Personal and Professional Attributes of Community and Traditional Police Officers Impacting Order Maintenance and Exercised Degrees of Control: Phenomenology

Rickey L. Mitchell
Lynn University

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PERSONAL AND PROFESSIONAL ATTRIBUTES OF COMMUNITY AND
TRADITIONAL POLICE OFFICERS IMPACTING ORDER MAINTENANCE
AND EXERCISED DEGREES OF CONTROL: PHENOMENOLOGY

DISSERTATION

Presented in Partial Fulfillment of the Requirements for the Degree of

Doctor of Philosophy

Lynn University

by

Rickey L. Mitchell

Lynn University

2005
Personal and Professional Attributes of Community and Traditional Police Officers Impacting Order Maintenance and Exercised Degrees of Control: Phenomenology

Rickey L. Mitchell, Ph.D.

Lynn University, 2005

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Acknowledgment

I would like to above all acknowledge my Father in Heaven, the Lord Jesus Christ, for his many blessings and for the gift of patience, persistence, understanding and endurance. Without you Lord, I could not have done it.

During this arduous period, there were many people who made significant contributions and offered encouraging words as I attempted to pursue this dream to a reality. As a result, this work is the outcome of the combined efforts of those people—most especially, the talented officers who shared their experiences at length and with great candor. Thank you all for your time and invaluable information. Without your contribution and patience, I could not have attained this success.

I would like to extend my heart felt love to my mother, Annie Lee Richardson, for her guidance and encouragement to pursue my goals by reaching for the acme of my life. Thank you for all your support and words of wisdom.

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To my doctoral committee, I would like to extend a very special thanks to each of you. Dr. Moffett, my Committee Chairperson, thank you for your support, time and directions. Dr. Scialli, my Committee Member, thank you for all your patience and directions. Dr. Kosnitzky, my Committee Member, thank you for all your guidance and encouragement.
Community policing differs from traditional police work. It is a response to public and social pressures on policing to fill needed roles of prevention, as opposed to crime fighting. Literature stresses that community policing efforts incorporate the attitudes and perceptions of law enforcement officers, suggesting that certain learned and naturally-occurring personality traits among officers predispose success or failure in community policing efforts. To further the exploration of community policing, there is a need to qualify the personal and professional attributes of police officers and their impact on order maintenance and exercised degrees of control.

A qualitative, phenomenology study conducted on 16 officers (8 traditional police officers and 8 community police officers) was designed to critically determine the behavioral traits and attitudes that are involved in policing. The subjects participated through an open-ended interview questionnaire resulting in case vignettes. The qualitative data collected from each interview were analyzed through documented transcriptions for comparisons within and across assignments (traditional policing and community policing). Personal and professional attributes of the participants were compared with self-reported degrees of exercised control.
Results suggest that the process relating to the relationship between the participants' perceived personal and professional attributes and use of order maintenance and exercised degrees of control follow a similar form and a similar set of predictors for both traditional police officers and community police officers. The findings recommend the value that community policing plays in helping to establish strong relationships between the law enforcement officers and the community members.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acknowledgment</td>
<td>ii</td>
</tr>
<tr>
<td>Abstract</td>
<td>iii</td>
</tr>
<tr>
<td>List of Tables</td>
<td>viii</td>
</tr>
<tr>
<td><strong>CHAPTER 1: INTRODUCTION</strong></td>
<td></td>
</tr>
<tr>
<td>Discussion of the Problem</td>
<td>1</td>
</tr>
<tr>
<td>Background of the Problem</td>
<td>4</td>
</tr>
<tr>
<td>Statement of the Problem</td>
<td>9</td>
</tr>
<tr>
<td>Research Questions</td>
<td>13</td>
</tr>
<tr>
<td>Purpose of the Study</td>
<td>16</td>
</tr>
<tr>
<td>Assumptions</td>
<td>17</td>
</tr>
<tr>
<td>Definition of Terms</td>
<td>18</td>
</tr>
<tr>
<td>Scope and Delimitations of the Study</td>
<td>19</td>
</tr>
<tr>
<td><strong>CHAPTER 2: REVIEW OF LITERATURE</strong></td>
<td>22</td>
</tr>
<tr>
<td>Overview</td>
<td></td>
</tr>
<tr>
<td>Police Work</td>
<td>22</td>
</tr>
<tr>
<td>Officer Personal Characteristics</td>
<td>23</td>
</tr>
<tr>
<td>Officer Professional Characteristics</td>
<td>26</td>
</tr>
<tr>
<td>Officer Experience</td>
<td>27</td>
</tr>
<tr>
<td>Officer Decision-Making</td>
<td>29</td>
</tr>
<tr>
<td>Officer Education, Training, and Job Performance</td>
<td>30</td>
</tr>
<tr>
<td>Impact of the Effectiveness and Efficiency of the</td>
<td>32</td>
</tr>
<tr>
<td>Police Organization on Police Officers</td>
<td>37</td>
</tr>
<tr>
<td>Conflicts in Policing Roles</td>
<td>38</td>
</tr>
<tr>
<td>Police-Citizen Relations/Encounters</td>
<td>40</td>
</tr>
<tr>
<td>Police Culture</td>
<td>45</td>
</tr>
<tr>
<td>The Effectiveness of Community Policing on Police-</td>
<td>46</td>
</tr>
<tr>
<td>Community Relations</td>
<td></td>
</tr>
<tr>
<td>Police Organizational Changes</td>
<td>48</td>
</tr>
<tr>
<td>Hierarchical Controls on Officers</td>
<td>50</td>
</tr>
<tr>
<td>Limitations and Summary</td>
<td>52</td>
</tr>
<tr>
<td><strong>CHAPTER 3: METHODOLOGY</strong></td>
<td>55</td>
</tr>
<tr>
<td>Design</td>
<td>56</td>
</tr>
<tr>
<td>Setting</td>
<td>58</td>
</tr>
<tr>
<td>Population and Subject Selection</td>
<td>59</td>
</tr>
<tr>
<td>Instrumentation</td>
<td>64</td>
</tr>
<tr>
<td>Procedures</td>
<td>66</td>
</tr>
<tr>
<td>Data Collection Procedures</td>
<td>66</td>
</tr>
<tr>
<td>Ethical Considerations</td>
<td>67</td>
</tr>
<tr>
<td>Method of Data Analysis</td>
<td>68</td>
</tr>
<tr>
<td>Trustworthiness, Qualitative Validity and Reliability of Data</td>
<td>69</td>
</tr>
</tbody>
</table>
# TABLE OF CONTENTS

## Continued

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Topics</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHAPTER 4: RESULTS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overview</td>
<td>71</td>
<td></td>
</tr>
<tr>
<td>Research Question One</td>
<td>71</td>
<td></td>
</tr>
<tr>
<td>Traditional Police Officers Within Case Analysis</td>
<td>73</td>
<td></td>
</tr>
<tr>
<td>Conclusion of Traditional Police Officers Within Case Analysis</td>
<td>74</td>
<td></td>
</tr>
<tr>
<td>Research Question Two</td>
<td>96</td>
<td></td>
</tr>
<tr>
<td>Community Police Officers Within Case Analysis</td>
<td>98</td>
<td></td>
</tr>
<tr>
<td>Conclusion of Community Police Officers Within Case Analysis</td>
<td>98</td>
<td></td>
</tr>
<tr>
<td>Research Question Three</td>
<td>123</td>
<td></td>
</tr>
<tr>
<td>Summary</td>
<td>126</td>
<td></td>
</tr>
<tr>
<td></td>
<td>134</td>
<td></td>
</tr>
<tr>
<td>CHAPTER 5: DISCUSSION</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Introduction</td>
<td>137</td>
<td></td>
</tr>
<tr>
<td>Interpretations of the Study</td>
<td>137</td>
<td></td>
</tr>
<tr>
<td>Conclusions</td>
<td>145</td>
<td></td>
</tr>
<tr>
<td>Recommendations for Future Research</td>
<td>150</td>
<td></td>
</tr>
<tr>
<td>Implications</td>
<td>152</td>
<td></td>
</tr>
<tr>
<td>Summary</td>
<td>154</td>
<td></td>
</tr>
<tr>
<td>REFERENCES</td>
<td>158</td>
<td></td>
</tr>
<tr>
<td>APPENDICES</td>
<td>163</td>
<td></td>
</tr>
<tr>
<td>Appendix A: Letter to Director</td>
<td>164</td>
<td></td>
</tr>
<tr>
<td>Appendix B: Approved IRB Cover Letter and Consent Form</td>
<td>167</td>
<td></td>
</tr>
<tr>
<td>Appendix C: Interview Questionnaire for Police Officers</td>
<td>172</td>
<td></td>
</tr>
<tr>
<td>Appendix D: Interviews of Traditional Police Officer Participants</td>
<td>175</td>
<td></td>
</tr>
<tr>
<td>Appendix E: Interviews of Community Police Officer Participants</td>
<td>217</td>
<td></td>
</tr>
<tr>
<td>Appendix F: Follow Up Interviews of Participants</td>
<td>259</td>
<td></td>
</tr>
<tr>
<td>Appendix G: Second Follow Up Interviews of Participants</td>
<td>271</td>
<td></td>
</tr>
<tr>
<td>VITA</td>
<td>276</td>
<td></td>
</tr>
</tbody>
</table>
LIST OF TABLES

Continued

Table 4.10 Community Police Officers’ Responses to Questions 1-8........................................99

Table 4.11 Community Police Officers’ Responses to Questions 9-12........................................102

Table 4.12 Community Police Officers’ Responses to Questions 13-16........................................105

Table 4.13 Community Police Officers’ Responses to Case Vignette 17 (a), Group of Young Males Loitering ........................................................108

Table 4.14 Community Police Officers’ Responses to Case Vignette 17 (b), Domestic Dispute at a Residence .................................................................110

Table 4.15 Community Police Officers’ Responses to Case Vignette 17 (c), Burglary in Progress at a Residence .................................................................112

Table 4.16 Community Police Officers’ Responses to Case Vignette 17 (d), Young Males Trespassing .................................................................114

Table 4.17 Community Police Officers’ Responses to Case Vignette 17 (e), Angry Female Outside Store .................................................................116

Table 4.18 Community Police Officers’ Responses to Case Vignette 17 (f), Vehicle Weaving in Traffic .................................................................119

Table 4.19 Community Police Officers’ Responses to Case Vignette 17 (g), Young Males on Corner Making Exchanges .................................................................121
CHAPTER 1: INTRODUCTION

In today’s society, police are an essential part of maintaining order of a complex and extremely diverse society. For the purposes of this paper, police control can be defined as the involvement of an officially appointed team of individuals who are working to promote the respective values of their society. This is a working definition that stresses that the involvement of a police force is done specifically to maintain conformity of laws, rules, and other formalized regulations that the citizens of the society have agreed to follow (Moustakas, 1994). When there are those who do not wish to conform to the social order, the police intervene as a means of ensuring that there is minimal deviation from the established, generally accepted order.

The police contribute to social control through law enforcement, maintenance in the form of connecting to the public and presenting an obvious presence, and working with citizens to help exercise the degrees of control responsibilities that the private individual holds as a member of the social order. Thus, police officers are recognized as an official community that protects the norms of society by preventing crime and arresting citizens who breach the law. Using the working definition of police control as established for this paper, the concept of the presence of an official police force or law enforcement community suggests by default that society has determined that there are certain behaviors that are not in accordance to the optimal continuance of social norms. This in turn suggests that the presence of a police force can be used as a deterrent in addition to a means of preservation, for its very inception and maintenance indicates that antisocial behavior (or serious antisocial behavior at the very least) will be tolerated (Pelfrey, 2001). This is due not only to the presence of law enforcement officials as a
means of responding to social problems and unforeseen social conditions, but also to the psychological impact that the presence of a police force has within the social setting. This does not, however, mean that the police force is capable of promoting continued social control, merely that it is capable of responding to negative events or antisocial persons as the need arises (Pelfrey, 2001).

The nature of a limited effect on crime appears directly at odds with the established presence that the law enforcement community has within a social order. Police officers are by definition intended to reduce the presence of crime and to maintain social order, yet there is a substantial dissenting opinion that stresses the failure of this very organization in accomplishing their stated goals. As a result of this perceived gap between the stated purpose of law enforcement and the impact that police officers have upon maintaining the accepted social order, this study examines the personal and professional attributes of police officers that affect their actions, and investigates the impact their decisions have on order maintenance and exercised degrees of control they employ when encountering citizens. It is theorized that these traits will have a bearing on the effectiveness of the police officers in particular regarding their abilities to perform their jobs.

Historical factors have frequently been used as a strategy to identify the impact that a police force has within the social setting, as well as used as indicators of past successes and failures and predictors for inception in future policy goals. These include, among many others, factors such as the increasing professionalization of police officers, strategies in which police centers are increasingly formalized and likewise professionalized, and the changing social, economic and political environments in which the police forces are asked...
to work (Shtull, 1997). Police organizations “began to narrow their focus as they shifted emphasis from dealing with disorder, to more legalistic crime fighting” (Shtull, 1997, p. 14). In sum, police organizations were focused to target major crimes. Shtull (1997) reflects that this new orientation was the result of the following factors:

1. A tremendous increase in the number of reported crimes in the 1960s;
2. A commitment on the part of police organizations to respond to calls as soon as possible; and
3. Changes in the legal statutes that made it unconstitutional, and, hence, more difficult for police officers to routinely round up suspicious and vagrant citizens. (p. 14)

There are further indications of a failure to serve effectively as police officers due to limitations on how, why, and to what extent the majority of officers are involved in crime. “Police officers still spend their time resolving disputes and dealing with problems arising from disorderly conduct, alcohol and drugs, but a greater proportion of their time is devoted to fighting serious crimes” (Shtull, 1997, p. 14). This disparity between the degree of past crimes, which were lesser in severity, and the more modern crime indicates that the law enforcement officer is more likely to be confronted with challenging, high-stress circumstances than in the recent past.

Changing social needs have also affected policing priorities. Katz, Webb, and Schaefer (2001) note:

over the past two decades, police organizations across the nation have been adopting a variety of community policing strategies, including several that focus on the aggressive enforcement of disorder offenses. These aggressive strategies, according to Cordner, are popularly known as zero-tolerance, order maintenance, quality-of-life” and exercised degrees of control. (p. 825)

All of these so-called “aggressive strategies” might do well in preserving the peace of a social system, but the problem is not found in whether this is successful (Katz, et al,
Instead, the question of change within the scope of police power is centralized on whether the existing strategies are effective and appropriate while keeping in mind the basic principles of the social order, or whether they merely work to preserve the appearance of an orderly society.

Police officers are more willing to engage in their professions if the former is true: if the ideals of police work are in keeping with the strategies employed to maintain social order, the police officers exhibit greater job satisfaction. The current climate suggests that the latter is true, where police officers are forced to engage in increasingly aggressive policing procedures in order to keep pace with the changing rate and nature of crime. This has a profound negative impact upon the philosophies and the ideologies employed by the police officers as they approach their jobs. This study focuses on order maintenance and exercised degrees of control strategies and the personal and professional attributes possessed by police officers that affect their work.

**Discussion of the Problem**

When “discussing central philosophical themes of community policing,” it broadens the role of police to “include more non-law enforcement tasks” (Novak, 1999, p. 14). Specifically, Novak has stated that “there is increased importance and renewed legitimacy placed on order maintenance” and the degree of control that is exercised by police officers (Novak, 1999, p. 14). As a result, new policing techniques have surfaced to compensate.

One of the strategies that have emerged is community policing. “Community policing relies heavily on citizen input and greater citizen access to the police and their priorities, encouraging differential enforcement contingent on community values and
norms. This differential policing primarily affects the way in which police officers address minor offenses, local ordinances and disorder” (Novak, 1999, p. 14). The origins of community policing are comparatively recent, stressing its emergence as a new policing strategy that is developed specifically to cope with the changing face of crime in the United States. “In 1982, Wilson and Kelling stated this differential approach of order maintenance and exercised degrees of control of citizens is the optimal tactic to reducing crime in communities” as well as exercised degrees of control” (Novak, 1999, pp. 14-15).

The core values of community policing remain unchanged, regardless of the format in which it is applied to the community setting: “one fact remains: the importance of law enforcement, as the key role of the police, is de-emphasized and there is an increased reliance on police officers to maintain order” and lower exercised degrees of control to remedy situations without making an arrest (Novak, 1999, p. 30).

The concept of community policing has led to a number of suggestions concerning the best and most effective strategies that would put formal and informal community policing initiatives in place, as well as perpetuate their long-term success. These suggestions tend to incorporate a more direct connection between the police officer and the community, particularly when the officer is not actively involved in crime prevention. Examples of such include interactions with community members through an increased passive street presence or the inclusion of police officers in community schools. There should also be a gradual but noticeable shift in the attitudes of the law enforcement community, where police officers no longer define themselves as reacting to antisocial behavior or social violations in an offensive capacity, and also an increased
focus on both redefining this ideology in the eyes of the community in general and the perceptions of police officers in particular (Novak, 1999).

Such community policing initiatives would also indicate that law enforcement officers remove themselves from the community in the capacity of aggressive, offensive police actions. The visibility of the police officers in instances of social unrest creates a psychological connection between the citizens and these officers, where citizens correlate police officers with negative outcomes. Working with police officers and representatives of the law enforcement community can help promote avoidance strategies to these outcomes; the community can learn to associate the police officers as a positive aspect of the social setting. Working to help create an agenda for community development and defining the role of police officers within these development projects is one valuable strategy. Additionally, police officers should focus on a reduced presence within the community in general and save for those who have established a continued, permanent presence within a given target community. This will help to contextualize the law enforcement officers as permanent and welcomed members of the community at all times. Ideally, this will in turn minimize the need for aggressive control when instances of law enforcement are required as opposed to ongoing community presence (Novak, 1999).

Finally, these changes in the basic routine activities of police officers will help generate a series of behavior changes within law enforcement policies. According to Novak (1999), these include, but are not limited to, the following:

Increased use of problem solving, community building and empowerment; increased use of foot patrol, crime analysis, security checks, lower degrees of exercised control to problems; interaction with citizens of the communities; the need for increased personal and professional skills; and
lower degrees of exercised control to handle problems that have emerged.
(p. 15)

Novak stresses that “these activities have particular importance” as increased personal and professional skills of police officers ultimately impact their decision-making process that determines the qualities of order maintenance and degrees of control they employ during encounters with citizens (Novak, 1999, p. 15).

These changes tend to suggest that the routine operational duties of police officers have altered dramatically, and in turn indicate that there is an evolved set of behaviors brought about through environmental and circumstantial changes within the general community. What is perplexing, however, is how little is known about the associations between community police work and its impact on the officers who are expected to practice these new, changed behaviors, where “the types of interactions and encounters in which police officers and citizens engage would also most likely change” (Novak, 1999, p. 15).

Again, the reflection of a changing environment in which crime occurs is central to this debate: police officers emerged originally as a source of aid for the preservation of a social order. The implication of a changing environment in which crime itself is different from the original conditions in which law enforcement was first established stresses the need for law enforcement to change in kind. The integration of community policing, or the on-the-ground efforts taken by police officers in order to help engage in the direct, progressive ideologies central to the preservation of social order as opposed to merely preserving peace can thus be seen as an evolution of the original directives of law enforcement.
One additional benefit of the integration of community policing into the social order is that there is an increased level of community participation in the preservation of this order and a heightened emphasis on its overall value. Not only police officers but the community as a whole appears to benefit from the presence of community policing efforts, where “an underlying premise of community policing is that citizens are more likely than the police to recognize and understand their public safety needs. Furthermore, police should use community citizens to set priorities and reinforce community values” (Novak, 1999, p. 16). Finally, the involvement of the community is not only a side effect of a community policing initiative but is directly the best result of same, where “if community policing is to be successfully implemented, it is reasonable to assume there must be an increase in the quantity and quality of police-citizen interactions” and this leads to “a radical change in the relationship between police officers and citizens” (Novak, 1999, p. 16).

Encouraging community policing thus has multiple benefits, including a heightened emphasis on the value of the policing effort for both the officer and the citizen, as well as an intrinsic psychosocial reward for these same parties. It also is a new strategy that appears better suited to cope with the forms of crime that are increasingly prevalent in the United States, particularly the urban setting. These benefits of community policing stress its continued integration into law enforcement, and should encourage community policing to be recognized as an advantageous format for application in the preservation and maintenance of an ideological and practical modern social order.
Background of the Problem

Before society had modern police officers, citizens were the primary agents of social control. Behavior tended to be regulated by comments, warnings, or rebukes by family, friends, and neighbors (Pelfrey, 2001). The social codes that the general population agreed to follow tended to be upheld through personal interaction, thus suggesting that there were arbitrary limitations on what was accepted behavior and what was not permissible. Populations separated by geography, standards of living, or cultural and racial heritage tended to have different behavioral codes. The creation of the modern police, as a large professional bureaucracy, transferred these duties away from citizens (Novak, 1999). This helped to formalize the accepted principles of law and what was intended in a law-abiding society.

The acceptance of official practices in law enforcement did not necessitate its success as a formal organization. Breen (1997) reported that early in the 20th Century, it was clear that despite its laudable intentions, the political era of law enforcement...was failing to provide the level of public safety citizens deemed necessary. The spoils system of political patronage was serving criminals, opportunistic police officials, and corrupt politicians far better than it was serving the common citizen. (p. 24)

The nature of preserving a social order appeared to embed within it the drive to officiate peace above the spirit of the law, suggesting that those individuals who acted unlawfully but also preserved a sense of order (e.g.: the factory owner who employed many of the town’s people) were accepted.

Problems over a system that gave the illusion of a successful, peaceable society mounted in number. “By the 1970s, the rise in crime rates, riots, and the failure of police-community relations units... resulted in a substantive call for change” (Breen,
1997, p. 53). It was widely recognized among police officials and community members that the methodology currently used to preserve social order were inappropriately suited to the landscape in which unlawful activity occurred. Consequently, a shift in the existing model of police work was needed in order to achieve the goals of successful preservation of social order while also maintaining the ideologies found in a successful democratic society. Breen (1997) reported three theories emerged that expresses these issues:

The first theory is government-public partnership in the administration of a public safety product can and does work. The second theory is there is a relationship between the appearance of physical and social neglect, citizen fear of crime, and the degree of crime in a community. The third theory is the true debilitating impact of the fear of crime is its harms on the community as an entity. (p. 55)

With these three theories available in the public discourse, discussion concerning how, why, and to what extent policing would be most effective.

Common to all three theories was the emphasis on how law enforcement needed to refine its exercised degrees of control. Community policing, when implemented properly and used effectively, is the embodiment of all three theories. According to Steven (1997), “fear of crime is not a clearly defined variable” (p. 83). However, he suggested, “reduction of fear of crime has been associated with community-policing programs” and that the inclusion of the community into the spectrum of police work helps to promote the effectiveness of the police efforts (Steven, 1997, p. 83). The literature also tends to suggest that there are correlations between police officers, police work, continued community involvement, and the gradual reduction of fear of police officers among community members (Steven, 1997). This indicates that the continued presence of police officers and continued efforts by police officers to make a positive
presence known within a given setting helps familiarize the community with their presence, their persons, and their priorities, thus reducing fear and resistance.

