing	Did Attend	Did Not Attend
respecting due process		
Members of the Professional Standards Office want to help me to avoid making mistakes others have made	45%	29%
Members of the Professional Standards Office are open minded	45%	25%
Members of the Professional Standards Office welcome feedback from officers	30%	15%
Members of the Professional Standards Office do not understand the challenges faced by officers in the field	18%	18%

Table 3.17 Helpfulness of Professional Standards (Those Attending Presentation Only)

For those attending a presentation on professional standards:	Disagree	Neutral	Agree
Helpfulness of Professional Standards (Composite)	14%	42%	44%
I have more respect for what members of Professional Standards do	16%	34%	50%
I learned how to avoid errors in judgment which could lead to negative repercussions	18%	35%	47%
I am more willing to seek advice from a member of Professional Standards	27%	31%	42%
I am more willing to report wrongdoing to a member of Professional Standards	25%	44%	30%
I have a more negative view of the office of Professional Standards since their presentation	61%	31%	9%



Table 3.18 Relationship with the Community

Measure	Disagree	Neutral	Agree
Relationship with the Community (Composite)	2%	20%	78%
People who come to the station to receive our services are treated with courtesy and respect	4%	14%	83%
Our police service tries to make citizens feel welcome	4%	17%	80%
Our police service partners with the community to solve crimes	6%	18%	77%
Our police service does a good job in meeting with citizens' groups	6%	21%	74%
Our police service meets with citizen groups who are our most outspoken critics	8%	36%	57%

Table 3.19 Dealing with Citizen Complaints

Measure	Disagree	Neutral	Agree
Dealing with Citizen Complaints (Composite)	17%	31%	52%
Citizen complaints are dealt with fairly	12%	20%	68%
Citizen complaints are dealt with efficiently	22%	26%	52%

Table 3.20 Behavioural Integrity of Supervisors

Measure	Disagree	Neutral	Agree
Behavioural Integrity of Supervisors (Composite)	17%	19%	64%



Measure	Disagree	Neutral	Agree
My supervisor conducts himself/herself by the same values he/she talks about	16%	14%	70%
My supervisor does what he/she says he/she will do	16%	16%	68%
My supervisor shows the same priorities that he/she describes	17%	16%	67%
My supervisor delivers on promises	16%	18%	66%
There is a match between my supervisor's words and actions	19%	15%	66%
If my supervisor says he/she is going to do something, he/she will	17%	18%	65%
My supervisor practices what he/she preaches	20%	15%	65%
When my supervisor promises something I can be certain that it will happen	20%	21%	59%

Table 3.21 Behavioural Integrity of Colleagues

Measure	Disagree	Neutral	Agree
Behavioural Integrity of Colleagues (Composite)	10%	29%	61%
My colleagues deliver on promises	9%	25%	66%
There is a match between my colleagues' words and actions	10%	25%	65%
My colleagues do what they say they will do	10%	25%	65%
My colleagues show the same priorities that they describe	11%	26%	63%
My colleagues conduct themselves by the same values they talk about.	12%	25%	63%



Measure	Disagree	Neutral	Agree
If my colleagues say they are going to do something, they will.	11%	27%	62%
My colleagues practice what they preach	12%	26%	61%
When my colleagues promise something I can be certain that it will happen	12%	28%	60%

Table 3.22 Own and Others' Reporting of Problematic Behaviour

Average across 5 scenarios	Own	Others
Likely not report	7%	21%
Not sure	27%	53%
Likely would report	66%	26%

Table 3.23 Organizational Commitment

Measure	Disagree	Neutral	Agree
Organizational Commitment (Composite)	9%	28%	63%
I really care about the reputation of my police service	5%	7%	88%
I am willing to put in a great deal of effort beyond that normally expected in order to help my police service be successful	10%	12%	78%
I am proud to tell others that I am a member of my police service	12%	18%	70%
I would accept a wide range of job assignments in order to keep working for my police service	16%	19%	65%
I am extremely glad that I chose my police service to work for over others I was	14%	23%	63%