These positive findings are discouraging, however, in that there is a lack of consistency among organizations in general and police officers in particular in regards to the ongoing promotion and maintenance of community policing initiatives. The implication is that community policing is identified as more of a philosophical attitude than an actual form of law enforcement (Steven, 1997).

This philosophical impact of community policing is necessary for the continued recognition of what it means to have active law enforcement; law enforcement is not passive but is dynamic and includes a broad society instead of focusing only on specific elements of the population. Indeed, it can be proposed by researchers that law enforcement’s continued emphasis to identify populations that are at risk for participation in crime has exacerbated the relationship between the police and these populations. Integrating all communities into police work has the philosophical implications that all community members are part of the solution needed to achieve successful policing. A clearer understanding of the impact of community policing might be realized if further studies were conducted to investigate and report on its merit.

According to Harcourt (1998) community policing represents the idea that police officers can prevent crimes by integrating themselves into the community, rather than by merely responding to emergency calls. Community policing may come in many variations, ranging from the type of order maintenance policing that emphasizes arrest, to the style of community policing that withholds enforcement as a way to build community partnerships. In community policing, greater degrees of control are exercised.
Other sources, however, have persisted in defining the traditional role of policing as crime prevention, detecting or observing crime, and maintaining order where there is little contact or connection between the community and the police (Novak, 1999). According to this view, police officers serve and protect the community, but do so in the traditional model of policing and they are not involved in the community.

Experts now recognize that police officers are dependent on citizens as they carry out their responsibilities. Police officers depend on citizens to report crimes, to provide information about suspects and to cooperate in investigations. For this reason, many experts tend to identify the citizens who receive these services as “co-producers,” referring to the fact that police officers would not be active in their current scope of duties where there is a significant reduction in demand from continued appropriate behavior within the general community as a whole (Novak, 1999, p. 16). Within this general perception of policing and police behaviors, the community is responsible for the demand for law enforcement services and should contribute to the available resources that exist to reduce the cohesion and continued livability of the social setting in question.

According to Katz, Webb and Schaefer (2001), “social deterioration is cumulative, where the broken-windows theory serves as a marker that problems are present and are not addressed in a timely manner, thus creating the opportunity for greater change” (p. 825). This broken-windows theory “is based on the hypothesis that if social and physical disorder in a community is not addressed, more serious forms of disorder, and eventually increased levels of crime, will follow” Katz, et al. (2001, p. 825). For this reason, Katz, et al. (2001) argued that community policing is an appropriate response towards the continued presence of crime and social disorder in modern policing.
efforts, where in order “to combat crime and disorder, the police must be proactive and reorient their focus toward community disorder” (p. 825) and be proactive by changing its strategy to manage minor misdemeanors like loitering and public drinking. According to Harcourt (1998), shifting the policing efforts from retribution for past actions to promoting effective prevention and preservation seeks to develop additional categories of policing that provide police officers refined exercised degrees of control.

This leads to order maintenance, where the act of community policing imposes itself on the continued social order expressed in a community atmosphere. Harcourt (1998) notes that:

a law enforcement strategy that seeks to create public order by aggressively enforcing laws against public drunkenness, loitering, vandalism, littering, public urination, panhandling, prostitution, and other minor misdemeanors. It is a variation of community policing that emphasizes police presence and arrests, functioning on the premise that...eliminating minor disorder will have a deterrent effect on major crime. (p. 300)

Statement of the Problem

The nature of policing when not defined in a community setting tends to target specific populations that are deemed more likely to participate in minor crimes and unlawful behavior. Larger crimes, such as white-collar crime or mafia-related activity, tend to be beyond the scope and capacity of conventional police work, and are most likely bound over for federal law enforcement to handle. This has created a focus on populations that the law enforcement community has identified as posing a heightened risk of committing minor crimes. The reciprocal nature of this mistrust means that the members of communities that have been profiled as more likely to commit crimes are less likely to willingly accept the policing process.
The findings stress that embedded racial, cultural, and socioeconomic markers tend to separate certain populations from the police. According to Deakin (1988),

despite the positive changes that have occurred in professionalized law enforcement, there remains significant mistrust of law enforcement in many communities, particularly in communities of color disproportionately affected by police misconduct. There are both historical and present-day realities for some communities' mistrust of law enforcement. Until both are fully confronted, and the deeply corrosive effect of this mistrust is addressed, community policing partnerships with the very groups who would benefit most will remain elusive. (p. 30)

Stressing community policing is the most effective method through which this distrust and progressively “corrosive” efforts can be reduced in severity. Community policing creates a presence of police in the population which is not harmfully invasive. According to Worrall and Zhao (2003) “the most noticeable evidence of community policing is in the implementation of a wide variety of programs ranging from crime control initiatives to managerial innovations” (p. 64). Other sources indicate that perceiving community members as “co-producers” helps to redefine the role of the community as well as that of police officers, suggesting in turn that the community policing movement is an attempt to restore and develop the role of citizens as in regards to continued social order (Novak, 1999). As such, due to the wide range of behaviors in which social interaction is defined, community policing programs and initiatives can be remarkably distinctive and different in their scope, purpose, and methodologies (Novak, 1999). Thus, some community-policing programs emphasize disorder and quality of life issues, where others focus primarily on serious crimes; others primarily address drug-related crime. The universal outcome in all of these settings and distinctive community engagement policies can be generalized as an effort to reduce the scope and frequency of negative encounters between community members and police officers, especially in the context of negative
social behaviors or events (e.g.: the commission of a crime) (Novak, 1999).

Subsequently, positive community engagement with police officers will be framed according to the desire to enhance an open dialogue during non-aggressive and positive interactions.

Community policing is therefore a responsible, successful strategy that can be used to reduce the gap between alienated populations and the police that have been designated to improve their quality-of-life. It can even be argued that community policing strategies achieve the idealized positive outcomes of law enforcement processes, and therefore is a highly desirable operational goal for members of the law enforcement community (Novak, 1999). Finally, community policing strategies appear to transcend the belief that positive social order can only be maintained with an overt, aggressive presence that is synonymous as a threat in the minds of community members, and can be reframed according to desirable outcomes as manifested in the desire to promote continued ordered maintenance and an agenda developed by the community and by the police officers themselves, as opposed to a strategy in which police officers engage the community only when problems or unrest are reported (Novak, 1999). The outcome is a setting in which there is a lessening of the presence of police officers as first responders and a redefinition of police officers as community members with the goal of ensuring the continued peace and prosperity of their community.

Despite this overwhelming positive emphasis embedded in the nature of community policing, “a common understanding of exactly what community...policing means continues to elude police administrators, policy makers, and academics” (Novak, 1999, p. 8). There remains a pervasive misunderstanding of what it means to be engaged
in true community policing, particularly in terms of the roles that the police and the community members fill in their efforts to promote a continued emphasis on maintaining social order. "How community policing has affected the day-to-day activities of police officers," degrees of control exercised by police officers, "and how police officers and citizens interact, remains unclear" (Novak, 1999, p. 8). Additionally, the problems of community involvement have been deconstructed and identified in terms of the quantity and the quality of social interactions put forth by police officers; if community policing is deemed a successful initiative, the social interactions will have been both more numerous and have a positive association within the community as a whole (Novak, 1999).

Determining whether these associations are positive or are negative can be done through identifying how and why interactions between law enforcement and the community occur; studying the degree and impact of interactions and whether they have changed the way police officers exercise degrees of control deserves further research (Novak, 1999).

The study investigates attributes and actions of police officers, with a primary focus on the personal and professional attributes of community and traditional police officers and their impact on order maintenance and exercised degrees of control with citizens. Exploring the actions and attributes of police officers, an examination of self-reported roles and actions in investigator-provided scenarios are analyzed and transformed into case vignettes.

**Research Questions**

The research questions for this study are as follows:
1. What are the qualities of order maintenance and exercised degrees of control among police officers engaged in traditional policing and how are they impacted by personal and professional attributes?

2. What are the qualities of order maintenance and exercised degrees of control among police officers engaged in community policing and how are they impacted by personal and professional attributes?

3. Are there differences between traditional police officers and community police officers in their qualities of order maintenance and exercised degrees of control?

**Purpose of the Study**

The purpose of the study is to examine professional and personal attributes of community and traditional police officers and the impact of these attributes on the degree of control exercised during encounters with citizens. This builds on research that has shown communities are in need of community policing to reduce crime, with the added benefit that community policing places less of a burden on citizens (the taxpayers). The study explores personal and professional attributes of police officers impacting their decision-making on order maintenance and exercised degrees of control, through investigator-provided scenarios.

**Assumptions**

The study reports on the merit and range of policing techniques, and their impact on order maintenance and exercised degrees of control. Certain police strategies increase citizen familiarity, trust, and cooperation with the police, and increase their responsibility and involvement in crime prevention, while other techniques do not (Shtull, 1997).
Definition of Terms

**Community Police Officer** - is a police officer who specializes in solving community problems (Shtull, 1997).

**Community Policing** - is based on the concept that police officers and private citizens working together in creative ways can help solve contemporary community problems related to crime, fear of crime, social and physical disorder, and neighborhood decay. Achieving these goals requires that police departments develop a new relationship with law-abiding citizens in the community, allowing them a greater voice in setting local police priorities and involving them in efforts to improve the overall quality of life in their neighborhoods (Breen, 1997). In addition, community policing is a philosophy and management strategy that promotes community, government, and police partnerships, and proactive problem solving to address crime, fear of crime, and other community related issues (Breen, 1997).

**Exercised Degrees of Control** - are various policing styles of crime prevention, including making arrests or use of levels of authority less than arrest.

**Order Maintenance** - is arrest of a citizen or levels of authority less than arrest (Novak, 1999).

**Traditional Police Officer** - defines as a police officer, who enforces the law, makes arrests, preserves order by serving as a deterrent to misconduct, and by providing a quick-response mechanism for potential or low-level problems, and performs community services (Pelfrey, 2001).
Traditional Policing - is proactive policing reducing victimization, apprehending criminals, reducing fear of crime, resolving conflict, enforcing regulatory laws, promoting educational and youth activities, and addressing community problems like neighborhood decay, street and park maintenance, etcetera (Breen, 1997).

Scope and Delimitations of the Study

Research suggests that although police organizations across the nation are beginning to adopt community policing strategies, there is no universal model for exacting community policing and no consistent evidence that these strategies are effective in controlling or deterring crime. Studies conducted in order to define and describe the impact of community policing initiatives have shown critical areas of failure within their core methodologies. Specifically, the type of disorders that have been explored within community policing initiatives have typically failed to be fully addressed and responses to the situation integrated into these initiatives, resulted in a distorted perception of the problem and an inappropriate application of the solution (Katz, et al., 2001). Thus, there is a shortage of conclusive, undisputable evidence to prove beyond question that community policing efforts to reduce crime is effective. With the exception of Kelling and Coles (1996) and Braga, Weisburd, Waring, Green-Mazerolle, Spelman and Gajewski (1999), few researchers have examined the impact of such policing.

These shortcomings are addressed by the current study’s primary focus on the personal and professional attributes of community and traditional police officers and their impact on qualities of order maintenance and exercised degrees of control during encounters with citizens. The study sets the stage for further research concerning the impact of personal and professional attributes on traditional and community police
practices. Personal and professional attributes were examined through self-reported actions and strategies. Traditional and community policing strategies were examined and explanations for exercised degrees of control by police officers were sought.

The geographic area for this study was limited to District 9 of the Miami-Dade Police Department. District 9 is known as the City of Miami Gardens. Its location spans from Northwest 151st Street south to Northwest 215th Street (Countyline Road) and from Northwest 47th Avenue west to Northeast 2nd Avenue east in Miami-Dade County, Florida. It consists of middle class residences and a variety of businesses. Its population is approximately 110,000 and the citizens are from several cultures, which include Hispanics, African-Americans and Anglo-White Americans. The police officers, assigned to both community and traditional policing in District 9 participating in this study were limited to those approved by the Miami-Dade Police Department’s Director and who met with the investigator beyond working hours.

The community police officers’ tenure is 1 to 9 years, with and without a college degree; the traditional police officers’ tenure is 10 to 25 years, with and without a college degree. Participants were selected by policing status (community or traditional), age, gender, educational level, and tenure. All officers selected for the study consented to tape-recorded conversations with the investigator and appropriate IRB documentation are shared and stored.

In summary, in today’s complex and exceptionally diverse society, the police play an important role in maintaining order by contributing to social order through law enforcement. It is strongly believed that there have been environmental changes that have resulted in a transformation of the duties of the police officers, where these individuals are
now no longer professionally responsible for reduction of social unrest, but are now responsible for becoming a member of the community and actively working to promote conditions in which social unrest is calmed as a holistic response to the presence of police officers (Shtull, 1997). As a result, society’s changing social needs have affected policing priorities. Consequently, the role of the police was broadened to include other non-law enforcement tasks, which emerged from a policing strategy known as community policing. This differential policing primarily affects the way in which police officers address minor offenses, local ordinances and disorder” (Novak, 1999, p. 14). The idea of community policing is one in which the police officers represent one face of the community and play an understated role within the community, and thus, crime is prevented in part through the continued presence of police officers and the concept that the community is working towards (or has achieved) a state of continued positive social rest (Novak, 1999). What remains in question, however, is the degree to which such initiatives have been successful and whether these initiatives have changed the way police officers exercise degrees of control (Novak, 1999). These questions continue to undermine the success of widespread community policing initiatives.

To address police officers’ impact on order maintenance and exercised degrees of control with citizens, presented in the next section is literature reviewed on factors that influence police officers’ decision-making during encounters.
CHAPTER 2: REVIEW OF LITERATURE

Overview

In a world of continuous social revolution, organizations like the police, in constant interaction with society, must also reform. Feltes (2002) suggests “...any reform should take the direction of opening police officers toward the community and enable it to react more flexibly to future change” (p. 48). Novak (1999) asserts, since the police contribute to social control through law enforcement, order maintenance and exercised degrees of control functions, the paradigmatic changes in the community era of policing strategy may be the best way to handle many situations and may increase those activities by police officers. Thus, community policing offers new ways of policing that can enhance police relations with citizens (Feltes, 2002).

Goetz and Mitchell (2003) assert:

different methods of community policing imply different ideas about community-building, although they all grow from a common philosophical assumption that social disorganization leads to crime and must be minimized. For example, the most common police response to the community-building ideal has been to intensify and broaden their preexisting order maintenance and exercised degrees of control function. (p. 222)

The aggressive behaviors that typify many police efforts are highly visible and stress a general lack of connection to the community at large. Examples of this highly visible behavior include traffic stops, intervention in public disturbances such as public drunkenness, and arresting criminals (Goetz & Mitchell, 2003). This has two extremely negative outcomes. The first of which is that those who participate in acts that require police intervention are perceived as dangerous to the social order (Goetz & Mitchell, 2003). The second is that the police officers are identified as increasingly engaged in the control of crime as opposed to the participation within the community, and thus receive a
cognitive stamp by the general public that the police are outsiders to the social system, only filling the role of punisher as opposed to participant and companion (Goetz & Mitchell, 2003). The order maintenance efforts accomplished through traditional policing thus appear to impose an aggressive and force of stability, as opposed to encouraging this naturally through community-building. It is to these issues this review examines the theoretical and empirical literature containing the personal and professional attributes of community and traditional police officers that impact the qualities of order maintenance and exercised degrees of control they use when encountering citizens.

Although this study explores personal and professional attributes of traditional and community police officers and their impact on qualities of order maintenance and exercised degrees of control, it is important to report on factors that influence or impact police decision-making during encounters with citizens. These factors include police work, police officer personal characteristics, police officer professional characteristics, experience, decision-making, education, training and job performance, the impact of the effectiveness and efficiency of the police organization on police officers, conflicts related to policing roles, police-citizen relations, and police-citizen encounters. All of these topics are central to the discussion of community policing and will be discussed in this literature review.

Police Work

The essential purpose of police work varies according to its interpretation, where it might be seen as an aggressive reduction of crime, an authoritarian maintenance of social order, or the necessary participation of vested officials with the ability to impose control when problems arise. Brodeur (1998) argues “the quality of an officer’s handling
of encounters is attributed to how he copes with the paradoxes of coercive power” (p. 66). This source continues in noting that “while some aspects of police work may lend themselves to relatively precise assessment . . . the most common police activities can be evaluated only in terms of the quality of the process involved” (Brodeur, 1998, p. 66). The need for evaluation and the assessment of social order are what necessitates the job of a police officer.

Bayley (1994) takes the position that obvious social presence is the innermost component of successful police work. He asserts that, “patrolling is by far the biggest assignment in policing. Patrol work is determined almost entirely by what the public asks the police to do” (p. 16). There is a direct link, he continues, between the public and the police officers in the form of radio communication; police officers do not arbitrarily determine what their duties for the day shall entail, but receive their instructions from the public by way of a central dispatcher. “Contrary to what many people think, the police do not enforce their own conception of order on an unwilling populace. Almost all they do is undertaken at the request of some member of the public” (p. 17). Furthermore, the crime that the general public experiences which necessitates the involvement of the police is “distinctly minor” and is not related directly to criminal activity. Bayley (1994) notes:

The majority of police officers are not directly fighting crime, . . . they are restoring order and providing general assistance. The most common, as well as the most difficult, conflict situations police handle are disputes within families. Police believe that family disputes are very dangerous and risky... When police officers are called to actual or potential conflicts, they try to sort out what has been going on and to produce a truce that will last until the officer gets away. (pp. 18-19)

In this capacity, the police officer is not the aggressor or typed by aggressive engagement in the lives of the general public. Instead, there is a distinctly social element that is
embedded in the majority of what the police officers experience in their routine police work, but the social element is tempered by the vested authority that the officers are able to maintain as part of their position. Bayley (1994) suggests that:

The police sort out situations by listening patiently to endless stories... Patient listening and gentle counseling are undoubtedly what police officers do most of the time. Most of the time, the police do not use the criminal law to restore calm and order. They rarely make arrests... Although police rarely enforce the law in their... encounters with people, it would be wrong to suggest that the power to arrest is not important. The threat is potent, whatever the outcome of particular encounters. The power to arrest gives the police tremendous leverage. It is what makes their intervention authoritative. Police can forcibly stop people from doing what they are doing. (pp. 20-21)

This stresses that the police are not merely social workers, but have the authority to impose law over the existing problem scenario. Their authority helps to separate them from a voiceless, powerless bystander to one that has the ability to become directly involved in whatever situation they see fitting. This, of course, necessitates that the law enforcement officers are able to make appropriate selective judgment towards the degree of intervention and when intervention is needed (Garner et al, 2002). Garner et al. (2002) found “how and when the police use and do not use physical force influence the immediate accomplishment of police functions” (p. 705). Novak (1999) found the demeanor of a citizen to be associated with order maintenance and the level of degree of control exercised by an officer. Therefore, during police-citizen encounters, the relationship between the characteristics of the encounter and the degree of control exercised by the officer depends primarily on the citizen’s behavior (Novak, 1999).

To a great extent, “the work of the police officer is unsupervised and to a lesser extent it is unsupervisable” (Lundman, 1980, p. 16). As such, this independence is what
returns various levels of degree of control to police officers and allows them to shape, along with citizens, their daily work.

Today’s law enforcement, however, is being challenged by a global war, diversity and technology. In addition, Wuestewald (2004) asserts, “homeland security is now a basic requirement of the job” (p. 22). This challenge thus requires police officers with special abilities, instant information and modern equipment. Consequently, because officers are confronted in their daily duties with many cultures of citizens, police organizations must provide officers significant training in human diversity in order to provide the quality of service necessary for today’s multiracial communities. Thus, the police officer needs to identify in what conditions there is a need for intervention, and evaluate the setting to determine the degree of intervention required.

Officer Personal Characteristics

Wuestewald (2004) suggests that “to be successful in building bridges with...diverse constituents, engaging in communities, combating terrorism, and solving...complicated problems of this era...the human side of police work...will get the job done” (p. 23). He suggests the human side is what presents itself through qualities of officer discretion, decision-making and interpersonal communications. Wuestewald (2004) stated police work is more than placing criminals in jail, but rather performing more complex jobs such as communicating and working together with citizens, solving problems, and developing partnerships. He further declared, in police work “of all the differences, ...technology represents the greatest contrast and the supreme challenge. It will not be our technology that spares us from the next horrific act of terrorism – it will be one human whispering an important piece of information into the ear of another and
that person knowing what to do with it” (p. 23). Consequently, the most significant basic aspect of police work is the human element, which provides qualities such as sound decision-making skills, persistence, understanding, and bravery of officers in solving crime.

According to Sanders (2003), it is a challenge to determine the qualities of good police officers. Sanders (2003, p. 313) asserts:

traits such as intelligence, common sense, dependability, and honesty appear more frequently than others in the police literature. While there appears to be a lack of consensus concerning identification of the desirable traits of police officers, certain characteristics...such as intelligence, dependability, and common sense seem to have considerable support in the literature, while...other characteristics, skills, and traits such as interpersonal skills, good communication, sensitivity, empathy, and flexibility...garner fairly inconsistent results. (p. 313)

Sanders (2003) arrived at these conclusions through examining several studies that explored the personality traits that are characteristics of good police officers, but found difficulty in measuring and predicting good quality police performance because over time job performance measures change. Sanders (2003) found “predicting who will be a good police officer is difficult. However, ...personality attributes...which...seem to appear more consistently in the literature are intelligence, honesty, common sense, reliability and/or conscientiousness” (p. 321).

**Officer Professional Characteristics**

Kappeler, Sluder and Alpert (1994) suggest:

the perspective that behavior is based on group socialization and professionalization. That exposure to a police training academy, regular in-service training, and field experience all shape the occupational character of police. Police learn how to behave and what to think from their shared experience with other police officers. (p. 95)
Kappeler, et al. (1994) found the professional character of police officers is learned from their training and experience to situational demands of their work, which forms their development early in their careers. According to Kappeler, et al., further findings uphold the position that “officers are profoundly affected by their training and socialization” (p. 96), which...“affects their attitudes and values” (p. 96). In addition, Kappeler, et al. (1994) claim “police vicariously experience, learn and relearn the potential for danger through war stories and field training...” (pp. 100-101). Kappeler, et al. also found that “police training is dominated...to develop the practical rather than the intellectual skills of recruits” (p. 101). They found during officer training, majority of the time was expended on the basics of criminal law, methods to utilize to detect criminal activities, and the safety of an officer rather than the intellectual abilities of officers.

According to Knight (2005), “policing today is very complex. As officers, you are expected to be all things to all people and to make split second decisions that will take the courts, attorneys, and media weeks or months to determine if you made the right decision... Police officers must be effective at what they do” (p. 22). Accordingly, Knight (2005) advised there are “…characteristics...that...are critical to be successful in law enforcement” (p. 22). These include integrity, professionalism, courage, dignity or self-respect, compassion, fairness, cooperation, and sense of humor. Knight (2005) argued, however, of these characteristics, “the most valuable commodity a police officer can possess...is integrity” (p. 22). He found that police officers maintain a status of trust with the public and once that trust is severed, it is the creation of animosity between the police and citizens. In addition, an officer’s success is contingent upon the public’s trust and confidence. In law enforcement, officers must be professional and be dedicated to
upholding the highest standards required of them. Officers are sworn in to possess the utmost level of allegiance to both the police department and public to serve and protect. Because officers are held accountable for their actions, when summoned to confront situations at dangerous levels, they must demonstrate courage and recognition of the highest standards and integrity required of them by their police organization. When safety is at issue, officers must defend themselves and their fellow officers. When summoned to reconcile encounters, all parties, including the subject, merit self-respect, empathy, fairness and equal deeds. When requested to perform on an individual or group assignment in the community, officers should cooperate with other officers and the community to complete tasks.

According to Borrello (2004, “police professionals who enjoy successful careers possess a number of identifiable qualities, which define their professional image, both conceptually and tangibly” (p. 94). Borello (2004) claims the personal and professional balance of police officers builds and establishes career currency, which is “the sum of all the professional and personal qualities, characteristics, traits and skills an officer possesses” (p. 96). That is the more personal qualities, experience, education, and training an officer possess, the more chances they will have at succeeding in their career and improving job performance.

**Officer Experience**

“The occupational experience is essential for helping forge the personalities of police officers” (Broderick, 1977, p. 24). Five features were identified as significant and are the determinants of what forms a police officer’s attitudes and behaviors. One is “the relationship between the occupational environment, working personality, and the rule of
law” (p. 24). Second is the “officer’s position of authority.” Third is “socialization of the police.” Fourth is the “pressure to be efficiently productive.” Five is the “officer’s opportunity to possess behavior inconsistent with the rule of law” (p. 24). “Police officers learn it is best to safeguard their authority by making effective arrests to satisfy their superiors, and that because police officers learn that since their work has low visibility, they will ignore the rule of law to perform their job” (Broderick, 1977, p. 24).

This leads to the conclusion that police officers’ occupational experience has noticeable effects on their attitudes and behavior (Broderick, 1977). These findings stress that the personalities of the police officer are in part shaped through their professional duties, as well as their desire to successfully achieve their duties. This appears to suggest that there is a gap between what the police feel they are able to accomplish and what the professional expectations of their job are when filtered through the bureaucracy.

**Officer Decision-Making**

Pinizzotto, Davis, and Miller (2004) explored intuitive policing, which is a policing concept that symbolizes a decision-making process police officers use to preserve and protect lives. The authors found that there are connections between the perceived setting in which the police officers function and the response that the police officers find acceptable; the trained and experienced officer appears able to identify and assess the factors within the given setting. Moreover, there are suggestions that there is no need for these processes to occur consciously, for the police officer is able to approach and identify existing information on an unconscious level and make decisions based upon it (Pinizzotto, et. al., 2004). In essence, the authors assert pre-conscious detection of danger signals is what provides officers the feelings of imminent danger and prior to
being consciously aware of them, officers act on them. Consequently, the findings indicate police officers’ decisions and reactions are based on the onset and clarity of danger signals triggered by a citizen’s actions and events during encounters.

Bushway (2004) argues, “instilling the belief in every officer to strive to be the same person in private as in public lays the groundwork for ethical decision making, as ...ethics is the root of successful policing” (p. 1). The author claims having officers commit to the meaning of a law enforcement agency’s Oath of Office and/or Code of Ethics is the beginning of good ethical standards. This is defended by the officers’ actions or inactions during encounters with citizens.

Gottfredson and Gottfredson (1988) found a great deal of evidence indicates the decision to arrest is a last alternative resolution to order maintenance. “When one looks at what police officers actually do, one finds that criminal law enforcement is something that most of them do...virtually never and very rarely” (p. 147). They found that evidence indicates the decision to arrest is a last alternative resolution to order maintenance.

Gottfredson and Gottfredson (1988) also found that the large amount of calls made by citizens to the police for service are matters that are not crime-related, but require police services for maintenance of order. Therefore, the decision to arrest is one alternative resolution or option police officers have at their discretion to preserving public order.

Lundman (1980) indicates that, “it has been commonplace to observe that police work is largely discretionary. That is...police officers possess extraordinary freedom in deciding how to dispose of or deal with a problem” (p. 22). Lundman (1980) claims
services such as sick calls, lock-outs, and non-vehicular accidents represent situations where the nature of the problem limits police exercise of discretion" (p. 23). Lundman (1980) also argues “alleged felony encounters with a suspect and credible witness or a suspect and sound evidence represent situations where police bureaucracy limits exercise of discretion” (p. 23) by police officers. However, as he notes, absolute discretion does exist and is mostly in encounters entailing technical violations of the law where the subjects are present and other witnesses are not. Lundman’s (1980) findings indicate citizen actions that occur before and during an encounter, characteristics of the encounter, police bureaucracy, and the law are factors that impose limits on police discretion. The important point is the decision-making of police officers is influenced by the type of problems they are summoned to handle and the actions of citizens during the encounters.

**Officer Education, Training and Job Performance**

In the 20th century, Vollmer, “was the first to suggest that to improve the quality of police service, the police officers would have to be selected from the best people of society” (Kakar, 1998, p. 633). Vollmer’s theories have been sustained in the current policing climate. Kakar (1998) argues “that many problems between the police and citizens could be solved if more qualified people were recruited as police officers” (p. 633). According to Feltes (2002), “highly educated officers and better trained staff do not...guarantee better cooperation and communication” (p. 54), but can be improved through imposing demands on the quality of police work and increasing personnel development in policing, such as improving the need for education (Feltes, 2002). Education is quite probably a negativism in the current political climate in which police officers are forced to operate, for educated officers tend to grow disillusioned and are
more likely to experience burnout when they are not able to make any real progress towards improving existing social norms (Feltes, 2002). Traditionally, there were no prerequisites to become an officer and there were no requirements for an officer to have any formal or previous training. As a result, new highly educated officers will, more likely than not, encounter many obstacles in their attempt at surviving in the organization. They are also forced out of necessity to conform to the existing status quo, as opposed to helping promote progressive change in the existing environment (Feltes, 2002). This further discourages the highly educated, highly motivated police officer from remaining active in the police setting.

Education and on-the-job training are separate entities. Police officers are more highly trained today than in previous years and the quality of the training has been enhanced. Just as management continues to evolve, training has a similar effect and has to be continually modernized. The public demand to change policing strategies after certain highly-publicized events also necessitates an alteration of how police officers engage in their job routines. Therefore, the intended purpose of officers' training considerably affects police organizations that are supportive of their environment.

According to Kakar (1998), "the issue whether college educated police officers are more qualified to perform their jobs and whether they actually perform better than their counterparts without college education has been the focus of research for some time" (p. 633). Studies by many authors have covered inquiries such as police officer performance, police officer attitude, professional identity, and officer behavior and decision-making. The results of these studies reported minor, and insignificant, relationships between attitudes, performance, and level of education. For example,
evidence from law enforcement operations processes suggest that while police officers with college-level education are more articulate in written and verbal reports, are more reliable and present a more official sense of purpose to a general audience, this does not indicate a correlation between overall improved professionalism and achievement on the job. Indeed, if such a correlation exists, it is small enough to appear insignificant (Kakar, 1998). Other researchers reported negative relationships between officers' education level, attitudes and performance. They found “that officers with higher education are more likely to be frustrated and dissatisfied with their jobs and leave law enforcement for a better profession” (Kakar, 1998, p. 633). However, other researchers reported “that college educated police officers are more flexible and less authoritarian in their views, more aware of social and ethnic problems in their community, and have a greater acceptance of minorities and stronger attitudes toward professionalism” (Kakar, 1998, p. 633).

If the theories of a changing social order and the corresponding need for change within law enforcement are to be believed, there needs to be an increasing focus on the development of police officers that recognize these issues. As policing is no longer limited to simply crime fighting and with law enforcement implementing community policing, the role of police officers has broadened in its scope. Now, as opposed to crime fighting, the police officer is now focused primarily on quality-of-life issues. Therefore, Kakar (1998) indicates the advocates of higher educated officers maintain that these officers:

are more likely to appreciate the role of police in a democratic society, to be more tolerant of their diverse clientele (community members), build trust between police officers and citizens, improve community relations,
and invest more resources in crime prevention . . . and work within the parameters set by the rule of law. (p. 634)

Seltzer, Alone, and Howard (1996) state that morale and job satisfaction levels of police officers are important in their own right; they have a strong impact on effectiveness and, hence, according to Greene, the safety of the citizenry. They sampled through a questionnaire police officer attitudes toward their jobs. In their findings, they "were surprised by how little of a police officer’s attitude could be explained by their attributes" (p. 28). They found overall police officers were generally satisfied with their daily job performance. However, they also found some police officers doubted how effective they were in their jobs because they felt the lack of community support and problems with the bureaucracy in the organization. Essentially, in a police organization where conflict is minimal, factors relating to officers' job performance and belief in fairness links highly with police officer satisfaction.

Deakin (1988) indicates that there are characteristics that are common to police work that make it more likely to become successful. Deakin (1998) notes:

policing, as far as educational requirements, is not yet uniformly professional, but for a decade the federal government attempted to elevate local policing . . . to improve performance of their order and crime control functions and reduce perceived police authoritarianism, thus, moving them towards the status of professionalism. (p. 271)

There are indications that professional police officers benefit from education, particularly in terms of enriching their understanding of diversity and helping foster an improved outlook on how and why community diversity needs to be preserved and how it can best be accomplished through integration (Daekin, 1988; Kakar, 1998). However, as Deakin (1988) indicates, at this time, education is not a prerequisite for law enforcement duties and there are no conclusive findings that a college education produces a better police
Thus, police administrators and academic scholars are still in debate as to the objective, type and merit of college education and training for police officers.

Cohen and Chaiken (1973) suggest that although police officers "who obtain college degrees...appear to be excellent performers, this does not necessarily suggest that all...police officers would improve their performance if they attended college" (p. 123). For instance, in their study they found that the officers who remained in the New York Police Department Traffic Division who had attributes such as average I.Q. and no college education were good performers in traffic duty. Cohen and Chaiken (1973) also found, however, the college educated officers, who performed other assignments at an above satisfactory level, were given similar traffic assignments, but failed to attain effective performance because they were displeased with their inability to apply or be challenged by their college experience. This suggests the need for law enforcement administrators to recognize and implement methods and incentives relative to job performance to accommodate the needs of officers with higher levels of education. These findings also suggest the need for law enforcement administrators to recognize that officers that are effective and satisfactory performers should be placed in assignments suitable to their needs. Overall, improved quality police services necessitate better skilled officers who enhance their skills through continued training and education.

Stevens (1999) suggests "higher education produces a number of benefits for police officers, including a broader base of information for decision-making, additional years and experience...responsibility...history of the country and the democratic process" (p. 38). He claims since law enforcement's priority is to impose specific laws and to prevent crime, higher education plays a significant role in terms of the training,
education and skills necessary for police officers to effectively perform their duties to promote quality service. Although higher education helps officers perform better services, an officer's experience and tenure assists as well in the improved services they deliver to their communities. Stevens (1999) found that a college degree is not what makes an officer better. However, he discovered that quality police services do require better skilled officers and these officers themselves elect to enhance their qualities to be better officers and to effectively improve performance of their duties.

Impact of the Effectiveness and Efficiency of the Police Organization on Police Officers

Every police organization or agency, “private or public, sooner or later experiences the need to review its organization and procedures and to check its mission and objectives against the daily realities and socio-economic changes of the society it is supposed to serve” (Feltes, 2002, p. 51). As a consequence, the need to strengthen skills in officer training is therefore contingent upon the effectiveness and efficiency of the law enforcement organization. Feltes (2002) discovered “these factors have a direct and continuous influence on the professionalism of police activities and training programs, and the effectiveness and the efficiency of the organization” (p. 51).

Feltes (2002) asserts, “efficiency, effectiveness, and professionalism for the police...mean, the officer, the lowest person in the hierarchy—and usually the least well trained and educated—is in a key position for exercising the greatest amount of discretion on criminal or possibly criminal activities. They are also the most active and most visible partners in interaction with the public and in communication policing” (p. 51). Police officers are most likely to achieve success if they use common sense and discretion when
interacting with community affairs: some matters are exclusive to the community and cannot be invaded, while others need the intervention of law enforcement. However, to use these powers effectively and to the advantage of the community, the professionalism of police officer training should continuously be refined. There is a gap between the concepts of social control when law enforcement is not involved (e.g.: informal social control) and the opinion held by the community, but the concept that these factors exist is within the minds of the community members (Feltes, 2002). This suggests that the ideas held by the community influence their observations and attitudes concerning law enforcement and further signifies that the weight of such ideas play a large part in defining the priorities for the community regarding the outcome of law enforcement, and the perceptions of the police officers help to shape the outcome of effectiveness. Thus, while providing innovative and professional services to prevent and control crime, police officers can perform their jobs as one of the most important actors in public safety.

**Conflicts in Policing Roles**

Shtull (1997) indicated one area in traditional and community policing literature where conflict is related to the role of the police officer. Much of the research focused on defining and delimiting the police role, and explaining numerous aspects of police action. This stresses that there are priorities on policing in action as opposed to policing as a matter of participation. The findings discussed the police role in community policing, including expectations and norms that consist of several conflicting and often contradictory functions such as enforcing the law, maintaining order, and performing community services. These findings are also embedded in how and why the general public identifies the role of the police, specifically in regards to
prioritizing aggressive crime-fighting strategies over peaceable community involvement (Shtull, 1997). There appears to be a pervasive gap between the interpretation of what is valuable in police work (e.g.: crime fighting and arrests) and what is not (e.g.: communications with the community).

Another source of role conflict raised in traditional policing studies is the conflicting and contradictory expectations from the public concerning the role of police (Shtull, 1997). Communities can be homogeneous, but their unique perspectives might not translate to other communities. This stresses how community policing cannot be approached through a universal template or reducing the ingenuity and creativity of open social interaction. The study of the need to identify these diverse elements and approach them openly and with an eye for positive social order is infrequent, suggesting that the community policing initiative is most likely to be embedded in the study of one single approach that can be applied to all circumstances (Shtull, 1997). As such, little is known, however, about how community police officers handle cross pressures and conflicting demands in the communities and how these impact exercised degrees of control (Shtull, 1997). This is a very dangerous shortcoming in the literature on community policing, and might reduce the effectiveness of community policing if it is put into effect.

Although the concept of community in the literature presents an image of “social uniformity and harmony,” many communities are not homogeneous or necessarily harmonious, as suggested by Shtull (1997, p. 55). The emerging influences of diverse communities have a profound impact upon the strategies that police officers can successfully apply to the existing circumstances found therein. The diversity of a given community influences their needs and how and why they prioritize specific events and
actions, and within these groups, there are various expectations and priorities for police services which frequently conflict with police expectations (Shtull, 1997). According to Shtull (1997), although this area of conflict in policing roles have been pursued by researchers, there is much speculation at the theoretical level and little agreement regarding the constraints under which community police operate.

**Police-Citizen Relations/Encounters**

Previous sections discussed the personal and professional attributes of police officers, which are factors that impact police officers’ decisions to exercise order maintenance and degrees of control, the impact of the effectiveness and efficiency of police organization on officers, and conflicts in police roles. This section presents a discussion of police-citizen relations and police-citizen actions that impact officer decisions to enact order maintenance and exercised degrees of control strategies, and citizen decisions to comply with specific police requests. According to Maffe and Burke (1999), understanding and cooperating with citizens is vital for effective police-community relations. As such, an in-depth discussion on the correlates, individual, situational and community level factors, influencing decisions in police-citizen encounters is reported. While research varies on these correlates and decisions during encounters, they may exert dissimilar influences under the rubric of community policing (Novak, 1999).

**Types of Officer Actions During Order Maintenance**

Novak (1999) asserted, “there are numerous different types of police behavior, which have been empirically studied…and provides useful information guiding the present inquiry. These include services (such as helping motorists, mediation, home or
business security checks), detection (decisions to stop and question, decisions whether to investigate a situation), and use of force... (decisions to arrest, decisions to file a report, and commanding a citizen to leave a scene)” (p. 27) with order maintenance and exercised degrees of control.

To better explore these theories, Novak (1999) explored the discretionary use of arrest and order maintenance policing techniques by observing differences in encounter dispositions between traditional and community police officers. Data were collected on 236 observations of traditional police officers and 206 observations of community police officers on how officers utilized their work-day, on the types of activities they performed, on the influences of citizen-police encounters, on citizen characteristics during the encounter, and on the actions of both the citizens and police during the encounters. Data were obtained on the individual demographic characteristics (gender, race, length of service, and level of education) of officers during field observation by asking the officers a number of questions. Data were obtained on the situational characteristics (offense seriousness, evidence, citizen gender, citizen age, demeanor, in-presence crime, intoxication, resident, citizen bystanders, and officer bystanders) of the encounter by observing the number of citizen bystanders and number of officers and supervisors at the scene. Data were obtained on the community characteristics (crime rate, residential mobility, percent renter occupied, percent non-white, percent poverty, percent single family, and community factor) from the crime data or census data based on the community where the encounter occurred. Each dependent variable (individual, situational and community) was analyzed independently for each officer (traditional and community) in four stages.
Novak’s (1999) exploration of these four stages is unique:

In the first stage, bivariate models and correlation matrices were estimated for each dependent variable. Second, separate logistical regression models were estimated within each level of independent variables for both officers. Third, two-stage weighted least squares regression models were estimated including correlates at different levels of analysis. Fourth, a comparison of coefficients for community police officers and traditional officers were conducted in order to test for significant differences in the correlates of behavior between officers. (pp. 125-126)

The findings from the study suggest that there were no multicollinearity among the individual level variables for community officers and none between pairs of individual level variables or collections of individual level variables. On the situational level correlates for community police officers, Novak’s findings stress that “no multicollinearity were detected for any of the situational level analyses” (Novak, 1999, p. 137). Novak’s findings also suggest there were no multicollinearity detected in the community level correlates of citizen decision-making. Overall, Novak’s analysis indicate the lack of collinearity among the individual, situational and community level variables in the discretionary use of arrest and order maintenance policing techniques observed during encounter dispositions between traditional and community police officers.

According to the results of Novak’s (1999) study, it can be seen that the officer’s demographic characteristics on the officer’s assignment applied no direct influence on citizen behavior. Findings reveal individual differences between officers varied in whether citizens grant compliance to officers.

Novak (1999) further noted findings concerning a relationship between the police officer’s level of education and decision-making are mixed. However, the correlation may change as community policing becomes a widespread policing strategy. Whether
these pronouncements are correct, and a relationship between education and community policing behavior exists, is an issue for future study.

Novak (1999) found “there may be other explanations for why aggressive behavior may decrease over the tenure of a police officer’s career” (p. 41). He asserts that, “police officers become more cynical over time, resulting in decreased levels of activity, including order maintenance” (p. 41) and exercised degrees of control. His data revealed, “cynicism is lowest at the beginning of the police officer’s career, increases within the first few months on the job, and continues to increase during the next seven to ten years. After a decade of service, levels of cynicism equalize and decline slightly near the end of the officer’s tenure” (p. 41).

“Length of service may also influence the likelihood of police officers gaining compliance in order maintenance” (Novak, 1999, p. 42) and exercised degrees of control encounters. The more experience a police officer has, the more likely they are to participate in the exercise of order maintenance and degrees of control. Mature police officers also appear to have a sense of presence, suggesting that they are more likely to evoke a sense of willing participation from community members (Novak, 1999). These are significant advantages for those seeking to promote community policing, as the mature officer appears to have a greater sense of purpose and heightened respect for both police work and the communities with which they are expected to interact. This can be explained by individuals with more experience as police officers having had greater opportunities to interact with citizens in a variety of situations and also the opportunity to hone their interpersonal and persuasive techniques in the craft of policing. Experienced police officers may know what to say and how to say it in order to get citizens to
cooperate with their directives. When it comes to individual police officer degrees of control decision-making juxtaposed with particular police officer characteristics, more research is needed to illuminate possible correlations.

Community policing officers, due to increased levels of individual discretion, may be more influenced by factors beyond legal characteristics of the situation. There have been numerous legislation imposed upon altering the number of police workers, as well as the demographic composites of the workers. Older females are recognized as having a maternal quality and are sought out as valuable recruits, as are demographic community placement initiatives which connect police officers with language skills to communities in which non-English language is pervasive. “As such, the individual characteristics of the police officers and extra-legal variables (such as citizen characteristics and citizen action) may take on added explanatory power” (Novak, 1999, pp. 42-43). Support for inclusion of new police officers is growing, and federal legislation is striving to accomplish greater participation of police officers within the community. The Violent Crime Control and Law Enforcement Act of 1994 is one such example (Novak, 1999), as are the wide nature of changes in law enforcement related to the passage of various homeland security laws since September of 2001 (Feltes, 2002).

Beyond the obvious desired increase in the variety of operational strategies of community policing, the number of police officers with limited tenure has increased. As a consequence, during the era of community policing, length of service and its impact on chosen order maintenance and exercised degrees of control by police officers should be re-examined (Novak, 1999).
Police Culture

According to Keily and Peek (2002), the issues embedded in police cultures are intriguing to the study of motivational theory in policing, as well as identifying which individuals are more likely to engage in effective and situationally-appropriate police work. Keily and Peek find that “over the last two decades, numerous researchers have explored police culture and found similar themes” (Keily & Peek, 2002, p. 168). These themes are far-ranging, suggesting that the previous research has explored “role conflict and ambiguities coupled with a general distrust of the police by the public” (p. 168) and the nature of police work as embedded within action (e.g.: arrests and pursuit of subjects) as opposed to community discourse. However, as the police officers matured, they became more readily observant of what was a more meaningful form of community participation in the form of “projecting a multiple image of police activity” (p. 169). This in turn stresses that the perceived impact of police work differs dramatically from the forms that police work takes in practice, where “common-sense notions of police work, such as its ability to prevent crime or induce a sense of public well being and to maintain police morale and the police sense of personal efficacy, are not representative of actual police goals” (Keily & Peek, 2002, p. 169).

Terrill, Paoline and Manning (2003) found in many respects, “some groups of officers are carriers of tradition, while others are not, but adhere to the culture for the sake of performing their job” (p. 1004). While differences in police culture exist, common themes revealed how police officers view and react to both their work-related and organizational environment.
The Effectiveness of Community Policing on Police-Community Relations

According to Shtull (1997), for the weight of community action to be brought to bear on the inadequacies of policing, several deterrents to community action, fear of crime, citizen safety, and quality of life must be addressed. Thus, a call for change in policing has led to the examination of effective community policing on police and on community relations. According to Maffe and Burke (1999), “understanding and cooperating with citizens is vital for effective police-community relations” (p. 77).

What is intriguing about community policing initiatives is their widespread popularity in terms of their general philosophy, but the overall effectiveness of community policing initiatives is neither fully recognized nor assessed according to methodological implementation. According to Breen (1997), “the tenets of community policing encouraged in the literature have increasingly been put into practice” (p. 88). Breen (1997) noted, this also means that there have been predictions in the past concerning which elements of community policing are necessary and which are best effective, where predictions have been made:

- nearly four decades ago that partnerships between government and business would soon be typical; that business would concern itself with adaptive creative capacity, that work groups would be organized around organic rather than mechanical models; and, that the resulting structure should serve to increase motivation because it enhances satisfaction intrinsic to the task. (p. 88)

Assessment of same, however, has been in short supply when put into practice. Moreover, the approval of the idea of community policing appears to supercede measurement of effectiveness, particularly in areas of police-community relations (Breen, 1997).
Part of the need for community policing is to recognize it as a supplemental element of traditional police work, rather than a replacement strategy. The management systems that govern police work can accept community policing as they do traditional policing; these two operations strategies for police work are not mutually exclusive. They are, however, apparently presented as distinctive and incompatible in much of the efforts taken to connect community policing to the existing police networks, stressing that there is a gap that exists between these two forms of police effort. The result is a problematic approach towards successful integration of community policing. It is necessary to comprehend that community policing is merely an additional delivery mechanism for police work, not a separate entity altogether (Breen, 1997).