Measure	Disagree	Neutral	Agree
considering at the time I joined			
I find that my values and the values of my police service are similar	17%	26%	58%
I talk up my police service to my friends as a great organization to work for	20%	22%	57%
My police service inspires the very best in me in the way of job performance	25%	31%	44%

Table 3.24 Impact of Management Practices

Correlations	Integrity Superv.	Integrity Colleag.	Own Reporting	Others Reporting	AVG Integrity	Commitment
Supportive supervision	.70	.21	.10	.12	.28	.41
Perceived org. support	.36	.26	.20	.23	.26	.61
Ethical leadership	.32	.23	.12	.19	.22	.51
Distributive justice	.27	.18	.09	.02	.14	.37
Procedural justice	.32	.21	.15	.25	.23	.47

Table 3.25 Impact of the Work Environment

Correlations	Integrity Superv.	Integrity Colleag.	Own Reporting	Others Reporting	AVG Integrity	Commitment
Awareness of values	.18	.17	.26	.14	.19	.39
Internalization	.26	.19	.26	.29	.25	.66



Correlations	Integrity Superv.	Integrity Colleag.	Own Reporting	Others Reporting	AVG Integrity	Commit- ment
values						
Celebrate achievement	.23	.17	.06	.14	.15	.35
Celebrate history	.19	.19	.13	.17	.17	.40
Community respect	.21	.19	.15	.18	.18	.49

Table 3.26 Impact of Agency Programs

Correlations	Integrity Superv.	Integrity Colleag.	Own Reportin g	Others Reportin g	AVG Integrity	Commit- ment
Amount ethics training	.09	.07	.02	.10	.07	.18
Evaluation of EIS	.21	.14	.19	.12	.17	.36
Performance prof. stds	.24	.18	.24	.16	.21	.34
Complaint handling	.20	.16	.16	.16	.17	.35
Community rel'ships	.23	.24	.07	.15	.17	.41



Table 3.27 Key Predictors of Integrity and Commitment

Integrity of Supervisor	Integrity of Colleagues	Own Reporting	Others Reporting	Organizational Commitment
Supportive supervision	Perceived org. support	Internalization of org values	Awareness of police values	Internalization of org values
Perceived org. support	Community relationships	Perceived org. support	Internalization of org values	Procedural justice
Procedural justice	Ethical leadership	Ethical leadership	Performance prof. stds	Perceived org. support
Ethical leadership	Supportive supervision	Community respect	Perceived org. support	Ethical leadership
Distributive justice	Procedural justice	Procedural justice	Evaluation of EIS	Community respect

Table 3.28 Supervisory Responsibilities

Number Supervised	Percentage
None	56%
Less than 10	26%
10-15	6%
16-20	3%
Over 20	6%



Table 3.29 Own Reporting of Problematic Behaviour by Job Type

Average across 5 scenarios	Supervisors	Non-supervisors
Probably not	2%	11%
Not sure	15%	35%
Probably would	83%	55%

Table 3.30 Others' Reporting of Problematic Behaviour by Job Type

Average across 5 scenarios	Supervisors	Non-supervisors
Probably not	17%	24%
Not sure	52%	54%
Probably would	31%	22%

Table 3.31 Organizational Commitment by Job Type

Composite Measure	Supervisors	Non-supervisors
Disagreed	7%	10%
Neutral	26%	30%
Agreed	68%	60%



Table 3.32 Perceived Organizational Support by Job Type

Composite Measure	Supervisors	Non-supervisors
Disagreed	28%	39%
Neutral	42%	40%
Agreed	30%	21%

Table 3.33 Internalization of Values by Job Type

Composite Measure	Supervisors	Non-supervisors
Disagreed	33%	39%
Neutral	42%	41%
Agreed	25%	20%

Table 3.34 Community Respect by Job Type

Composite Measure	Supervisors	Non-supervisors
Disagreed	17%	25%
Neutral	32%	34%
Agreed	51%	42%



Table 3.35 Others' Reporting of Problematic Behaviour by Gender

Average across 5 scenarios	Men	Women
Likely not report	19%	28%
Not sure	53%	55%
Likely would report	28%	18%