Is implementation of community policing an indicator of commitment to a broader range of degrees of control exercised by police officers? According to Breen (1997), “the difficulties in attempting to implement community policing in a short time have been well documented. For example, Cresap Management Consultants commented on a variety of problems of community-oriented policing” (p. 92). Breen (1997) asserted “officers were conflicted over prioritization of reaction to reports of time and community policing work; many felt unprepared for community policing; and, supervisors were in short supply of personnel—all of which led to skepticism, frustration, and even hostility toward the program” (p. 92). Doug Elder, President of the Houston Police Officers Association, stated: “I think most police officers feel it’s a hoax, renaming things and using a lot of buzz words and the like . . . I think a lot of police officers probably feel they’re expected to be more like social workers than police officers and also found an evaluation of New York City’s community-policing program indicated the same kinds of
officer perceptions" (Breen, 1997, p. 92). Overall, the conclusion of community policing programs implemented is that they were implemented too quickly disregarding effective justification and encouragement for the officers to participate in the program. There was also a minimization of encouraging police officers to approach community policing as distinctive from traditional policing in the form of rules and procedures that are markedly distinctive from those of traditional policing.

**Police Organizational Changes**

According to Barton (2002), the recent changes that have occurred within police organizations in response to public concerns and attempts to explore some of the impediments to change have led to uncertainty among the police. Barton (2002) indicates there is:

> the need to cope with the problems of internal integration and external adaptation that have given rise to confusion as to an individual police officer's purpose and has led to uncertainty to their role in society. While such goals as law enforcement, order maintenance, exercised degrees of control, and social service are obvious to most citizens, they are, nevertheless, distinct tasks that have a basic impact on why and how police officers are structurally organized. They determine why, and how, individual police officers perceive their roles and perform their jobs currently. They also influence public perceptions of the police. This in turn has led to the major changes in the nature of recruitment, selection, training and management within police organizations. The impact of organizational change, issues of value for money, performance management, and the impact of civilianization within the police service do not in themselves prove problematic to police officers. (p. 9)

This suggests that the change setting of the police organization is likely to force change in how and why police officers respond to existing law enforcement duties. However, taken together, Barton (2002) found the cultural impact on organizational development has a profound impact in terms of "job security, tenure, professional development, and organization goals" (p. 9).
There is a need to focus on “the drive for change” in the policing environment. The emergence of community police in the policing organization is necessary as a response to the changing needs of society, particularly in terms of how and why social order can be established and preserved. In a change setting, maintaining traditional policing strategies appears to create dissatisfaction with police work, particularly in regards to the distance that exists between the police and the community. Worrall and Zhao (2003) suggest that there is a insensitivity that persists when there is no real commitment to the community by the police, and the presence of police in a community who do not make the time or the effort to overcome existing boundaries find themselves identified as outsiders. Additionally, there is a continued emphasis among the police officers themselves to concentrate on why the traditional policing strategies have not been effective in recent years, and this drives an increased awareness of the gap that exists between the police and the community. These factors strongly suggest that the policing community is aware that they are not fulfilling their needs to the community at large, and are willing to reach out and become embedded within the communities that they serve. The isolation of the police officers from the communities helps in large part to exacerbate the perception of the police officer as an outsider (Worrall & Zhao, 2003). Community policing is a response to these efforts.

The emergence of community policing has also been attributed to the distance that has traditionally distorted the overall relationships between the community and the police. This distance has contributed to the negative connotation that has typically haunted many law enforcement initiatives, particularly the characterization of officers as invaders or intruders who only come into contact with the community when a negative
social event has occurred. The community policing initiatives are destined to reduce this pervasive distance, which has been attributed to the nature of law enforcement and the policies that are used as professional protocol. According to Worrall and Zhao (2003), these include:

1. The isolation of police officers in police cars;
2. The narrowing of the police mission to crime fighting;
3. An over-reliance on the scientific approach to management that stressed efficiency and effectiveness;
4. Increased reliance on high-tech gadgetry instead of human interaction;
5. Insulation of police administration from community input and accountability;
6. A long-standing concern about police violation of human rights; and
7. Failed attempts by police officers to reach the community, such as police community relations, crime prevention and team-policing units. (p. 66)

Distance is therefore embedded within routine operations of police procedure and must be intentionally minimized in order to identify appropriate community policing initiatives, let alone the determination of appropriate methodologies. The findings therefore suggest that police organizations must work together with other environmental agencies to obtain resources necessary for innovating and supporting their officers to effectively perform their law enforcement duties through more effective training and education programs.

**Hierarchical Controls on Officers**

As Engel and Worden (2003) notes “police work entails a tension between the exercise of discretion by police officers on the street and the control of that discretion by police organizations” (p. 131). Discretion is inherent in policing because the task environment is heterogeneous and the technology of policing is intensive, as police
officers must devise responses to the complex and dynamic situations in which they intervene (Engel & Worden, 2003). Yet the public expects that police officers will be constrained not only by the rule of law, but also—and perhaps especially—by bureaucratic rules, regulations, and standard operating procedures. Such overhead democracy is one common approach to controlling public bureaucracies (Engel & Worden, 2003). But hierarchical controls, by which police officer compliance with bureaucratic direction and limitations is monitored and enforced by hierarchical superiors, are unreliable when the task environment is heterogeneous and the technology is intensive. According to Engel and Worden (2003), they are still less reliable when the technology is not well developed, that is, when the complexity and dynamics of the situations that police officers handle are not well understood, and no codified body of knowledge guides the application of police resources to produce desired outcomes. Thus, the police must act based on an intuitive grasp of situational exigencies (Engel & Worden, 2003). The management of such discretionary choices is extremely difficult to achieve and presents a central dilemma of police administration. There is a conflict that occurs between the policies that the police have to follow and the very nature of their work, which tends towards being less overt and frequently is limited through the bureaucratic nature of a centralized government organization (Engel & Worden, 2003). Consequently, there is daily tension between the police and citizens. Findings by Engel and Worden (2003) suggest attitude-behavior relationships of officers could be a result of the situational forces that are created in police organizations and impressed on them by supervisors who influence their behavior by demanding “compliance with bureaucratic requirements and standards of performance” in their daily duty (p. 136).
Limitations and Summary

The reduction of fear of crime, juxtaposed with social and physical disorder, quality of life issues, and police officer job enhancement are among variables in degrees of control exercised during encounters with citizens. The degree to which police resources should be transferred from the traditional crime-fighting priorities to pursue community policing goals is currently a value judgment beyond the reach of social science (Breen, 1997).

According to Novak (1999), an overview of the theoretical and empirical research conducted surrounding police officer and citizen actions outlined three specific types of encounter outcomes that commonly occur in meetings between police officers and citizens. These degrees of control were arrest, order maintenance and exercised degrees of control, and citizen compliance with police officer requests. Various studies focused on the individual, situational, and community levels of police officers actions. Comparisons of these actions focused on police culture, organizational changes, hierarchical controls, and how personal and professional attributes of police officers influences may change order maintenance and degrees of exercised control in community policing.

An overview of Shtull’s (1997) study indicated one area in traditional and community policing literature where conflict was related to police officer roles. Shtull’s research builds upon previous data that suggests that there is conflict emergent in the differentiated roles of police officers. When the many roles that the police officers have to follow are in conflict, this in turn reduces the effectiveness that needs to be manifest in policing duties. Furthermore, this creates conflict between traditional police officers and officers assigned to community policing. The result is that this conflict appears to reduce
the effectiveness of community policing efforts and helps communities develop unrealistic expectations about what the community police could accomplish. Overall, Shtull’s (1997) study yielded conflicts in policing roles discovered through the Police Foundation study:

1. Middle managers view of team policing as a threat to their power,
2. Intra-organizational conflicts between assigned team officers and other officers within a department,
3. Police officers were dispatched outside assigned communities despite the stated intentions of the programs to do otherwise, and
4. Police officers lacked a clear definition of how their role and action should differ from that of traditional patrol when interacting with the community. (p. 18)

An overview of community policing suggests that better outcomes on fear and social and physical disorder will result from improved partnerships between police officers and citizens. But, until the concept of community policing is clarified, measurement problems in the research will remain (Breen, 1997).

Many studies comparing policing types and actions exist (Novak, 1999), but none was found that measures exercised degrees of control resulting from various policing methods. Throughout this literature review, the term “degrees of control” was introduced to compensate for the deficit. Researching degrees of control raises the research to a new level. Instead of focusing on the attributes of the particular methods of policing, or comparing them, viewing exercised degrees of control elicited by the particular policing methods provides a new way of seeing how particular programs impact qualities of order maintenance and exercised degrees of control.

This study provokes many questions for the researcher. How do policing methods affect exercised degrees of police control? Are degrees of control expanded in, and by, a particular policing method? Are there similar degrees of exercised control exhibited by
police officers in similar programs? Are there differing degrees of exercised control exhibited across policing programs? What are the best methods for measuring exercised degrees of control? What implications result from discovering varying degrees of exercised control by police officers across policing methods? How important are the potential implications of policing methods discovered? How can new implications affect policing methods?

Although exercised degrees of control by police are presented in the literature, there is speculation at the theoretical level, and no documentation of actual degrees of control exercised by police officers under which the traditional police officer and community police officer operates. Despite the increasing popularity of community policing, little is known about the dynamics of how particular policing programs impact order maintenance and exercised degrees of control. In short, the concept of degrees of control has yet to be applied to the practice of traditional policing and community policing. It is this issue that the proposed study explored.
CHAPTER 3: METHODOLOGY

The capacity of the police to exercise social control (order maintenance and exercised degrees of control) is limited and traditional policing has an inadequate effect in reducing crime or controlling crime. The police contribute to social control through law enforcement, order maintenance, and exercised degrees of control in policing activities. As such, over the past years, law enforcement agencies have been forced to implement community policing strategies to provide the community with improved methods to build community and police relationships. Thus, community policing seems to offer possibilities of policing that can enhance relations with citizens. To determine the possibilities of better relationships, this study explored personal and professional attributes of traditional and community police officers, their impact on the qualities of order maintenance and exercised degrees of control during encounters, and the differences between both policing groups in their qualities of order maintenance and exercised degrees of control during encounters.

To answer the research questions regarding the qualities of order maintenance and exercised degrees of control, two groups of police officers were studied—one group involved in traditional policing and one practicing community policing. The study utilized data collected from each in-depth interview of the participants to seek meaning and analyzed it within, and across, the two police groups. The design included comparisons among, and between, traditional police officers and community police officers (by age, gender, educational level, and tenure) personal and professional attributes and degrees of exercised control.
Design

Phenomenological studies allow researchers to explore and understand the meaning that people make out of their own experiences, thus providing meaning as seen through the eyes of the participants. The decision to use a qualitative, phenomenological methodology seems justified by the complex characteristics of personal and professional attributes possessed by officers in traditional and community policing, and the variations within programs identified as community policing ones. The goal of the study was to identify, through interviews, the personal and professional qualities possessed by police officers and their impact on order maintenance and exercised degrees of control.

The research technique employed for this study began with participants’ (traditional and community police officers) consent to an interview, to gain an understanding of their espoused degrees of control in response to investigator-provided scenarios. Consent to conduct the study was requested in a letter to MDPD’s Director (see Appendix A) and permission and approval was sought to conduct the proposed study at District 9. The letter included the purpose of the study, a description of the two types of policing relevant to the study design, a description of the study design, the time allocation of the study, an explanation of the open-ended questionnaire and vignettes, procedures by which the investigator conducted the interviews, the locations within which the interviews were conducted, procedures assuring of confidentiality of the study, and findings of the research to be reported to the Director.

Upon receipt of permission, the investigator approached potential participants and requested verbal consent, fully explaining the purpose of the study, and provided
participants with the approved IRB Cover Letter and Consent Form (see Appendix B). The investigator sought meaning through in-depth interviews and follow-up ones.

**Case Vignettes**

Personal and professional qualities possessed by police officers, the type of policing program in which they reside, and the impact of these qualities and attributes on order maintenance and degrees of control were the subject of the study. Traditional police officers and community police officers were interviewed using a closed and open-ended questionnaire.

The scenarios used in the study were as follows:

a. A group of young males have gathered and are loitering in an apartment complex and a call has been made to the police. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

b. A domestic dispute is occurring at a residence and a call has been made to the police that they hear loud screaming and sounds of loud bangs. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

c. A burglary is in progress at a residence and a call has been made to the police that a male is entering the front window of the residence. You have been dispatched to handle this call. Upon your arrival, the male screams to you, “I live here,” and continues to proceed through the window. Describe the steps you will take to handle this situation.

d. Several young males have been previously warned to not trespass in a local shopping center, but proceed to do so. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

e. During routine patrol, you observe a female standing outside of a local convenience store and she appears to be upset, angry, and speaking with a loud voice to others standing in the vicinity. You stop to find out what is occurring and the female begins to display anger towards you. You also find out that she is lashing out at the storeowner. Describe the steps you will take to handle this situation.

f. During routine patrol, you observe a vehicle traveling ahead of you weaving in and out of traffic. You signal for the vehicle to stop. You notice the driver appears to be under the influence of an unknown substance. The driver says in
blurred speech, "I am Chairperson of the District Advisory Board of this District." Describe the steps you will take to handle this situation.

g. Several young males are on a corner, vehicles are constantly stopping, they approach the vehicles, exchanges are being made which appear to be drugs for money, and the vehicles immediately leave. Several calls have been made to the police. Describe the steps you will take to handle this situation.

Setting

The study site was MDPD, which has experienced significant change throughout its history and, through implementation of many innovative programs, is recognized as one of the leading law enforcement agencies in the nation with 3,188 sworn officers (Miami-Dade County, 2001). Its Uniform Patrol Bureau performs primary police functions, and within the Uniform Patrol Bureau, there are several separate sections: Uniform Patrol, Patrol Administration, Community Policing, and the Police Districts. Also within the Uniform Patrol Bureau is the Community Policing Coordinator, a District Level Lieutenant whose responsibilities include coordination of community police officers and department-wide planning and staffing of community police officers.

Specifically, the study occurred in District 9. District 9 is known as the City of Miami Gardens. Its geographic location spans from Northwest 151st Street south to Northwest 215th Street (Countyline Road) and Northwest 47th Avenue west to Northeast 2nd Avenue east in Miami-Dade County, Florida. It consists of middle class residences and a variety of businesses. Its population is approximately 110,000 and the citizens are from several cultures, which include Hispanics, African Americans and Anglo-White Americans. Further data on community structural variations in District 9 (crimes, residential mobility, economic distress, and household structure) was obtained from crime data, and/or census data, from the Census of Population (U.S. Department of Commerce) and MDPD.
Population and Subject Selection

A nonrandom, purposive sample was used to secure participants for the study. The rationale for targeting the traditional police officers and community police officers within District 9, as research participants were two-fold:

1. The cultural backgrounds of the participants provide a common ground for the investigator to empathetically understand their meaning-making process, and
2. Being exposed to the culture of each community within, and across, MDPD District 9 will provide contrasting and reflection opportunities.

The merit of this type of sample resides in the fact that traditional police officers and community police officers selected for the study share common knowledge and experience of policing and have insight about the functioning of society, and additionally, the participants have keen insight about their assigned communities, the problems of MDPD, and needs within these communities. Further, the participants share the same common source of information that can assist in understanding the context of a program or project, or clarifying particular issues or problems within the communities of District 9. Since the sample is a nonrandom, purposive sample, the participants were selected based on particular characteristics and they shared the same common source of information and experience.

All police officers participating in the study were assigned to the Uniform Patrol Bureau. The first group of officers interviewed was the traditional police officers. Traditional police officers typically perform all duties associated with traditional line-level police officers, particularly responding to calls for service. Other prescribed duties
include traffic enforcement, traffic accident investigations, criminal investigations, and arrests of persons believed to be engaged in unlawful activity. They complete crime reports, conduct security checks in places of business, perform inspections of public and licensed places within each area of responsibility, and enforce laws, ordinances and regulations concerning its operation.

The second group of officers interviewed was community policing officers. These officers are assigned to a specific community, or in some cases, several communities, where they perform community policing functions. Their assigned duties include some of the general duties common to all officers assigned to the Uniform Patrol Bureau such as becoming acquainted with citizens of their assigned community, identifying neighborhood problems, forging partnerships with citizens to develop solutions to neighborhood problems, networking with local service agencies to assist in problem solving, representing the MDPD at community meetings, etc.

The sampling plan selected for this study is purposive, with eight officers practicing traditional policing and eight officers practicing community policing. To further permit cross-case analyses, within these two policing groups, there are four officers that have a college degree and four without a college degree. Furthermore, within each educational group, the sampling plan includes one male and one female aged 18-30 and one male and one female aged 31-45. This sampling plan is depicted in Tables 3.1 and 3.2, respectively.
Table 3.1

*Sampling Plan – Traditional Policing*

<table>
<thead>
<tr>
<th>Education</th>
<th>College Degree N=4</th>
<th>No College Degree N=4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>18-30 N= 2</td>
<td>31-45 N= 2</td>
</tr>
<tr>
<td>Gender</td>
<td>1 M 1 F</td>
<td>1 M 1 F</td>
</tr>
</tbody>
</table>

Table 3.2

*Sampling Plan – Community Policing*

<table>
<thead>
<tr>
<th>Education</th>
<th>College Degree N=4</th>
<th>No College Degree N=4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>18-30 N= 2</td>
<td>31-45 N= 2</td>
</tr>
<tr>
<td>Gender</td>
<td>1 M 1 F</td>
<td>1 M 1 F</td>
</tr>
</tbody>
</table>

The final data-producing sample of the subject participants selected for this phenomenological study is analyzed by their characteristics (education, gender, age and tenure). These are presented in the following Tables 3.3 and 3.4.
Table 3.3

*Characteristics of the Traditional Policing Participants*

<table>
<thead>
<tr>
<th>Education And Age Group</th>
<th>Traditional Policing N=8</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>College Degree N=4</td>
</tr>
<tr>
<td></td>
<td>18-30</td>
</tr>
<tr>
<td>Gender</td>
<td>M</td>
</tr>
<tr>
<td>Age</td>
<td>30</td>
</tr>
<tr>
<td>Tenure</td>
<td>10</td>
</tr>
</tbody>
</table>

Table 3.4

*Characteristics of the Community Policing Participants*

<table>
<thead>
<tr>
<th>Education And Age Group</th>
<th>Community Policing N=8</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>College Degree N=4</td>
</tr>
<tr>
<td></td>
<td>18-30</td>
</tr>
<tr>
<td>Gender</td>
<td>M</td>
</tr>
<tr>
<td>Age</td>
<td>29</td>
</tr>
<tr>
<td>Tenure</td>
<td>9</td>
</tr>
</tbody>
</table>

For the total sample in Tables 3.3 and 3.4, the mean age was 34.5. For the traditional policing group, the age range was 30-45, with the mean of 34.5 and median age of 30.5. For the community policing group, the age range was 29-40, with the mean age of 34.5 and a median age of 34.5. The groups are comparable.

As demonstrated in Tables 3.3 and 3.4, with respect to gender, the mean age for the total sample of males was 33.6 and 35.4 for females. For the traditional policing group, the mean age of males was 33.6 and 35.4 for females, and therefore, this group
had younger males and older females. For the community policing group, the mean age for both males and females was 34.5 years.

As reflected in Tables 3.3 and 3.4, for the total sample, the mean years of tenure were 10.9. For the traditional policing group, the tenure range was 5-21 years, with a mean tenure of 10.1 and a median tenure of 7. For the community policing group, the tenure range was 8-20 years, with the mean tenure of 11.6 and a median tenure of 9. The age of the groups were similar, but the community policing group generally had more experience.

Data from tape-recorded interviews were transcribed and reviewed with the participants. The investigator returned to each participant to determine if the transcriptions were accurate. The investigator identified outliers and follow up ones with additional interviews (tape-recording interviews). The investigator transcribed the follow-up interviews and wrote reflections, and then asked participants about their transcriptions and Investigator’s perceptions.

The inclusion of the two groups (traditional police officers and community police officers) in the selection was a particular strength of the study, in that it demonstrated recognition of the need for protection from shared group biases. As Brewer and Collins (1981) contend, the value of this technique is in its ability to separate shared perceptions from shared reality within each group. When separation is not possible, research can be disadvantaged. It was the investigator’s goal to explore elements of police realities that affect exercised degrees of control.
Instrumentation

The study explored personal and professional attributes of police officers, and responses to Investigator-provided scenarios, within and across traditional policing and community policing, using an interview questionnaire (see Appendix C). Particular attributes of police officers were compared with their perceptions regarding traditional and community policing, and their espoused exercised degrees of control in naturalistic inquiry and through case vignettes.

The investigator analyzed the scenarios and reported levels of degrees of control exercised by traditional police officers and community police officers therein. Individual demographic characteristics (age, gender, education level, and tenure) of police officers were compared to the self-reports of policing techniques and self-reported degrees of control in various vignettes.

A questionnaire was the instrument utilized through which the investigator initiated a quest for understanding. Following is the questionnaire:

**Interview Questionnaire for Police Officers**

1. What is your age?
2. What is your gender?
3. What is your educational level?
4. How long have you been employed with MDPD?
5. What are your current assignments?
6. What were your previous assignments?
7. Do you feel higher education is a significant factor in performance of police work?
8. Do you feel diversity training is or should be an important factor in your decision-making when performing your duties?

9. What professional training have you received which assists you in your decision-making process regarding your duties?

10. Do you feel that your experience affects your attitude toward performance of your duties?

11. What do order maintenance and exercised degrees of control mean to you?

12. Does building a relationship with the community affect your ability to enforce order maintenance and exercised degrees of control functions? If so, explain.

13. What personal experiences have you encountered that impacts your decision-making process regarding your duties?

14. What personal qualities should police officers have that will improve their relations with citizens? Describe.

15. What professional qualities should police officers have that will improve their relations with citizens? Describe.

16. What attributes of police officers impact use of qualities of order maintenance and exercised degrees of control most?

17. Describe the kinds of order maintenance and exercised degrees of control that you would use in the following scenarios:

   a. A group of young males have gathered and are loitering in an apartment complex and a call has been made to the police. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

   b. A domestic dispute is occurring at a residence and a call has been made to the police that they hear loud screaming and sounds of loud bangs. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

   c. A burglary is in progress at a residence and a call has been made to the police that a male is entering the front window of the residence. You have been dispatched to handle this call. Upon your arrival, the male screams to you, "I live here," and continues to proceed through the window. Describe the steps you will take to handle this situation.
d. Several young males have been previously warned to not trespass in a local shopping center, but proceed to do so. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

e. During routine patrol, you observe a female standing outside of a local convenience store who appears to be upset, angry, and speaking with a loud voice to others standing in the vicinity. You stop to find out what is occurring and the female begins to display anger towards you. You also find out that she is lashing out at the storeowner. Describe the steps you will take to handle this situation.

f. During routine patrol, you observe a vehicle traveling ahead of you weaving in and out of traffic. You signal for the vehicle to stop. You notice the driver appears to be under the influence of an unknown substance. The driver says in blurred speech, “I am Chairperson of the District Advisory Board of this District.” Describe the steps you will take to handle this situation.

g. Several young males are on a corner, vehicles are constantly stopping, they approach the vehicles, exchanges are being made which appear to be drugs for money, and the vehicles immediately leave. Several calls have been made to the police. Describe the steps you will take to handle this situation.

**Procedures**

The interviews began with closed-ended questions and moved to open-ended ones. Questions identifying personal and professional attributes were followed by scenarios prompting participant reported order-maintenance and exercised degrees of control.

**Data Collection Procedures**

Initial interviews were conducted during a 30-day period. The interviews ranged from one hour to one and one-half hours in length. The interviews were scheduled Monday thru Friday, from 3:00 p.m. to 6:00 p.m., during the off-duty hours of the Investigator, and from 8:00 a.m. to 6:00 p.m. on the Investigator’s off-duty days, at MDPD District 9, in an available office. During the interviews, the Investigator fully
explained the purpose of the study to the participants and provided assurance of privacy and confidentiality of the study. Once consent had been granted by the study participants (see Appendix B), the Investigator administered the questionnaire. Upon completion of the interviews, the tape-recorded interview were transcribed and placed in a journal of notes to be maintained for each interview. The journal consists of information from the tape-recorded interviews and includes the specific details of the responses to the questions from the interviews.

A partially open-ended questionnaire had been chosen to provide participants the latitude for free expression. In general, this technique provided a more complete understanding of the participants' experiences. Thus, the open-ended questions were structured to obtain comparable data from all participants within, and across, the groups.

Upon completion of first-round interviews and participant confirmation of transcriptions, the Investigator identified outliers and invested a subsequent 30-day period conducting follow-up interviews, transcriptions, written reflections, and returned visits to the study participant.

Data obtained from the in-depth interviews of traditional police officers and community police officers conducted were used to provide the foundation for the open-ended question process in the study.

**Ethical Considerations**

Procedures for the protection of the research participants were strictly followed. Following approval by Lynn University IRB (see Appendix B), Consent Forms (see Appendix B) were submitted for approval to MDPD’s Director describing the research
and its design. Approval to select and obtain consent (see Appendix B) from the research participants (traditional police officers and community police officers) was sought and gained.

Participants were assured privacy and confidentiality of their name, badge numbers, and any other identifying information by use of a coding method and assured that their participation in the research was voluntary. Every participant was informed in detail about the nature of the study, its duration, goals and objectives, and the extent of their participation. To be certain involvement remained voluntary and confidential, the Investigator approached each officer and personally asked if an interview could be conducted.

Beyond an assigned code number, each participant was assigned a codename on interview notes to protect confidentiality. Data are stored in locked files and will be destroyed five years beyond the end of the research. Only the Investigator will be able to link participants with specific responses, events, or behaviors. Permission was sought to maintain all interview protocols to be secured under lock in a file cabinet in MDPD District 9 (see Appendix A). Other than the MDPD Director, no other law enforcement officials, newspaper reporters, or community agencies have access to the study data.

**Method of Data Analysis**

The data obtained from each interview were transcribed for analysis. Personal and professional attributes of the participants were compared with self-reported degrees of exercised control. Data were analyzed through transcriptions for comparisons among, and across, assignments (traditional and community policing) and police officer personal and professional attributes. The influence of these attributes (independent variables) on
the dependent variables (exercised degrees of control and order maintenance by police officers) is presented through case analyses. The study sets the stage for further research concerning personal and professional attributes of police officers in traditional and community policing.

**Trustworthiness, Qualitative Validity and Reliability of Data**

The design of the study allowed the investigator to explain findings relative to the real-life contextualization of the study subjects (Pelfry, 2001). This is appropriate to the circumstances in which the literature review and subsequent methodological investigation occurs, as it is important to promote a set of circumstances in research in which there is a need for "truth value, applicability, consistency, and neutrality" (Morse, Barrett, Mayan, Olson & Spiers, 2002, p. 3). When these factors are considered and the methodology constructed around them, the knowledge base and methodological approaches are used to distinguish between a setting in which a manufactured series of circumstances are tested as opposed to one in which real-life variables are measured and quantified (Morse, et al., 2002). "Consequently, each paradigm requires paradigm-specific criteria for addressing ...trustworthiness" (Morse, et al., 2002, p. 3). In the study, the investigator established credibility with the participants by assuring privacy and confidentiality of the study. The investigator returned to each participant with the transcription of the interview for review of accuracy and follows up with participants again to pursue meaning (Shank, 2002). Also, the investigator employed follow-up strategies to attain trustworthiness through participant reviews for accuracy of transcription.

According to Morse, et al. (2002), validity in qualitative research relates to whether the findings of a study are true and certain. They mean truth in terms of the
findings accurately reflecting the real situation. The investigator reviewed accuracy of the data with the study participants.

To establish qualitative validity, the investigator reviewed, and transcribed, the interviews from the initial interviews, the follow up interviews, and final interviews. To ensure reliability, the investigator listened to the audiotapes garnered and conducted reviews of the transcriptions of the audiotapes. The investigator also asked about perceptions and conclusions, in follow up interviews. The sample for the study was one of purposive and the findings are not to be generalized.

In summary, the study explored personal and professional attributes of police subsequent order maintenance and degrees of exercised control. It was a phenomenological qualitative study that used data collected from in-depth interviews within, and across, two police groups (traditional policing and community policing). The data were analyzed to yield comparisons among and between traditional police officers and community police officers (by age, gender, educational level, and tenure) through in-depth interviews and follow-up ones seeking meaning of the personal and professional attributes possessed by police officers and their impact on qualities of order maintenance and exercised degrees of control. The results of the data are presented in the next section, which addresses the findings and participants' perceptions.
CHAPTER 4: RESULTS

Overview

In the relevant literature, personal and professional attributes of police officers' (traditional and community) decision-making are reported to be significant factors contributing to social control through law enforcement which impacts the qualities of order maintenance and exercised degrees of control they use during encounters with citizens. Consequently, due to the public’s demand for increased police services and change in police/community partnerships, a major change occurred in the manner police officers execute their duties. While communities are in need of police services that will reduce, deter and control crime, community policing appears to aide in police officers’ use of order maintenance and exercised degrees of control as it places less of a burden on citizens.

The purpose of the study was to examine personal and professional attributes of traditional and community police officers and the impact these attributes have on the degrees of control exercised during encounters with citizens. The study explored personal and professional attributes of police officers impacting their decision-making on order maintenance and exercised degrees of control, through Investigator-provided scenarios. In addition, an open-ended questionnaire “...was used to provide participants the latitude for free expression. In general, this technique provided a more complete understanding of the participants’ attitudes, perceptions, and experiences” (Shtull, 1997, pp. 45-46). Thus, the open-ended questions were structured to obtain comparable data from all the participants within, and across, the two groups.
The data collected through interviews of the traditional and community police officers, with the primary focus on personal and professional attributes of traditional and community police officers, and their impact on order maintenance and exercised degrees of control with citizens through self-reported actions and strategies, are presented and analyzed in this section. The interviews conducted illuminate the actions and strategies of both types of police officers and their use of order maintenance and exercised degrees of control during citizen encounters. While exploring the attributes and actions of the police officers, the self-reported roles and actions in the Investigator-provided scenarios were analyzed through case vignettes.

To conduct the interviews, approval was obtained from the Committee Chairperson. All of the participants executed a Consent Form to voluntarily participate and tape-record for the study, and the Investigator fully explained the research before the interviews and again during the actual interviews. Each interview was performed with the Investigator in a private location. The tape-recording was used to record and authenticate the research for examination and imminent duplication. All participants’ identification were coded to protect their identity, pseudonyms were assigned, and their recorded data are stored in locked files and maintained in a secure location. The Participants are as follows:

1) Brian Clearwater, Traditional Police Officer;
2) Ed Verboze, Community Police Officer;
3) Gayle Storms, Traditional Police Officer;
4) Clare Hart, Community Police Officer;
5) Izzy B. Good, Community Police Officer;
The investigator is sharing the interviews (see Appendices D, E, F and G). The investigator is sharing the analysis of Research Questions One and Two by analyzing each of the groups, beginning with the traditional police officers and then the community police officers. The investigator is also sharing the analysis of Research Question Three by analyzing the differences between each group of police officers.

Research Question One

What are the qualities of order maintenance and exercised degrees of control among police engaged in traditional policing and how are they impacted by personal and professional attributes? To address this question, following is a within case analysis of traditional police officers engaged in traditional policing.
**Traditional Police Officers Within Case Analysis**

This section presents a within case analysis of the traditional policing participants’ perceptions. Following are tables that show within case analysis of the participants’ responses to the Interview Questionnaire for Police Officers, Questions 1-16, and their self-reported actions for each scenario in Question 17, Case Vignettes (a-g).
Table 4.1

Traditional Police Officers’ Responses to Questions 1-11

<table>
<thead>
<tr>
<th>Questions 1-11</th>
<th>01 – Officer Brian Clearwater</th>
<th>02 – Officer Gayle Storms</th>
<th>03 – Officer Dan Fish</th>
<th>04 – Officer Constance Farade</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Age</td>
<td>40</td>
<td>40</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>(2) Gender</td>
<td>Male</td>
<td>Female</td>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td>(3) Education Level</td>
<td>College Degree</td>
<td>High School Diploma</td>
<td>College Degree</td>
<td>College Degree</td>
</tr>
<tr>
<td>(4) Years of Employment with MDPD</td>
<td>17</td>
<td>5</td>
<td>10</td>
<td>7</td>
</tr>
<tr>
<td>(5) Current Assignments</td>
<td>Uniform Patrol Officer</td>
<td>Uniform Patrol Officer</td>
<td>Uniform Patrol Officer</td>
<td>Uniform Patrol Officer</td>
</tr>
<tr>
<td>(6) Previous Assignments</td>
<td>Corporal – Road Patrol</td>
<td>Field Training Officer</td>
<td>Community Police Officer</td>
<td>Uniform Patrol Officer</td>
</tr>
<tr>
<td>(7) Higher Education</td>
<td>Agrees</td>
<td>Agrees</td>
<td>Agrees</td>
<td>Agrees</td>
</tr>
<tr>
<td>(8) Diversity Training</td>
<td>Agrees</td>
<td>Agrees</td>
<td>Agrees</td>
<td>Agrees</td>
</tr>
<tr>
<td>(9) Professional Training</td>
<td>- Diversity Training</td>
<td>- Diversity Training</td>
<td>- Diversity Training</td>
<td>- Diversity Training</td>
</tr>
<tr>
<td></td>
<td>- Basic Training</td>
<td>- Law Training</td>
<td>- Leadership Training</td>
<td>- Basic Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Interpersonal Skills Training</td>
<td>Professional</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- Traffic Stop Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- Report Writing</td>
</tr>
<tr>
<td>(10) Experience Affects Attitude</td>
<td>Agrees</td>
<td>Agrees</td>
<td>Agrees</td>
<td>Agrees</td>
</tr>
<tr>
<td>(11) Order Maintenance &amp; Exercise Degrees of Control</td>
<td>Maintaining order in situations &amp; various styles of crime prevention</td>
<td>Maintaining order in situations &amp; various styles of crime prevention</td>
<td>Maintaining order in situations &amp; various styles of crime prevention</td>
<td>Maintaining order in situations &amp; various styles of crime prevention</td>
</tr>
</tbody>
</table>
As demonstrated in Table 4.1, the participants' age, gender, educational level, tenure with MDPD, current assignment, and previous assignment are shared. The participants' ages range between 18-30 and 31-45. There are four male and four female participants. Four of the participants graduated from high school with a diploma and four
of the participants graduated from college with a degree. The participants’ tenure of service with MDPD range between one to nine years and between 10 and 25 years. All of the participants’ are currently traditional police officers. Also, four of the participants’ previous and current assignments are the same: uniform patrol or traditional policing. The remaining participants reported their previous assignments as corporal – road patrol, field training officer or community police officer.

Table 4.1 shows that relative to higher education, five of the eight participants agree that higher education is a significant factor in performance of police work because it helps officers handle daily encounters professionally, it is especially important for report writing, and it helps officers deal with citizens effectively. The other three participants disagree that higher education is a significant factor in performance of police work because police work is more about experience, common sense and good judgment, and just because someone has experienced higher education does not necessarily mean they are more qualified than a person who does not.

Table 4.1 indicates, relative to diversity training, all eight participants agree that diversity training should be an important factor in their decision-making process regarding their duties. This is because diversity training helps officers relate and communicate better with citizens.

Table 4.1 depicts relative to professional training, all eight participants agree that the most important training they received which assist them in their decision-making process regarding their duties is diversity training. These participants also reported basic training, law training, leadership training, interpersonal skills training, professional traffic stop training, report writing training, criminal law training, legal issues training, physical
agility training, ethics training, verbal judo training and investment in excellence training as various other professional trainings that will assist officers in their decision-making process regarding better performance of their duties.

Table 4.1 demonstrates that relative to experiences, seven of the eight participants agree that experiences does affect an officer’s attitude toward performance of their duties because it helps officers make the most appropriate decision when handling encounters with citizens. However, one participant disagreed that experience affects an officer’s attitude toward performance of their duties, but stated as a result of experiences, he has learned to deal with people, communicate with people, understand their problems, and try and resolve their situations amicably.

Table 4.1 confirms that, relative to order maintenance and exercised degrees of control, all eight participants believe that order maintenance means maintaining order in situations. They also believe that exercised degrees of control mean various styles of crime prevention.
Table 4.2

Traditional Police Officers’ Responses to Questions 12-16

<table>
<thead>
<tr>
<th>Questions 12-16</th>
<th>01 – Officer Brian Clearwater</th>
<th>02 – Officer Gayle Storms</th>
<th>03 – Officer Dan Fish</th>
<th>04 – Officer Constance Farade</th>
</tr>
</thead>
<tbody>
<tr>
<td>(12) Building a Relationship with the Community</td>
<td>Agrees</td>
<td>Agrees</td>
<td>Agrees</td>
<td>Does not agree</td>
</tr>
<tr>
<td>(13) Personal Experiences Impact Decision-Making</td>
<td>Counseling older people</td>
<td>All experiences</td>
<td>All experiences</td>
<td>All experiences</td>
</tr>
<tr>
<td>(14) Personal Qualities</td>
<td>Good communicator, good listener, patience, decisive, &amp; understanding</td>
<td>Good communicator, good listener &amp; proper judgment</td>
<td>Good communicator</td>
<td>Good communicator, be courteous &amp; respect others</td>
</tr>
<tr>
<td>(15) Professional Qualities</td>
<td>Human Diversity Skills, Basic Training Skills, Basic Knowledge of the Law &amp; Higher Education Skills</td>
<td>Human Diversity Skills, Basic Training Skills, Integrity &amp; Policing Skills</td>
<td>Human Diversity Skills, Basic Training Skills, Professional Attitude, &amp; Be open-minded</td>
<td>Human Diversity Skills, &amp; Basic Training Skills</td>
</tr>
<tr>
<td>(16) Attributes</td>
<td>Understanding situations &amp; gaining control of situations</td>
<td>Police presence</td>
<td>Accept constructive criticism to improve performance, higher education &amp; experiences</td>
<td>Basic Knowledge of the Law</td>
</tr>
</tbody>
</table>
Table 4.2 (Continued)

Traditional Police Officers’ Responses to Questions 12-16

<table>
<thead>
<tr>
<th>Questions 12-16</th>
<th>05 – Officer Art deTelous</th>
<th>06 – Officer Veterena Flexibal</th>
<th>07 – Officer Ronnie Young</th>
<th>08 – Officer Doris Free</th>
</tr>
</thead>
<tbody>
<tr>
<td>(12) Building a Relationship with the Community</td>
<td>Does not agree</td>
<td>Does not agree</td>
<td>Agrees</td>
<td>Agrees</td>
</tr>
<tr>
<td>(13) Personal Experiences Impact Decision-Making</td>
<td>Everyone makes mistakes; help to avoid same mistake</td>
<td>All experiences</td>
<td>All experiences</td>
<td>Elderly</td>
</tr>
<tr>
<td>(14) Personal Qualities</td>
<td>Good communicator, sincerity, good listener, &amp; have a level-head</td>
<td>Good communicator, be efficient &amp; open-minded</td>
<td>Good communicator, be courteous, good listener &amp; be patient</td>
<td>Good communicator, good listener &amp; build a relationship with the community</td>
</tr>
<tr>
<td>(15) Professional Qualities</td>
<td>Human Diversity Skills, Basic Training Skills, &amp; Integrity</td>
<td>Human Diversity Skills, Basic Training Skills, &amp; Be Flexible</td>
<td>Human Diversity Skills, Basic Training Skills, Ability to handle many problems &amp; Treat everyone Equally</td>
<td>Human Diversity Skills, Basic Training Skills, &amp; Basic Knowledge of the Law</td>
</tr>
<tr>
<td>(16) Attributes</td>
<td>Use common sense &amp; Use a level-head</td>
<td>Flexibility, Know your job well &amp; Knowledge of the Law</td>
<td>Self-control &amp; Proper Judgment</td>
<td>Basic Knowledge of the Law &amp; Experiences</td>
</tr>
</tbody>
</table>

Table 4.2 reveals that, relative to building a relationship, five of eight participants agree that building a relationship with the community affects an officer’s ability to enforce order maintenance and exercised degrees of control as it helps officers maintain peace, and it allows an officer to identify with the community and the community identifies with the officer. However, the remaining three of eight participants do not agree that building a relationship with the community affects an officer’s ability to enforce order maintenance and exercised degrees of control because officers are given the authority to enforce the law and having a relationship with the community will not affect enforcing the law if someone commits a crime.
Table 4.2 validates that, relative to personal experiences, all eight participants agree that the personal experiences they have lived do have an impact on their decision-making process regarding their duties. They assert that their experiences have taught them to be open-minded about situations they encounter with citizens, and personal experiences help them to make the best possible decisions to resolve situations they encounter with citizens.

Table 4.2 authenticates that relative to personal qualities, all eight participants agree that being a good communicator is the most important characteristics police officers should have that will improve their relations with citizens. Other personal qualities they reported that police officers should have that will improve their relations with citizens include being a good listener, being decisive, being understanding, using proper judgment, being courteous, being sincere, using a level head, being open-minded, being patient, and building a relationship with the community.

Table 4.2 displays that, relative to professional qualities, all eight participants agree that human diversity training skills and basic training skills are the most important characteristics police officers should have that will improve their relations with citizens. Other professional qualities they reported that police officers should have that will improve their relations with citizens are basic knowledge of the law, policing skills, higher education skills, professional attitude, open-mindedness, flexibility, treating everyone equally, being able to handle many problems and situations, maintaining professionalism, and having integrity.

Table 4.2 conveys that, relative to attributes, all eight participants agree that traits such as showing understanding in situations, gaining control, police presence, accepting
constructive criticism to improve performance, knowing your job well, higher education, having knowledge of the law, and using common sense and a level-head impacts police officers use of qualities of order maintenance and exercised degrees of control most. Other traits they reported such as experiences, flexibility, proper judgment and self-control also impact police officers use of qualities of order maintenance and exercised degrees of control.

Table 4.3

Traditional Police Officers’ Responses to Case Vignette 17 (a), Group of Young Males Loitering

<table>
<thead>
<tr>
<th>Case Vignette – 17 (a)</th>
<th>01 – Officer Brian Clearwater</th>
<th>02 – Officer Gayle Storms</th>
<th>03 – Officer Dan Fish</th>
<th>04 – Officer Constance Farade</th>
</tr>
</thead>
<tbody>
<tr>
<td>(17-a) Group of Young Males Loitering</td>
<td>- Get backup.</td>
<td>- Make contact with young males.</td>
<td>- Meet with complainant.</td>
<td>- Find out if young males live in complex.</td>
</tr>
<tr>
<td></td>
<td>- Control the environment.</td>
<td>- Find out if they live in complex.</td>
<td>- Find out what happened.</td>
<td>- If they do not live there, issue a trespass warning.</td>
</tr>
<tr>
<td></td>
<td>- Gather information for background check.</td>
<td>- Gather information for background check.</td>
<td>- If a continuous problem, use MDPD &amp; community resources to help young males.</td>
<td>- If one has been issued, make an arrest.</td>
</tr>
<tr>
<td></td>
<td>- If reason is legitimate, ask young males to leave area.</td>
<td>- If background check is clear, ask them to leave area.</td>
<td>- If an arrest is warranted, build a case with young males.</td>
<td></td>
</tr>
</tbody>
</table>
Table 4.3 reveals the order maintenance and various levels of degrees of control the participants would use to handle a group of young males loitering. Some participants reported their initial approach to order maintenance is request backup, while other participants reported make contact with the young males, meet with the complainant, determine if they live in the apartment complex, gather information, and think about a plan. Once the background checks are clear and the young males’ reasons for being in the area are determined to be legitimate or not, the participants would request they leave the area. If it is determined the young males do not live in the area, the participants stated they would issue a trespass warning or assist them with other activities or give them something else to do with the use of MDPD and the community resources. The participants further stated if a trespass warning has been issued, they would make arrests, conduct a field interview and complete an Offense Incident Report. Consequently, a previously issued trespass warning or the issuance of a trespass warning determines the...
order maintenance and level of degrees of control each participant would exercise in handling this group of young males loitering in order to resolve the problem.