Table 3.36 Perceived Organizational Support by Gender

Composite Measure	Men	Women
Disagreed	33%	37%
Neutral	40%	43%
Agreed	26%	20%

Table 3.37 Internalization of Values by Gender

Composite Measure	Men	Women
Disagreed	33%	39%
Neutral	43%	36%
Agreed	24%	25%

Table 3.38 Community Respect by Gender

Composite Measure	Men	Women
Disagreed	21%	22%



Composite Measure	Men	Women
Neutral	32%	38%
Agreed	47%	40%

Table 3.39 Behavioural Integrity of Colleagues by Ethnicity

Composite Measure	White	Non-white
Disagreed	10%	13%
Neutral	29%	32%
Agreed	62%	56%

Table 3.40 Ethical Leadership by Ethnicity

Composite Measure	White	Non-white
Disagreed	47%	54%
Neutral	39%	32%
Agreed	14%	14%

Table 3.41 Internalization of Values by Ethnicity

Composite Measure	White	Non-white
Disagreed	35%	30%
Neutral	41%	45%
Agreed	24%	25%



Figures

Figure 3.1 Discipline Appropriate to Various Scenarios

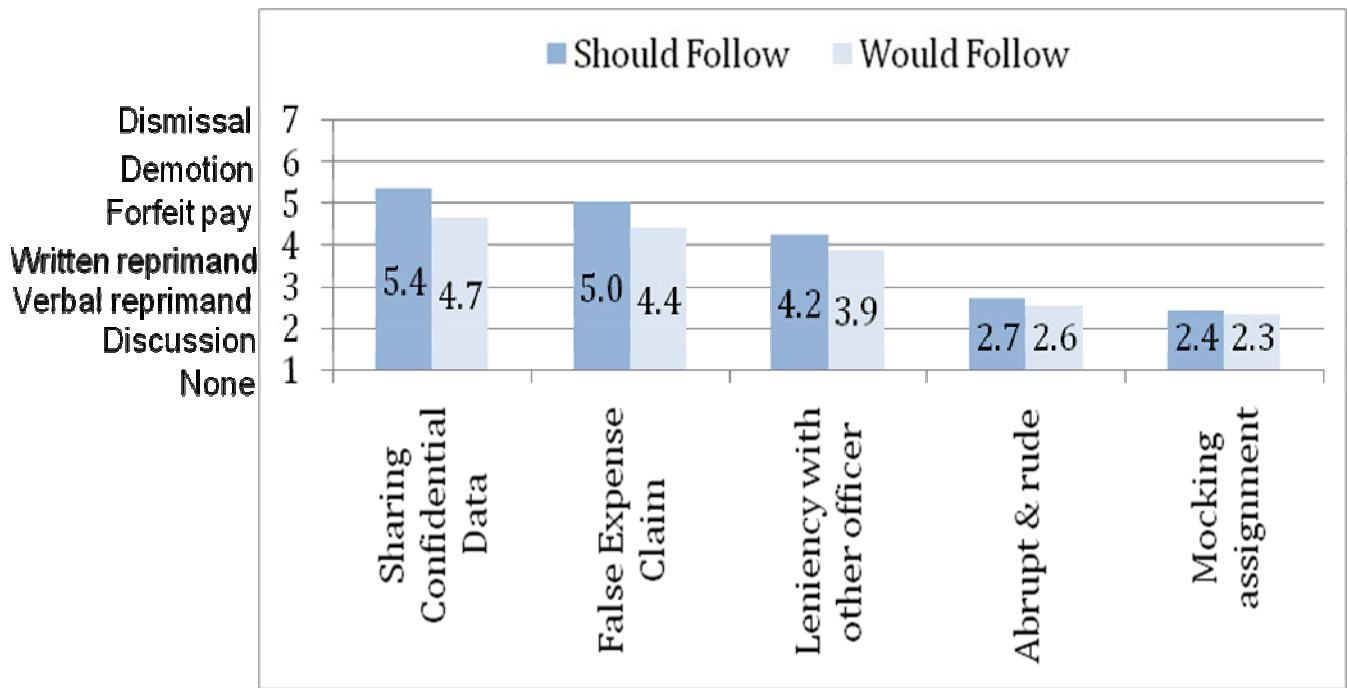


Figure 3.2 Reporting Problematic Behaviour