Table 4.4

Traditional Police Officers' Responses to Case Vignette 17 (b), Domestic Dispute at a Residence

<table>
<thead>
<tr>
<th>Case Vignette – 17 (b)</th>
<th>01 – Officer Brian Clearwater</th>
<th>02 – Officer Gayle Storms</th>
<th>03 – Officer Dan Fish</th>
<th>04 – Officer Constance Farade</th>
</tr>
</thead>
<tbody>
<tr>
<td>(17-b) Domestic Dispute at a Residence</td>
<td>- At the scene, listen to determine the environment. - Knock on the door, identify myself, and state reason I'm there. - If it's a violation of law, request backup. - Once the parties have been identified, separate and interview them as to what occurred. - Once the problem is determined, try a problem-solving technique to get them to agree to a peaceful solution. - However, if there has been a violation of law, an arrest will be made.</td>
<td>- At scene, listen for sounds reported by dispatcher. - Try and make contact with the parties. - Verify what's going on. - Gather information to conduct a subject check. - Check and see if any type of physical contact. - If no physical altercation and no injuries, write a domestic report.</td>
<td>- Request backup. - If situation still exists, try and gain entry. - If situation has ceased, knock on door. When they open the door, question what happened and make sure all is okay. - If not okay, then take the necessary steps to calm the situation.</td>
<td>- Find out who made the call. - Upon arrival, listen to find out problem. - Then knock on the door speak to the parties. - If everyone were okay, then I would leave.</td>
</tr>
</tbody>
</table>
Table 4.4 (Continued)

*Traditional Police Officers’ Responses to Case Vignette 17 (b), Domestic Dispute at a Residence*

<table>
<thead>
<tr>
<th>Case Vignette – 17 (b)</th>
<th>05 – Officer Art deTelous</th>
<th>06 – Officer Veteran Flexibal</th>
<th>07 – Officer Ronnie Young</th>
<th>08 – Officer Doris Free</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Domestic Dispute at a Residence</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Knock on the door.</td>
<td>- At scene, confer with backup officer.</td>
<td>- Approach with backup.</td>
<td>- Approach the residence and listening for any noises.</td>
</tr>
<tr>
<td></td>
<td>- Introduce myself and why I am there.</td>
<td>- Listen from outside of house to gather information prior to acting.</td>
<td>- Knock on door.</td>
<td>- Knock on door and wait for a response.</td>
</tr>
<tr>
<td></td>
<td>- Explain just want to make sure everyone's is okay.</td>
<td>- If no sounds, proceed around the house.</td>
<td>- Determine if a crime occurred.</td>
<td>- Once the parties open the door, separate and interview them.</td>
</tr>
<tr>
<td></td>
<td>- Depending on the party’s response and if everything is okay, I will leave.</td>
<td>- Then, have the backup officer cover me as I approach the door.</td>
<td>- Gather the parties' information and conduct a background check.</td>
<td>- Determine if a crime has been committed or not.</td>
</tr>
<tr>
<td></td>
<td>- However, if a party presents with a bruise and I see problems, I will talk to both parties to help resolve their situation.</td>
<td>- Upon entry, if both parties are there, separate them and find out what occurred.</td>
<td>- If backgrounds are clear, offer a solution to resolve their problem.</td>
<td>- If one were committed, make an arrest.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- If there was a dispute and there are injuries, take the necessary enforcement actions.</td>
<td>- Then ask one of the parties to leave to eliminate the problem from escalating later.</td>
<td></td>
</tr>
</tbody>
</table>

Table 4.4 depicts the order maintenance and various levels of degrees of control the participants would use to handle a domestic dispute at a residence. Five participants’ initial response to this situation would be to listen for sounds of dispute. Once the environment has been established, these participants stated that they would proceed with caution to gain entry inside the residence by knocking on the door. Two of the participants said they would state their purpose for being there. All participants would gather information from parties, separate them and conduct background checks. If no physical signs of violence or violations are present, the participants stated they would offer mediation to resolve the dispute and then leave. It is concluded that all participants would respond in similar ways by approaching the scene cautiously in an attempt to de-escalate the dispute according to procedures and by their apparent use of order maintenance and level of degrees of control they exercised in resolving this situation.
Table 4.5

Traditional Police Officers' Responses to Case Vignette 17 (c), Burglary in Progress at a Residence

<table>
<thead>
<tr>
<th>Case Vignette 17 (c)</th>
<th>01 – Officer Brian Clearwater</th>
<th>02 – Officer Gayle Storms</th>
<th>03 – Officer Dan Fish</th>
<th>04 – Officer Constance Farade</th>
</tr>
</thead>
<tbody>
<tr>
<td>(17-c) Burglary in Progress at a Residence</td>
<td>- At scene, order male out of the window.</td>
<td>- Request backup.</td>
<td>- At scene, I will call him out.</td>
<td>- Request backup to cover me.</td>
</tr>
<tr>
<td></td>
<td>- Enter this as a hot situation on high ready with guns drawn and your orders.</td>
<td>- Ask him to come out showing both hands.</td>
<td>- With his ID, I will have the property checked to see whose name is on it.</td>
<td>- Have dispatcher hold the air.</td>
</tr>
<tr>
<td></td>
<td>- If the male does not comply, perform some hands on things.</td>
<td>- Ask him to provide ID that he lives there.</td>
<td>- If he does live there, I will explain why I was there and leave.</td>
<td>- Proceed to determine whether this person lives there or is a burglar.</td>
</tr>
<tr>
<td></td>
<td>- If he is unarmed, I’d holster my gun, physically pull him from the window and get him under control.</td>
<td>- Have someone verify that he does live there.</td>
<td>- If he lives there, we will leave.</td>
<td>- If he’s a burglar, he will be arrested.</td>
</tr>
<tr>
<td></td>
<td>- Begin the ID process.</td>
<td>- Based on his ID, which shows that he lives there, I would gather his information, run a subject check, and write an information report.</td>
<td>- If he is a subject and intended to commit a crime, then I would effectuate an arrest.</td>
<td></td>
</tr>
</tbody>
</table>
Table 4.5 (Continued)

**Traditional Police Officers’ Responses to Case Vignette 17 (c), Burglary in Progress at a Residence**

<table>
<thead>
<tr>
<th>Case Vignette – 17 (c)</th>
<th>05 – Officer Art deTelous</th>
<th>06 – Officer Veterena Flexibal</th>
<th>07 – Officer Ronnie Young</th>
<th>08 – Officer Doris Free</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>(17-c) Burglary in Progress at a Residence</strong></td>
<td>- I’m going through the window after him. - He’d have to prove to me that he lives there. - If he does, there shouldn’t be a problem. - If he doesn’t, he’ll be going to jail.</td>
<td>- Upon arrival, after the male yells he lives there, I would increase my voice and let him know - I’m there to conduct a burglary and suggest he comes out the window. - If he comes out, we will be able talk and I would gather some information to verify if he lives there. - If he does live there, there will be no problem. - If he does not, I’d take him to jail.</td>
<td>- Arrive with backup. - Advise subject he needs to come out of the window. - Advise him for ID. - If he has ID, I would verify the address. - If he does not have ID, I would verify the address by a phone call, a neighbor or something to see if he lives there.</td>
<td>- Place him in handcuffs. - Explain he’s stating he lives there, but I don’t know him. - Get ID and investigate if he does live there. - If he does, take him out of handcuffs and write an information report.</td>
</tr>
</tbody>
</table>

Table 4.5 describes the order maintenance and various levels of degrees of control the participants would use to handle a burglary in progress at a residence. Most participants in this scenario seem to have the same response to this potential home burglary. The participants would approach the scene with the notion that this could be a volatile situation. Once on the scene, the participants would order the male out of the window. Once the male’s identity is established reflecting he is a resident of the house, the participants would explain why they are there and allow him to go back in the house and a report would be written. If the male cannot prove his identity or proof of residence, the participants stated they would place him under arrest. One of the participant’s initial approach, as well as the method they use to handle this situation, would be to go in after the male and demand proof of why he is at the residence. In short, most participants would proceed as if this male has broken into the residence and could be armed and dangerous in
this scenario. However, the participants would give the male an opportunity to prove ownership of the residence after he is searched and found to be unarmed and the background check returns clear from the dispatcher. As a result, the order maintenance and level of degrees of control the participants exercised in handling this scenario depended on the male’s actions, his cooperation and his proof of residency.

Table 4.6

**Traditional Police Officers’ Responses to Case Vignette 17 (d), Young Males Trespassing**

<table>
<thead>
<tr>
<th>Case Vignette – 17 (d)</th>
<th>01 – Officer Brian Clearwater</th>
<th>02 – Officer Gayle Storms</th>
<th>03 – Officer Dan Fish</th>
<th>04 – Officer Constance Farade</th>
</tr>
</thead>
<tbody>
<tr>
<td>(17-d) Young Males Trespassing</td>
<td>- If I knew these young males and they were warned before not to be there, I would arrest them, gain control of them, put them in handcuffs, pat them down for weapons, and place them inside the police vehicle.</td>
<td>- Make contact with complainant to ascertain if they have a case card identifying a report written for a trespass incident. - Make contact with the young males who the trespass warning was issued to. - If warning is in good standing, and a report has been written, then they are subject to an arrest. - If no trespass warning was issued in writing, I would gather information on all subjects, conduct a background check. - If no warrants on them, I would issue a trespass warning to them in front of whoever is involved and write a report to enforce the trespass warning.</td>
<td>- If the young males were previously warned, I would contact their families and advise them of the violations before making an arrest to see what decisions the parents will make. - If their decision is not suitable, I will make the necessary decision as a law enforcement officer to enforce the law.</td>
<td>- Find out who warned them. - If it was law enforcement, they will be arrested for trespassing.</td>
</tr>
</tbody>
</table>
Table 4.6 (Continued)

Traditional Police Officers' Responses to Case Vignette 17 (d), Young Males Trespassing

<table>
<thead>
<tr>
<th>Case Vignette – 17 (d)</th>
<th>05 – Officer Art deTelous</th>
<th>06 – Officer Veterena Flexibal</th>
<th>07 – Officer Ronnie Young</th>
<th>08 – Officer Doris Free</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>(17-d) Young Males Trespassing</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- The absolute last recourse is jail.</td>
<td>- If a trespass report was given and it has pictures of these young males, I would arrest them for trespassing.</td>
<td>- Arrive with backup.</td>
<td>- Get information from officer who issued the trespass order.</td>
<td></td>
</tr>
<tr>
<td>- Create a way to get these young males from hanging there.</td>
<td>- If they were previously warned and I felt like if they remained in the area to commit a crime, I would make an arrest.</td>
<td>- If I did not feel that way, I would make a note to myself that I warned them and if they return, they would go to jail.</td>
<td>- If I find out that the young males were previously warned, they will be arrested or I could have them sign a PTA (promise to appear in court) prior to releasing them.</td>
<td></td>
</tr>
<tr>
<td>- If they are juveniles, I will contact their parents, advise them of the situation, and let them (the parents) deal with it.</td>
<td>- If I did not feel that way, I would make a note to myself that I warned them and if they return, they would go to jail.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- If they are young adult males and I cannot get creative with them, my final recourse is taking them to jail.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 4.6 portrays the order maintenance and various levels of degrees of control the participants would use to handle young males trespassing. All participants would identify the young males, investigate if they were previously warned and determine if any documentation exists regarding the warning. If it is determined a trespass warning was previously issued, arrests would be made. If it is determined a trespass warning was not issued, one will be issued and they will be ordered to leave the area. One of the participants stated making an arrest would be the last choice in handling this situation. The participant stated he would contact the young males’ parents if they were juveniles to advise them of the complaint. Generally, all participants seemed to be adhering to statute and addressing the situation with an open mind. Accordingly, the order maintenance and level of degrees of control exercised by the participants in handling this scenario derived primarily from them determining whether there was a previously issued trespass warning or not.

89
### Table 4.7

**Traditional Police Officers’ Responses to Case Vignette 17 (e), Angry Female Outside Store**

<table>
<thead>
<tr>
<th>Case Vignette – 17 (e)</th>
<th>Officer Brian Clearwater</th>
<th>Officer Gayle Storms</th>
<th>Officer Dan Fish</th>
<th>Officer Constance Farade</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>(17-e)</strong></td>
<td>- Request backup.</td>
<td>- Find out exactly what is going on from both parties involved.</td>
<td>- Upon arrival, I will identify that I have a female subject that is very upset.</td>
<td>- Arrive with backup.</td>
</tr>
<tr>
<td>Angry Female Outside Store</td>
<td>- Calm the female to understand her concerns.</td>
<td>- Try to calm her, get her side of the story, and get her information to do a subject check.</td>
<td>- Request a female backup to assist in calming her and to learn what the situation entails.</td>
<td>- Have backup to speak with the storeowner to obtain information.</td>
</tr>
<tr>
<td></td>
<td>- Speak to the storeowner and find out his concerns.</td>
<td>- Then talk to the storeowner to find out what is going on between them.</td>
<td>- Then I will talk with both she and the storeowner.</td>
<td>- I will speak with female, calm her, and find out what is the situation, and provide a solution.</td>
</tr>
<tr>
<td></td>
<td>- Try and mediate between them to come to an agreement.</td>
<td>- After checking her information and nothing comes up pending, I would ask her to leave and not return to the store.</td>
<td>- Once I learn the problem, I will make a decision as to what the parties will do and have them come to an agreement.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Make clear that there’s nothing we can enforce because this is a civil situation, but it’s in their best interest to come to an agreement.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- If an agreement cannot be reached, then ask female to leave the property.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Explain a report will be written and documented of the incident if she later wants to take any legal actions.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- If the female has a mental problem, get help for her.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- If no mental problem and she continues to yell after being asked, ordered and warned not to do so, place her under arrest.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 4.7 (Continued)

Traditional Police Officers’ Responses to Case Vignette 17 (e), Angry Female Outside Store

<table>
<thead>
<tr>
<th>Case Vignette – 17 (e)</th>
<th>05 – Officer Art deTelous</th>
<th>06 – Officer Veterena Flexibal</th>
<th>07 – Officer Ronnie Young</th>
<th>08 – Officer Doris Free</th>
</tr>
</thead>
<tbody>
<tr>
<td>(17-e) Angry Female Outside Store</td>
<td>- Ask female what is the problem.</td>
<td>- I will gather some information.</td>
<td>- Upon arrival, I will ask the female to calm down.</td>
<td>- First, I would separate the female from the storeowner and any other persons at the scene to calm her.</td>
</tr>
<tr>
<td></td>
<td>- Also speak with the storeowner to find out what is the problem.</td>
<td>- During my information gathering, I would speak with the female because everyone needs an outlet.</td>
<td>- I will find out what is the problem from both she and the storeowner.</td>
<td>- If she does not calm down, I would place her under arrest and explain to her that she is causing a disturbance by her yelling and screaming.</td>
</tr>
<tr>
<td></td>
<td>- If the problem is something that can be rectified, I will take care of it.</td>
<td>- If she continues to lash out, talking out of line, continues to be mad, and continues on with the situation after it's been resolved, I will ask her to leave and not patronize the store anymore.</td>
<td>- I will make sure a crime did not occur.</td>
<td>- Then I would interview others at the scene.</td>
</tr>
<tr>
<td></td>
<td>- If she returns with the same situation and I get the call, she will be arrested.</td>
<td>- I would try and resolve the situation while calming her.</td>
<td>- If no crime occurred, I will ask if something could be worked out between her and the storeowner.</td>
<td></td>
</tr>
</tbody>
</table>

Table 4.7 denotes the order maintenance and various levels of degrees of control the participants would use to handle an angry female outside of a store. Three of the participants stated they would request backup: one of the participants clarified this point and further stated they would request female backup. It is noted that all participants would make attempts to calm her. Once she is calmed, the participants would proceed to question both parties, gather information and decide whether a resolution can be attained. One participant reported investigating the female to determine if she has a mental problem and if so, get some help for her. If the background check returns clear and the problem solving strategies are useful, the participants stated they would advise the female that a written report would be filed and if any other disturbances are reported, she would be arrested. Thus, the order maintenance and level of degrees of control the participants exercised in
handling this scenario were based on the female's actions and cooperation with their orders.

Table 4.8

Traditional Police Officers' Responses to Case Vignette 17 (f), Vehicle Weaving in Traffic

<table>
<thead>
<tr>
<th>Case Vignette – 17 (f)</th>
<th>01 – Officer Brian Clearwater</th>
<th>02 – Officer Gayle Storms Fish</th>
<th>03 – Officer Dan Constance Farade</th>
</tr>
</thead>
<tbody>
<tr>
<td>(17-f) Vehicle Weaving in Traffic</td>
<td>- Direct the vehicle to pull over.</td>
<td>- After the person has stopped, I would find out if they are on any medication or suffering from any illness, and determine if I could smell alcohol.</td>
<td>- Regardless of this person's position and my respecting it, I still have a job to do as a police officer.</td>
</tr>
<tr>
<td></td>
<td>- If the person is drunk or if I suspect them of driving under the influence (DUI), I would contact one of our DUI units and have them assist with the sobriety test.</td>
<td>- If I do not smell alcohol, I would call someone to come and pick him up or her up and take him or her home and return and get the vehicle.</td>
<td>- I will not show any favoritism to that person because of their position, but I will exercise a lower degree of control.</td>
</tr>
<tr>
<td></td>
<td>- If it were a situation where the person is intoxicated, I would opt to try and get someone that would be responsible to come and pick him up and escort him home.</td>
<td>- Regardless of this person's position and my respecting it, I still have a job to do as a police officer.</td>
<td>- I will get this person off the roadway and in a safe position.</td>
</tr>
<tr>
<td></td>
<td>- Regardless of this person's position and my respecting it, I still have a job to do as a police officer.</td>
<td>- I will not show any favoritism to that person because of their position, but I will exercise a lower degree of control.</td>
<td>- I will contact a friend or family member and have them come and get the vehicle and transport this person home.</td>
</tr>
<tr>
<td></td>
<td>- I will not show any favoritism to that person because of their position, but I will exercise a lower degree of control.</td>
<td>- Regardless of this person's position and my respecting it, I still have a job to do as a police officer.</td>
<td>- If the person has a medical condition, I will call a family member, have the vehicle picked up and have someone take them home.</td>
</tr>
</tbody>
</table>
Table 4.8 (Continued)

Traditional Police Officers’ Responses to Case Vignette 17 (f), Vehicle Weaving in Traffic

<table>
<thead>
<tr>
<th>Case Vignette - 17 (f)</th>
<th>05 – Officer Art deTelous</th>
<th>06 – Officer Veterena Flexibal</th>
<th>07 – Officer Ronnie Young</th>
<th>08 – Officer Doris Free</th>
</tr>
</thead>
<tbody>
<tr>
<td>(17-f) Vehicle Weaving in Traffic</td>
<td>- I would ask this person to pull over.</td>
<td>- I would determine if this person is under the influence of some unknown substance, have been drinking alcohol, on drugs or is diabetic.</td>
<td>- I will ask the person to pull over.</td>
<td>- After stopping the vehicle, I would retrieve the car keys and place them on top of the vehicle.</td>
</tr>
<tr>
<td></td>
<td>- I would contact that person’s boss immediately and make them aware of the situation.</td>
<td>- If they are DUI, then I will make an arrest.</td>
<td>- I will ask for their license, registration and insurance.</td>
<td>- After asking for his driver license and I detect the smell of alcohol on his breath, I would request a DUI investigator and place him under arrest regardless of his position.</td>
</tr>
<tr>
<td></td>
<td>- If the contact person does not appear to care about the situation and refuse to come to their rescue, I will proceed with my duties.</td>
<td>- If the person were Chairperson, I would ask for identification showing that.</td>
<td>- If the person were not under the influence, then I would ask them to slow down and travel at a safe speed.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- I will conduct the driving under the influence process to make an arrest.</td>
<td>- I will the person to exit the vehicle and determine if they are under the influence or on some kind of medication.</td>
<td>- If the person is under the influence, then I will decide to either make an arrest or call someone to escort the person home and return to get the car.</td>
<td></td>
</tr>
</tbody>
</table>

Table 4.8 symbolizes the order maintenance and various levels of degrees of control the participants would use to handle a high-ranking official vehicle weaving in traffic. All eight of the participants stated they would order the driver to pull over, as it is implicit that the car needs to be stopped in order to ask exacting follow-up questions in order to determine whether or not the driver is under the influence or on medication. If they suspect the driver is under the influence, the participants reported they would request assistance from a DUI unit. Three of the participants stated they would stop the vehicle, and regardless of the driver's status in the community, an arrest would be made if the driver fails the sobriety test. All eight of the participants reported they would display tact and
analyze the situation so that a fair and impartial decision would be made. In view of that, the order maintenance and level of degrees of control the participants exercised in handling this scenario is based solely on the driver’s mental status.

Table 4.9

Traditional Police Officers’ Responses to Case Vignette 17 (g), Young Males on Corner Making Exchanges

<table>
<thead>
<tr>
<th>Case Vignette – 17 (g)</th>
<th>01 – Officer Brian Clearwater</th>
<th>02 – Officer Gayle Storms</th>
<th>03 – Officer Dan Fish</th>
<th>04 – Officer Constance Farade</th>
</tr>
</thead>
<tbody>
<tr>
<td>(17-g) Young Males on Corner Making Exchanges</td>
<td>- I would request several units in the area.</td>
<td>- I would refer this situation to our Crime Suppression Team (CST).</td>
<td>- Upon arrival and because they witness my police vehicle, the young males will disperse the area. I will request MDPD’s specialized units to handle this situation.</td>
<td>- I would notify our Crime Special Teams and have them investigate what is going on in the area.</td>
</tr>
<tr>
<td></td>
<td>- Once the players are identified, I would have the units come in quickly from different directions to block off any avenues of escape.</td>
<td>- If CST were unavailable, I would request backup units and try and make contact with those subjects. I would gather their information, perform subject checks on them, and search them for possible drugs.</td>
<td>- If they have drugs on them, they will be arrested.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- When we approach these young males, we will keep an eye on their hands to see if they drop anything, gather them, and gain control of them.</td>
<td>- If they have drugs on them, they will be arrested.</td>
<td>- If they do not have drugs on them and nothing comes back pending on them, then I will ask them to leave the area and not return.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- If they dropped something, you quickly identify that.</td>
<td>- If they do not have drugs on them and nothing comes back pending on them, then I will ask them to leave the area and not return.</td>
<td>- If they confirm that drugs are being exchanged, then we would effectuate arrests of the young males involved.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- You identify the person that did it and you go and retrieve that property.</td>
<td>- If they do not have drugs on them and nothing comes back pending on them, then I will ask them to leave the area and not return.</td>
<td>- If they confirm that drugs are being exchanged, then we would effectuate arrests of the young males involved.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Then you place that or those individuals under arrest and perform a subject check on all of them.</td>
<td>- If they do not have drugs on them and nothing comes back pending on them, then I will ask them to leave the area and not return.</td>
<td>- If they confirm that drugs are being exchanged, then we would effectuate arrests of the young males involved.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- If they have outstanding warrants, we will make the arrests.</td>
<td>- If they do not have drugs on them and nothing comes back pending on them, then I will ask them to leave the area and not return.</td>
<td>- If they confirm that drugs are being exchanged, then we would effectuate arrests of the young males involved.</td>
<td></td>
</tr>
</tbody>
</table>
Table 4.9 (Continued)

*Traditional Police Officers’ Responses to Case Vignette 17 (g), Young Males on Corner Making Exchanges*

<table>
<thead>
<tr>
<th>Case Vignette – 17 (g)</th>
<th>05 – Officer Art deTelous</th>
<th>06 – Officer Veterena Flexibal</th>
<th>07 – Officer Ronnie Young</th>
<th>08 – Officer Doris Free</th>
</tr>
</thead>
<tbody>
<tr>
<td>(17-g) Young Males on Corner Making Exchanges</td>
<td>- Request backup units.</td>
<td>- Speak with the group of males, get their information and request other officers to respond.</td>
<td>- Ask dispatcher if any unmarked vehicles can watch the activity in that location to determine if drugs are being exchanged.</td>
<td>- Request backup.</td>
</tr>
<tr>
<td></td>
<td>- We will heavily surround the area and search the young males involved.</td>
<td>- Complete an investigation of the vehicles that immediately left the area.</td>
<td>- If unmarked units are unavailable, I would approach the subjects with a backup unit, ask questions, and pat them down for weapons or drugs.</td>
<td>- Approach the subjects with backup and conduct a pat down.</td>
</tr>
<tr>
<td></td>
<td>- If they are in possession of large amounts of cash and it falls within the guidelines of forfeiture of money, we will proceed to handle that.</td>
<td>- Once we have gathered the information, determine whether or not there is a reason for an arrest. If we make the arrests, we will complete reports and forward them to the Narcotics Unit and have them monitor the area.</td>
<td>- If weapons or drugs are found on them, they will be arrested.</td>
<td>- If any illegal substances are located, make an arrest.</td>
</tr>
<tr>
<td></td>
<td>- If they have drugs in their possession, we will dispose of the drugs and arrest everyone that is in violation.</td>
<td>- If no weapons or drugs are found on them, conduct a background check.</td>
<td>- If no warrants are pending, tell them to leave the area and not return.</td>
<td>- If none are located, conduct an investigation and complete a field interview card.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- If they live in the area, I would ask them to go in their house.</td>
<td></td>
</tr>
</tbody>
</table>

Table 4.9 signifies the order maintenance and various levels of degrees of control the participants would use to handle young males on a corner making exchanges. In this situation, all eight participants would request some form of backup: six of the participants stated that they would request general backup, and all eight participants can be considered to have requested backup if specialized units are included. With backup’s assistance, the participants would identify the young males, maintain visual contact on the subjects, initiate subject checks i.e., check for warrants, weapons and/or drugs. If warrants exist, one or all of the young males would be placed into custody and taken to jail. Three of the participants stated upon receiving the call from the dispatcher, they
would notify either the Crime Suppression Team or MDPD’s specialized units. It is evident that all of the participants’ approaches are similar and their response techniques are valid in this situation. As a consequence, the order maintenance and level of degrees of control exercised by the participants in handling this scenario were determined by the young males’ actions and the activities observed in the area.

**Conclusion of Traditional Police Officers Within Case Analysis**

In summary, the personal and professional attributes impacting the traditional police officers actions and strategies regarding their use of order maintenance and exercised degrees of control with citizens were analyzed. The participants’ ages were between 18 and 45 years. There were four male and four female participants. Four participants graduated from high school and four graduated from college. Each participant’s years of service with MDPD is between one and 25 years. All of the participants’ current assignments are in traditional policing. Some of the participants’ previous assignments were traditional police officers, while others reported their previous assignments as corporal – road patrol, field training officer or community police officer. Five participants agree that higher education is a significant factor in performance of police work because it helps them handle their daily encounters professionally, while the remaining three participants disagree because they feel police work is more of experience, common sense and good judgment and because it is not a requirement.

The participants all agree that diversity training is an important factor in their decision-making process regarding their duties because it helps them relate and communicate better with citizens. The participants agree that diversity training is the most important professional training because it assists them in their decision-making.
process regarding their duties. Overall, the participants agree that experiences affect an officer’s attitude toward performance of their duties because it helps them make better decisions during encounters.

Regarding the meaning of order maintenance, the participants agree it means maintaining order in situations, while exercised degrees of control means various styles of crime prevention they have discretion to use to resolve situations. Five participants agree building a relationship with the community affects an officer’s ability to enforce order maintenance and exercised degrees of control because it helps them maintain peace in the community and it allows them and the community to identify with each other. However, three participants disagree because they feel since they are given the authority to enforce the law a relationship will not affect them enforcing the law if someone commits a crime.

All eight participants agree personal experiences do have an impact on their decision-making process regarding their duties because it helps them approach each situation with an open-mind and it helps them make the best possible decisions in resolving situations. The participants agree being a good communicator is the most important personal quality a police officer should have that will improve their relations with citizens because it provides understanding of situations. Regarding professional qualities, the participants agree that human diversity training skills and basic training skills are the most important characteristics police officers should have that will improve their relations with citizens because it helps them understand citizens and helps them handle many problems and situations effectively.
The participants are all in agreement that there are various attributes, i.e., showing understanding in situations, gaining control, job knowledge, etc. and others like experiences that impacts their use of qualities of order maintenance and exercised degrees of control most because it helps them to effectively perform their job. Finally, in the self-reported actions and strategies used in handling the case vignettes, the participants reported differences in the method used to handle each scenario. While each participant applied the law in every situation based on the determinants, they exercised a range of degree of control in proposed resolutions for each situation.

**Research Question Two**

What are the qualities of order maintenance and exercised degrees of control among police engaged in community policing and how are they impacted by personal and professional attributes? To address this question, following is a within case analysis of community police officers engaged in community policing.

*Community Police Officers Within Case Analysis*

This section presents a within case analysis of the community policing participants perceptions. Following are tables that show within case analysis of the participants’ responses to the Interview Questionnaire for Police Officers, Questions 1-16, and their self-reported actions for each scenario in Question 17, Case Vignettes (a-g).
Table 4.10

*Community Police Officers’ Responses to Questions 1-8*

<table>
<thead>
<tr>
<th>Questions 1-8</th>
<th>01 – Officer Ed Verboze</th>
<th>02 – Officer Clare Hart</th>
<th>03 – Officer Izzy B. Good</th>
<th>04 – Officer Marilyn Meeks</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Age</td>
<td>29</td>
<td>30</td>
<td>39</td>
<td>40</td>
</tr>
<tr>
<td>(2) Gender</td>
<td>Male</td>
<td>Female</td>
<td>Female</td>
<td>Female</td>
</tr>
<tr>
<td>(3) Education Level</td>
<td>College Degree</td>
<td>College Degree</td>
<td>College Degree</td>
<td>High School Diploma</td>
</tr>
<tr>
<td>(4) Years of Employment with MDPD</td>
<td>9</td>
<td>9</td>
<td>20</td>
<td>9</td>
</tr>
<tr>
<td>(5) Current Assignments</td>
<td>Community Police Officer</td>
<td>Community Police Officer</td>
<td>Community Police Officer</td>
<td>Community Police Officer</td>
</tr>
<tr>
<td>(6) Previous Assignments</td>
<td>Uniform Patrol Officer</td>
<td>Domestic Violence Officer</td>
<td>Uniform Patrol Officer</td>
<td>Uniform Patrol Officer</td>
</tr>
<tr>
<td>(7) Higher Education</td>
<td>Agrees</td>
<td>Agrees</td>
<td>Agrees</td>
<td>Does not Agree</td>
</tr>
<tr>
<td>(8) Diversity Training</td>
<td>Agrees</td>
<td>Agrees</td>
<td>Agrees</td>
<td>Agrees</td>
</tr>
</tbody>
</table>
Table 4.10 (Continued)

Community Police Officers’ Responses to Questions 1-8

<table>
<thead>
<tr>
<th>Questions 1-8</th>
<th>05 – Officer Flo Properly</th>
<th>06 – Officer Carl Sears</th>
<th>07 – Officer Stan Dailey</th>
<th>08 – Officer Sonny Hart</th>
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<tbody>
<tr>
<td>(1) Age</td>
<td>29</td>
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<tr>
<td>(2) Gender</td>
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</tr>
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<td>(3) Education Level</td>
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</tr>
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<td>8</td>
<td>20</td>
</tr>
<tr>
<td>(5) Current Assignments</td>
<td>Community Police Officer</td>
<td>Community Police Officer</td>
<td>Community Police Officer</td>
<td>Community Police Officer</td>
</tr>
<tr>
<td>(6) Previous Assignments</td>
<td>Uniform Patrol Officer</td>
<td>Uniform Patrol Officer</td>
<td>Field Training Officer</td>
<td>Administrative Officer</td>
</tr>
<tr>
<td>(7) Higher Education</td>
<td>Agrees</td>
<td>Agrees</td>
<td>Does not Agree</td>
<td>Agrees</td>
</tr>
<tr>
<td>(8) Diversity Training</td>
<td>Agrees</td>
<td>Agrees</td>
<td>Agrees</td>
<td>Agrees</td>
</tr>
</tbody>
</table>

As explicated in Table 4.10, the participants’ age, gender, educational level, tenure with MDPD, current assignment, and previous assignment. The participants’ ages range between 18-30 and 31-45. There are four male and four female participants. Four of the participants graduated from high school with a diploma and four of the participants graduated from college with a degree. The participants’ tenure with MDPD range between one to nine years and between 10 and 25 years of service. All of the participants’ are currently community police officers. The participants reported their previous assignments as uniform patrol officer, domestic violence officer, field training officer or administrative officer.
Table 4.10 (Continued)

Community Police Officers’ Responses to Questions 1-8

<table>
<thead>
<tr>
<th>Questions 1-8</th>
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<th>08 – Officer Sonny Hart</th>
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<tr>
<td>(1) Age</td>
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<tr>
<td>(2) Gender</td>
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<td>Male</td>
<td>Male</td>
<td>Male</td>
</tr>
<tr>
<td>(3) Education Level</td>
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<td>High School Diploma</td>
<td>High School Diploma</td>
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<tr>
<td>(4) Years of Employment with MDPD</td>
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<td>9</td>
<td>8</td>
<td>20</td>
</tr>
<tr>
<td>(5) Current Assignments</td>
<td>Community Police Officer</td>
<td>Community Police Officer</td>
<td>Community Police Officer</td>
<td>Community Police Officer</td>
</tr>
<tr>
<td>(6) Previous Assignments</td>
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<td>Uniform Patrol Officer</td>
<td>Field Training Officer</td>
<td>Administrative Officer</td>
</tr>
<tr>
<td>(7) Higher Education</td>
<td>Agrees</td>
<td>Agrees</td>
<td>Does not Agree</td>
<td>Agrees</td>
</tr>
<tr>
<td>(8) Diversity Training</td>
<td>Agrees</td>
<td>Agrees</td>
<td>Agrees</td>
<td>Agrees</td>
</tr>
</tbody>
</table>

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Table 4.10 illustrates that, relative to higher education, six of eight participants agree that higher education is a significant factor in performance of police work as it helps officers with good writing skills for their daily reports, helps an officer perform their job in a more efficient manner, and it gives an officer more insight into handling many situations. However, two of eight participants do not agree that higher education is a significant factor in performance of police work because the Department provides its officers with sufficient training and because it is not a requirement, nor is it a necessity in police work.

Table 4.10 describes that, relative to diversity training, all eight participants agree that diversity training should be an important factor in their decision-making process regarding their duties. This is because diversity training helps officers understand the different cultural groups of citizens and how they interact within their communities.
### Community Police Officers Responses to Questions 9-12

<table>
<thead>
<tr>
<th>Questions 9-12</th>
<th>01 – Officer Ed Verboze</th>
<th>02 – Officer Clare Hart</th>
<th>03 – Officer Izzy B. Good</th>
<th>04 – Officer Marilyn Meeks</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>(9) Professional Training</strong></td>
<td>- Basics of Law Enforcement</td>
<td>- Interview</td>
<td>- Mental Health</td>
<td>- Basic Training</td>
</tr>
<tr>
<td></td>
<td>- Presenting Cases before State Attorney</td>
<td>- Interrogation</td>
<td>- Human Diversity</td>
<td>- Community Policing</td>
</tr>
<tr>
<td><strong>(10) Experience Affects Attitude</strong></td>
<td>Agrees</td>
<td>Agrees</td>
<td>Agrees</td>
<td>Agrees</td>
</tr>
</tbody>
</table>
| **(11) (a) Order Maintenance & (b) Exercised Degrees of Control** | a) Effectuate an arrest  
b) Another way to control a situation | a) Arrest or something less  
a) Using degrees of control less than arrests | a) Different ways to deal with situations  
b) Automatically make an arrest | a) Maintaining order  
b) Arrest or not |
| **(12) Building a Relationship with the Community** | Does not Agree | Agrees | Agrees | Agrees |
Table 4.11 (Continued)

Community Police Officers Responses to Questions 9-12

<table>
<thead>
<tr>
<th>Questions 9-12</th>
<th>05 – Officer Flo Properly</th>
<th>06 – Officer Carl Sears</th>
<th>07 – Officer Stan Dailey</th>
<th>08 – Officer Sonny Hart</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>(9) Professional Training</strong></td>
<td>- Basic Training</td>
<td>- Human Diversity Training</td>
<td>- DUI Training</td>
<td>- Diversity Training</td>
</tr>
<tr>
<td></td>
<td>- Diversity Training</td>
<td>- Human Skills Training</td>
<td>- Traffic Enforcement Training</td>
<td>- Traffic Enforcement Training</td>
</tr>
<tr>
<td></td>
<td>- Community Policing</td>
<td>- Community Oriented Policing</td>
<td></td>
<td>- Community Oriented Policing</td>
</tr>
<tr>
<td></td>
<td>Training</td>
<td></td>
<td></td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td>- Interpersonal Skills</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Training</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Elderly Abuse</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Training</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Juvenile Justice</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Training</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>(10) Experience Affects Attitude</strong></td>
<td>Agrees</td>
<td>Agrees</td>
<td>Agrees</td>
<td>Agrees</td>
</tr>
<tr>
<td><strong>(11) (a) Order Maintenance &amp; (b) Exercised Degrees of Control</strong></td>
<td>a) Arrest or not</td>
<td>a) Taking control of a situation</td>
<td>a) Control of a situation</td>
<td>a) Maintain order</td>
</tr>
<tr>
<td></td>
<td>b) Maintaining order and control</td>
<td>b) Get things in order to make best decision for the situation</td>
<td>b) Police presence, verbal skills &amp; arrest powers</td>
<td>b) Discretionary decisions regarding the situation</td>
</tr>
<tr>
<td><strong>(12) Building a Relationship with the Community</strong></td>
<td>Does not Agree</td>
<td>Agrees</td>
<td>Agrees</td>
<td>Agrees</td>
</tr>
</tbody>
</table>

Table 4.11 shows that relative to professional training, all eight participants agree that the community oriented policing training they received assists them in their decision-making process regarding performance of their duties. They also reported that other professional training such as basics of law enforcement, interview interrogation, mental health, defensive tactics, traffic enforcement, DUI, and interpersonal skills have also helped in the decision-making process regarding performance of their duties.

Table 4.11 depicts that relative to experience, all eight participants (community police officers) agree that their experiences affect their attitude toward performance of their duties. They agree that they are more attentive to citizens, have better tolerance in handling situations involving citizens, use better judgment, are more skillful during
encounters, treat citizens with respect, and they have better attitudes because they respond to citizens differently now as a result of their many experiences.

Table 4.11 demonstrates that, relative to order maintenance and exercised degrees of control, seven of the eight participants agree that order maintenance means the way you control a situation or maintain order. They also agree that exercised degrees of control means another method used to control a problem before it escalates into a situation that warrants an arrest. However, one of the eight participants stated that order maintenance is inherent in identifying and clarifying the safest and best ways to control a situation, but reports that exercised degrees of control means you automatically make a decision to arrest.

Table 4.11 reveals that, relative to building a relationship, six of eight participants agree that building a relationship with the community does affect an officer’s ability to enforce order maintenance and exercised degrees of control because it allows you to resolve problems rapidly with the help of the community, it allows citizens to get to know the officers, and it provides opportunities for officers to exercise lesser degrees of control when necessary. However, two of the eight participants disagree that building a relationship with the community affects an officer’s ability to enforce order maintenance and exercised degrees of control because officers are given the discretion to either arrest or not and if the relationship is not personal, the officer will be able to perform their job properly.
Table 4.12

Community Police Officers’ Responses to Questions 13-16

<table>
<thead>
<tr>
<th>Questions 13-16</th>
<th>01 – Officer Ed Verboze</th>
<th>02 – Officer Clare Hart</th>
<th>03 – Officer Izzy B. Good</th>
<th>04 – Officer Marilyn Meeks</th>
</tr>
</thead>
<tbody>
<tr>
<td>(13) Personal Experiences Impact Decision-Making</td>
<td>All experiences</td>
<td>Relationships with citizens</td>
<td>Relationships with citizens</td>
<td>Respect for citizens</td>
</tr>
<tr>
<td>(14) Personal Qualities</td>
<td>- Good communicator - Interpersonal skills - Patience - Understanding - Good listener</td>
<td>- Have a sense of humor - Be a personable person - Be supportive of citizens</td>
<td>- Be sensitive - Be open-minded</td>
<td></td>
</tr>
<tr>
<td>(15) Professional Qualities</td>
<td>- Effect good arrests - Be professional - Follow legal procedures - Understand the law - Understand MDPD’s Standard Operating Procedures - Diversity Training skills - Human Behavior skills - Secondary Education classes</td>
<td>- Be honest - Be professional</td>
<td>- Be sensitive</td>
<td></td>
</tr>
<tr>
<td>(16) Attributes</td>
<td>- Be sincere - Be tactful - Be polite - Be receptive - Be professional</td>
<td>- Be a personable person - Be considerate - Think of others - Be respectful</td>
<td>- Be respectful</td>
<td></td>
</tr>
</tbody>
</table>
Table 4.12 (Continued)

Community Police Officers’ Responses to Questions 13-16

<table>
<thead>
<tr>
<th>Questions 13-16</th>
<th>05 – Officer Flo Properly</th>
<th>06 – Officer Carl Sears</th>
<th>07 – Officer Stan Dailey</th>
<th>08 – Officer Sonny Hart</th>
</tr>
</thead>
<tbody>
<tr>
<td>(13) Personal Experiences Impact Decision-Making</td>
<td>Elderly</td>
<td>All experiences</td>
<td>People with mental illness</td>
<td>Efforts of citizens and civic leaders</td>
</tr>
<tr>
<td>(14) Personal Qualities</td>
<td>- Show respect</td>
<td>- Good communicator</td>
<td>- Good communicator</td>
<td>- Be open-minded</td>
</tr>
<tr>
<td></td>
<td>- Have knowledge of the law</td>
<td>- You are also a citizen</td>
<td>- Patience</td>
<td>- Be a problem solver</td>
</tr>
<tr>
<td></td>
<td>- Be human</td>
<td>- Human Diversity skills</td>
<td></td>
<td>- Be a helper to citizens</td>
</tr>
<tr>
<td>(15) Professional Qualities</td>
<td>- Be professional</td>
<td>- Higher Education</td>
<td>- Good communicator</td>
<td>- Have a neat appearance</td>
</tr>
<tr>
<td></td>
<td>- Have knowledge of the law</td>
<td></td>
<td>- Be understanding</td>
<td>- Good communicator</td>
</tr>
<tr>
<td></td>
<td>- Be human</td>
<td></td>
<td></td>
<td>- Do not use vulgar language</td>
</tr>
<tr>
<td>(16) Attributes</td>
<td>- Be able to maintain order</td>
<td>- Be a good communicator</td>
<td>- Be a good decision-maker</td>
<td>- Be a good decision-maker</td>
</tr>
<tr>
<td></td>
<td>- Be respectful</td>
<td>- Be respectful</td>
<td>- Keep personal feelings from professional decision-making</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Be understanding</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 4.12 suggests that, relative to personal experiences, all eight participants agree that personal experiences do impact their decision-making process regarding their duties. They assert that personal experiences have taught them to take a more professional approach to their job, be patient, develop better relationships with citizens, treat citizens with respect, be a good listener, and be open minded.

Table 4.12 denotes that, relative to personal qualities, all eight participants agree that being patient, having good communication skills, and good listening skills, are the most important traits police officers should have that will improve their relations with citizens. Other personal qualities they reported, that police officers should have, are be
understanding, be a personable person, be sensitive, be open-minded, and treat everyone
with respect.

Table 4.12 reveals that, relative to professional qualities, all eight participants agree that being professional, having knowledge of the law, and treating people with respect are important traits police officers should have that will improve their relations with citizens. Other professional qualities they reported that police officers should have, that will improve their relations with citizens, include following legal procedures, understanding MDPD’s Standard Operating Procedures, honesty, sensitivity, and understanding.

Table 4.12 signifies that, relative to attributes, all eight participants agree that traits such as showing sincerity, being tactful, treating citizens with integrity and respect, being understanding, and being a good decision-maker impact police officers use of qualities of order maintenance and exercised degrees of control most. Other traits they reported such as being tactful, being polite, and being a good personable and fair officer also impacts police officers’ use of qualities of order maintenance and exercised degrees of control.
### Table 4.13

**Community Police Officers’ Responses to Case Vignette 17 (a), Group of Young Males Loitering**

<table>
<thead>
<tr>
<th>Case Vignette – 17 (a)</th>
<th>01 – Officer Ed Verboze</th>
<th>02 – Officer Clare Hart</th>
<th>03 – Officer Izzy B. Good</th>
<th>04 – Officer Marilyn Meeks</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>(17-a) Group of Young Males Loitering</strong></td>
<td>Approach the young males and find out why they are loitering</td>
<td>Respond with backup. Contact management to find out the problem and how can we avoid this situation.</td>
<td>Approach the young males and find out why they are loitering. If management is available, get information as to what’s going on. If there are any violations of a statute, make an arrest. If no violations, talk to them and have them find another place to gather.</td>
<td>If there are any violations of a statute, make an arrest. If no violations, talk to them and have them find another place to gather.</td>
</tr>
</tbody>
</table>

- Once reason is established, bring problem to conclusion without an arrest.
- Find out which of these young males live there.
- If the males were young adults or teenagers, contact their parents and find out if they should be there.
- If they live there, ask management to schedule some activities they can do.
- If they do not live there and are causing problems, issue a trespass warning and ask them to leave.
- Approach the young males and find out why they are gathering and loitering.
- Take their names and other personal information to perform a subject check.
- If there were no warrant for arrests, I would make them leave the area.
Table 4.13 (Continued)

Community Police Officers’ Responses to Case Vignette 17 (a), Group of Young Males Loitering

<table>
<thead>
<tr>
<th>Case Vignette 17 (a)</th>
<th>05 – Officer Flo Properly</th>
<th>06 – Officer Carl Sears</th>
<th>07 – Officer Stan Dailey</th>
<th>08 – Officer Sonny Hart</th>
</tr>
</thead>
<tbody>
<tr>
<td>(17-a) Group of Young Males Loitering</td>
<td>- Request backup. - We will find out what the young males are doing there. - Ask all for ID. - Question if they live in the apartment complex and if creating any problems. - If everyone is in accordance with the law, advise they are not allowed here and to go inside apartment or leave. - If they do not live there, issue a warning. - If called for the same situation, issue a trespass warning.</td>
<td>- Approach young males to try and get a rapport. - Try to build a person-to-person relationship. - Ask if any of them live in the area. - Based on their responses, explain the police were called, but are not here to harass them. - If they live there, advise them we cannot continuously be called back. - If they do not live in there, advise them to find somewhere else to hang out. - Once that’s understood, advise them that a trespassing warning will be issued and they stand a chance of being arrested if they return and loiter in that area again.</td>
<td>- Make contact with the young males. - Find out if they live in the apartment complex. - Question them as to why they are hanging out in that location. - Explain to them the concerns of the citizens in the apartment complex and suggest a better location for them to gather.</td>
<td>- Meet with the complainant. - Gather information from complainant to identify the young males and their parent. - Confront them to determine why they are loitering. - Gather information from the males and seek an alternative method for them use their time constructively. - Determine who lives in the complex and meet with their families to resolve the problem. - If the young males were uncooperative, complete a Field Interrogation Form.</td>
</tr>
</tbody>
</table>

Table 4.13 reveals the order maintenance and various levels of degrees of control the participants would use to handle a group of young males loitering. Seven of the participants reported their initial approach is to find out why the young males are gathering and loitering in the area. One of the participants reported they would initially meet with the complainant and then approach the young males to determine why they are hanging out in the area. Once they determine the reason the young males are gathering and loitering, the participants stated they would solve the problem by issuing a trespass warning if they did not live in the apartment complex and if no statute was violated, and then request they leave the area. The participants also reported that if a trespass warning
was previously issued and there is a violation of a statute, arrests would be made.

Consequently, based on each participant’s discretion regarding order maintenance and the level of degrees of control they exercised in handling this scenario, it appears arrest actions would be a last resort.

Table 4.14

Community Police Officers’ Responses to Case Vignette 17 (b), Domestic Dispute at a Residence

<table>
<thead>
<tr>
<th>Case Vignette – 17 (b)</th>
<th>01 – Officer Ed Verboze</th>
<th>02 – Officer Clare Hart</th>
<th>03 – Officer Izzy B. Good</th>
<th>04 – Officer Marilyn Meeks</th>
</tr>
</thead>
<tbody>
<tr>
<td>17-b) Domestic Dispute at a Residence</td>
<td>Approach the door and listen.</td>
<td>Upon arrival, establish number of people in the home and reason for loud screaming and bangs.</td>
<td>Respond with backup.</td>
<td>Upon arrival, if I see someone’s been battered, then somebody’s going to jail.</td>
</tr>
<tr>
<td></td>
<td>Knock on the door to find out what’s going on.</td>
<td>After speaking with the parties, resolve the situation.</td>
<td>Separate the parties.</td>
<td>If no one’s been battered, ask one of the parties to leave to calm the situation and I will leave.</td>
</tr>
<tr>
<td></td>
<td>Look around house.</td>
<td></td>
<td>Check for any abuse.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Separate the parties, gather information and verify if a crime occurred.</td>
<td></td>
<td>If no one’s physically hurt, try and solve the problem.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Explain my reason for being there and write a report of the situation.</td>
<td></td>
<td>Also, try and get one of them to leave for the evening.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ask if one of the parties would leave the residence temporarily.</td>
<td></td>
<td>If someone has been physically hurt, then one of them will go to jail.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>If they will not leave, and I learn kids are involved, I would include the kids.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>I would try and appeal to the parties to be examples for the kids.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>If the parties understand, they have calmed down, and I see no violation of law, I would offer advice and leave.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 4.14 (Continued)

Community Police Officers’ Responses to Case Vignette 17 (b), Domestic Dispute at a Residence

<table>
<thead>
<tr>
<th>Case Vignette – 17 (b)</th>
<th>05 – Officer Flo Properly</th>
<th>06 – Officer Carl Sears</th>
<th>07 – Officer Stan Dalley</th>
<th>08 – Officer Sonny Hart</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>(17-b) Domestic Dispute at a Residence</em></td>
<td>- Request backup.</td>
<td>- Request backup.</td>
<td>- Make contact with the parties.</td>
<td>- Request backup.</td>
</tr>
<tr>
<td></td>
<td>- If anyone is outside, find out if anyone is injured, screaming and hollering.</td>
<td>- Make contact with the complainant.</td>
<td>- Once contact is made, separate the parties and find out what is going on.</td>
<td>- Approach door and listen.</td>
</tr>
<tr>
<td></td>
<td>- If there are injuries, call Fire/Rescue.</td>
<td>- Investigate types of bangs for my safety.</td>
<td>- Determine if anyone was injured or a crime has been committed.</td>
<td>- After determining the situation, try and resolve this by offering counseling or other assistance to help the parties.</td>
</tr>
<tr>
<td></td>
<td>- Get the parties’ names, secure the person that is the subject, find out who is the victim, and make an arrest.</td>
<td>- Once that’s determined, we will approach the house and try and make contact with the parties. - Once contact has been made, immediately separate them and get the stories from each party.</td>
<td>- Question the parties concerning the problem and seek a solution.</td>
<td>- If a crime has occurred, take the appropriate action.</td>
</tr>
<tr>
<td></td>
<td>- If no one’s injured, explain why we were called.</td>
<td>- Based on that information, ask one of the parties to leave and then we will leave.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 4.14 shows the order maintenance and various levels of degrees of control the participants would use to handle a domestic dispute at a residence. The overall approach decided as the best course of action for the eight participants to this situation is similar, suggesting that because of the danger this situation poses there is an inherent need for them to exercise caution by requesting backup to ensure their safety. Upon arrival, the participants stated they would approach the residence by looking and listening to find out what is going on. Once they make contact with the parties, they stated they would separate them, determine what happened, determine if a crime occurred, and gather their information. After speaking with the parties, and identifying there are no injuries and no crime has been committed, the participants stated they would offer counseling and request one of the parties to leave the residence to keep the problem from escalating and then they would leave. The participants further reported that if there were
apparent injuries, one of the parties would be arrested and taken to jail. Therefore, in this scenario, each participant’s use of order maintenance and level of degrees of control they exercised depended on the parties’ actions and cooperation in resolving the dispute.

Table 4.15

Community Police Officers’ Responses to Case Vignette 17 (c), Burglary in Progress at a Residence

<table>
<thead>
<tr>
<th>Case Vignette – 17 (c)</th>
<th>01 – Officer Ed Verboze</th>
<th>02 – Officer Clare Hart</th>
<th>03 – Officer Izzy B. Good</th>
<th>04 – Officer Marilyn Meeks</th>
</tr>
</thead>
<tbody>
<tr>
<td>(17-c) Burglary in Progress at a Residence</td>
<td>- Control the scene.</td>
<td>- First ensure mine, as well as the other officers safety at the scene.</td>
<td>- Respond with backup.</td>
<td>- Request backup.</td>
</tr>
<tr>
<td></td>
<td>- Approach the male, stop his approach, and seek ID.</td>
<td>- After establishing that the individual does live there, allow him to stay.</td>
<td>- Initially detain him, ask for ID and find out if he lives there.</td>
<td>- Surround the house and ask the subject to show proof that he lives there.</td>
</tr>
<tr>
<td></td>
<td>- He would have to prove to me that he lives there.</td>
<td>- If he does not live there, make an arrest.</td>
<td>- If he proves that he lives there, we would leave.</td>
<td>- Once he gives sufficient proof that he lives there, I will explain to him why I took the actions I took and why we had additional officers.</td>
</tr>
<tr>
<td></td>
<td>- If he lives there, the situation is okay.</td>
<td></td>
<td>- If he does not live there, make an arrest.</td>
<td></td>
</tr>
</tbody>
</table>
Table 4.15 (Continued)

Community Police Officers’ Responses to Case Vignette 17 (c), Burglary in Progress at a Residence

<table>
<thead>
<tr>
<th>Case Vignette – 17 (c)</th>
<th>05 – Officer Flo Properly</th>
<th>06 – Officer Carl Sears</th>
<th>07 – Officer Stan Dailey</th>
<th>08 – Officer Sonny Hart</th>
</tr>
</thead>
<tbody>
<tr>
<td>(17-c) Burglary in Progress at a Residence</td>
<td>- Request backup.</td>
<td>- Try and build a rapport with the male.</td>
<td>- Order male out of the window and have him identify himself.</td>
<td>- Request backup.</td>
</tr>
<tr>
<td></td>
<td>- Ask the male to come out of the window.</td>
<td>- If he stops and talk with me, get his ID.</td>
<td>- If he does not live there, take him into custody and find out why he is entering into the window.</td>
<td>- Make contact with the male.</td>
</tr>
<tr>
<td></td>
<td>- Find out if he lives there.</td>
<td>- Also, have the dispatcher contact a neighbor or person who made the call to identify him.</td>
<td>- If he does live there, find out why is he breaking into his own house.</td>
<td>- Request ID and speak with neighbors to determine if he does live in there.</td>
</tr>
<tr>
<td></td>
<td>- Have dispatcher run the address for the homeowner or have someone verify that he lives there.</td>
<td>- If he continues through the window and refuses to talk, restrain him to find out what is going on.</td>
<td>- If he does live there, complete an Information Report and leave the residence.</td>
<td>- If he does live there, make an arrest and notify the General Investigations Unit to conduct a follow up investigation.</td>
</tr>
<tr>
<td></td>
<td>- If he lives there, apologize and explain why we were called.</td>
<td>- If he does not live there, take him to jail.</td>
<td>- Inform community members the incident did occur and the subject was arrested.</td>
<td></td>
</tr>
</tbody>
</table>

Table 4.15 describes the order maintenance and various levels of degrees of control the participants would use to handle a burglary in progress at a residence. Four of the of the participants’ approach to this situation is respond with backup and order the male to stop his approach, while two participants reported controlling the scene and ensuring the safety of all officers and then ordering the male out of the window. All participants stated they would seek identification to determine if the male lives at the residence. However, one participant reported they would verify the male’s information with neighbors to determine if he does live at the residence. After determining the male’s residency, some participants reported they would explain why they were called and then leave. Two respondents reported that if it is determined that he lives there, they still would need to find out why the male is breaking into his own house and then they would...
leave. In contrast, the participants reported that if it is determined that the male does not live at the residence, an arrest would be made. As a result, the participants use of order maintenance and levels of degrees of control they exercised in handling this scenario was to get to the root of the problem and make sure that no crime had actually been committed.

Table 4.16

Community Police Officers' Response to Case Vignette 17 (d), Young Males Trespassing

<table>
<thead>
<tr>
<th>Case Vignette – 17 (d)</th>
<th>01 – Officer Ed Verboze</th>
<th>02 – Officer Clare Hart</th>
<th>03 – Officer Izzy B. Good</th>
<th>04 – Officer Marilyn Meeks</th>
</tr>
</thead>
<tbody>
<tr>
<td>(17-d) Young Males Trespassing</td>
<td>- Upon arrival, calm the area, look for the young males, stop them, and detain them.</td>
<td>- Find out why the young males are trespassing.</td>
<td>- Find out why the young males were previously warned, find out why they came back.</td>
<td>- If I do not have the previous trespass warning, I would warn them.</td>
</tr>
<tr>
<td></td>
<td>- If one were issued, they would be in violation of the statute.</td>
<td>- Try and establish some other types of activities they can do rather than loiter.</td>
<td>- If a legitimate reason, tell them do not return again and if I get another call for same reason, you all will go to jail.</td>
<td>- I would tell them not to loiter in the shopping center and make them leave.</td>
</tr>
<tr>
<td></td>
<td>- Before I would make an arrest, I would talk to them as to why they are there.</td>
<td>- The degree of control I would use depends on why they are hanging out at the shopping center.</td>
<td>- If not a legitimate reason he previously warned them, they will go to jail.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Depending on the circumstances, I would use discretion to either arrest or not.</td>
<td></td>
<td>- If another officer warned them, then that is another thing.</td>
<td></td>
</tr>
</tbody>
</table>
Table 4.16 (Continued)

Community Police Officers’ Response to Case Vignette 17 (d), Young Males Trespassing

<table>
<thead>
<tr>
<th>Case Vignette – 17 (d)</th>
<th>05 – Officer Flo Properly</th>
<th>06 – Officer Carl Sears</th>
<th>07 – Officer Stan Dailey</th>
<th>08 – Officer Sonny Hart</th>
</tr>
</thead>
<tbody>
<tr>
<td>(17-d) Young Males Trespassing</td>
<td>- Request backup.</td>
<td>- After a trespass warning has been issued, we can make an arrest.</td>
<td>- Find out if a trespass warning was issued.</td>
<td>- Meet with the young males.</td>
</tr>
<tr>
<td></td>
<td>- Ask young males for ID.</td>
<td>- But, I generally give additional warnings before I make arrests to build positive police-community relationships with the citizens.</td>
<td>- If they were previously warned, make an arrest and make sure they understand they were previously warned.</td>
<td>- Explain trespassing is a crime.</td>
</tr>
<tr>
<td></td>
<td>- If their names are on the trespass warning list, they will go to jail for trespassing after warning.</td>
<td>- If these young males are problem kids, arrests will be made.</td>
<td>- If they were not previously warned, explain they will be issued a trespass warning and they must leave the premises and if they return, they will be arrested.</td>
<td>- Get them involved in other productive activities.</td>
</tr>
<tr>
<td></td>
<td>- If their names are not on the trespass warning list, issue a trespassing warning and keep it in my records.</td>
<td></td>
<td></td>
<td>- Gather their information.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- Inform them to leave the shopping center and someone will contact them regarding joining a team.</td>
</tr>
</tbody>
</table>

Table 4.16 depicts the order maintenance and various levels of degrees of control the participants would use to handle young males trespassing. Five of the participants’ approach to this situation is to determine if a trespass warning was previously issued, approach the young males, and then find out why they are trespassing. One participant reported upon arrival, scan the area, seek the young males, and then detain them. Another participant reported meet with the young males, explain trespassing is a crime, get their identification and assist them in getting involved in other activities. Although there are reported differences in their initial approach to this scenario, all eight participants ultimately determined if a trespass warning was previously issued, they would use discretion to either arrest or issue another trespass warning and then request the young males to leave the area. On the contrary, if a trespass warning were not issued, the participants stated they would issue a trespass warning and request the young males leave the area. On the whole, each participant’s approach to this scenario was to
determine if this incident was documented by a previous trespass warning and then use discretion in the order maintenance and level of degrees of control they would exercise to resolve the problem.

Table 4.17

Community Police Officers’ Responses to Case Vignette 17 (e), Angry Female Outside Store

<table>
<thead>
<tr>
<th>Case Vignette – 17 (e)</th>
<th>01 – Officer Ed Verboze</th>
<th>02 – Officer Clare Hart</th>
<th>03 – Officer Izzy B. Good</th>
<th>04 – Officer Marilyn Meeks</th>
</tr>
</thead>
<tbody>
<tr>
<td>(17-e) Angry Female Outside Store</td>
<td>- Finding out what happened and why she's lashing out. - Find out what happened from the storeowner. - Get her ID, find out who she is, make sure she's okay, and try and calm her. - Once I find out the problem, then I will go from there.</td>
<td>- Find out from the female and storeowner what happened. - Try to calm her down to establish what occurred. - After talking with her, and calm her, resolve the situation between she and the storeowner.</td>
<td>- Speak to her, detain her in police vehicle, and find out the problem. - If she were on medication, have someone take her home. - If she has mental problems, see if she could voluntarily report to Jackson Memorial Crisis Center (JMCC) If she does not voluntarily report to JMCC, I would take her.</td>
<td>- First, try to calm her down to find out what happened. - Then, speak to the storeowner to find out what happened. - If it were just a conflict between them, I would ask her to leave and not return.</td>
</tr>
</tbody>
</table>
Table 4.17 (Continued)

Community Police Officers’ Responses to Case Vignette 17 (e), Angry Female Outside Store

<table>
<thead>
<tr>
<th>Case Vignette – 17 (e)</th>
<th>05 – Officer Flo Properly</th>
<th>06 – Officer Carl Sears</th>
<th>07 – Officer Stan Dailey</th>
<th>08 – Officer Sonny Hart</th>
</tr>
</thead>
<tbody>
<tr>
<td>Angry Female Outside Store</td>
<td>- Request backup.</td>
<td>- Request backup.</td>
<td>- Maintain my composure and try and calm her down.</td>
<td>- Calm the female and let her know lashing out is not the way to behave.</td>
</tr>
<tr>
<td></td>
<td>- Find out why she’s lashing at people and try to calm her down.</td>
<td>- Have backup stay with her while I go in the store to make contact with the storeowner.</td>
<td>- Say I understand you are angry, but I am here to help and allow me to assist you.</td>
<td>- Talk to her about her concerns and problems.</td>
</tr>
<tr>
<td></td>
<td>- If cannot calm her, she will go to jail for disorderly conduct.</td>
<td>- Identify myself and find out what occurred.</td>
<td>- Her response determines my actions.</td>
<td>- Speak with the storeowner to resolve the situation.</td>
</tr>
<tr>
<td></td>
<td>- Once I get information from the storeowner, return outside to the female and assure her I am there to help the situation.</td>
<td>- Once I get information from the storeowner, return outside to the female and assure her I am there to help the situation.</td>
<td>- If she does not cooperate with me, speak with the storeowner to find out the problem.</td>
<td>- Inform her that she needs to leave the area.</td>
</tr>
<tr>
<td></td>
<td>- I will try and build a rapport with her.</td>
<td>- I will try and build a rapport with her.</td>
<td>- Return to her and provide a solution.</td>
<td>- If she cooperates, no arrest will be made.</td>
</tr>
<tr>
<td></td>
<td>- If I cannot and her behavior is disruptive and I do not have enough information from her to resolve the situation, ask her to leave.</td>
<td>- If I cannot and her behavior is disruptive and I do not have enough information from her to resolve the situation, ask her to leave.</td>
<td>- If she refuses, issue a warning for disorderly conduct.</td>
<td>- If she does not cooperate, she will be arrested.</td>
</tr>
</tbody>
</table>

Table 4.17 illustrates the order maintenance and various levels of degrees of control the participants would use to handle an angry female outside of a store. Six of the participants stated they would first try and calm her and then speak with her to determine what happened and then speak with the storeowner to determine what happened. Two of the participants stated they would request backup and then speak with the female and the storeowner to determine what happened. One participant reported upon arrival, speaking to her, detaining her in the police vehicle, and then determine the problem. Once the problem is determined, some participants stated they would try and resolve the situation and then ask her to leave. One of the participants reported if it is determined she is on
medication, have someone take her home. Another participant reported that after attempting to calm her and she refuses to do so, an arrest will be made for disorderly conduct. Another participant reported after attempts at helping resolve the situation and her behavior remains disruptive, she will be asked to leave and if she refuses, she will be issued a warning for disorderly conduct. Another participant reported after attempting to resolve the situation and she does not cooperate, an arrest will be made. This participant also stated that if she does cooperate with orders to leave, no arrest would be made. It is evident from this scenario that although the participants initially reported similar ways they would approach this situation, they each used discretion based on the female’s actions which determined their use of order maintenance and the level of degree of control they would exercise to resolve the situation. On the whole, the participants’ eventual goal is to find out why this female is angry and try and calm her to resolve the conflict. As a result, the order maintenance and level of degrees of control exercised by the participants derived from the female’s actions in resolving the conflict between the storeowner and her.
Table 4.18

Community Police Officers' Responses to Case Vignette 17 (f), Vehicle Weaving in Traffic

<table>
<thead>
<tr>
<th>Case Vignette – 17 (f)</th>
<th>01 – Officer Ed Verboze</th>
<th>02 – Officer Clare Hart</th>
<th>03 – Officer Izzy B. Good</th>
<th>04 – Officer Marilyn Meeks</th>
</tr>
</thead>
</table>
| **(17-f) Vehicle Weaving in Traffic** | - Stop the person.  
- Get person’s ID and depending on the situation, conduct a sobriety test.  
- At the same time, have a supervisor come to the scene and talk to the person.  
- If it’s a DUI, make an arrest. | - First, I would place the individual in the back of my patrol car for his and my safety.  
- Then have my sergeant respond to the scene.  
- If it is determined that this individual is under the influence of an illegal substance, an arrest would be made. | - Chairperson or no chairperson, if person were driving under the influence of drugs or alcohol, they would go to jail. | - Request backup.  
- We will approach the person.  
- It does not matter who they are, we will treat them with respect.  
- If the person appears to be intoxicated, then an arrest will be made. |

Table 4.18 (Continued)

Community Police Officers' Responses to Case Vignette 17 (f), Vehicle Weaving in Traffic

<table>
<thead>
<tr>
<th>Case Vignette – 17 (f)</th>
<th>05 – Officer Flo Properly</th>
<th>06 – Officer Carl Sears</th>
<th>07 – Officer Stan Dailey</th>
<th>08 – Officer Sonny Hart</th>
</tr>
</thead>
</table>
| **(17-f) Vehicle Weaving in Traffic** | - Turn on lights and siren to stop the person.  
- Request backup.  
- Once person pulls over, check if person is on some type of medication.  
- If the person is on medication, have Fire/Rescue to respond.  
- If the person has been drinking, have DUI to respond, and take them to jail. | - Stop the person.  
- Ask for driver’s license and registration.  
- If person is under the influence, make an arrest.  
- If person is not under the influence, have someone pick them up and return and take the vehicle to their home. | - Speak with the driver and determine if they have a medical condition.  
- If that is not the case, contact supervisor to report to the scene and provide assistance regarding an arrest or not.  
- If the driver is violating the law, specifically DUI, an arrest will be made.  
- The supervisor decides if an arrest is made. | - After stopping the vehicle, request the subject’s driver’s license.  
- Counsel the subject about driving under the influence.  
- After determining that the subject is the Chairperson, inform the supervisor and notify the subject’s family.  
- Have them to come and transport the subject home and return and remove the subject’s vehicle. |

Table 4.18 demonstrates the order maintenance and various levels of degrees of control the participants would use to handle a vehicle driven by a high-ranking official weaving in traffic. The initial approach to this scenario varies from all eight of the
participants from turning on their lights and sirens, to requesting backup, and then stopping the person. However, one of the participants reported regardless of who the driver said they were, if they are under the influence of drugs or alcohol, an arrest would be made and they are going to jail. Another participant reported placing the driver in the police vehicle for both of their safety and then requesting a supervisor report to the scene. Seven of the eight participants reported they would approach the driver, request identification, determine the driver's status and if the driver were on medication, they would request Fire/Rescue, and if the driver is under the influence and is in violation of a statute, an arrest would be made. However, three of the participants stated if the person were not under the influence, they would contact someone or a family member and have the driver picked up and have them return to pick up the driver's vehicle. In view of that, in this scenario, the order maintenance and levels of degree of control exercised by the participants are based primarily on the mental status of the driver and his safety, as well as the safety of others.
### Case Vignette – 17 (g)

<table>
<thead>
<tr>
<th>Males on Corner Making Exchanges</th>
<th>Officer Ed Verboze</th>
<th>Officer Clare Hart</th>
<th>Officer Izzy B. Good</th>
<th>Officer Marilyn Meeks</th>
</tr>
</thead>
<tbody>
<tr>
<td>(17-g) Young Males on Corner</td>
<td>Request backup to get the young males stopped.</td>
<td>Approach the young males on the corner.</td>
<td>Set up surveillance to get tag numbers of the cars.</td>
<td>Request backup.</td>
</tr>
<tr>
<td>Making Exchanges</td>
<td>- If I have a suspicion of narcotics being exchanged and it's a known area for such activities, I would proceed to seek probable cause of the matter.</td>
<td>- Conduct searches for officer and community protection.</td>
<td>- Refer the call to our Crime Surveillance Team.</td>
<td>- If we observe someone passing drugs, we will contain that person and make an arrest.</td>
</tr>
<tr>
<td></td>
<td>- Conduct interviews.</td>
<td>- If it is determined they are in possession of or selling illegal substances, then arrests would be made.</td>
<td>- If they are not available, refer the call to our Narcotics Bureau to handle.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Interview the subjects.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- If it is determined there was a criminal violation, I would go from there.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 4.19 (Continued)

Community Police Officers’ Responses to Case Vignette 17 (g), Young Males on Corner Making Exchanges

<table>
<thead>
<tr>
<th>Case Vignette – 17 (g)</th>
<th>05 – Officer Flo Properly</th>
<th>06 – Officer Carl Sears</th>
<th>07 – Officer Stan Dailey</th>
<th>08 – Officer Sonny Hart</th>
</tr>
</thead>
<tbody>
<tr>
<td>(17-g) Young Males on Corner Making Exchanges</td>
<td>- Ask a Crime Special Team (CST) unit for assistance and have them handle it.</td>
<td>- Contact our Narcotic Units.</td>
<td>- Make contact with the young males.</td>
<td>- Respond to the area.</td>
</tr>
<tr>
<td></td>
<td>- Meanwhile, if I'm observing the area, try and get tag numbers of vehicles leaving.</td>
<td>- If they are unavailable, request backup.</td>
<td>- Speak with them regarding reasons for being at the location.</td>
<td>- Speak with the subjects.</td>
</tr>
<tr>
<td></td>
<td>- Get ID from the person remaining at scene.</td>
<td>- Request backup to come in the area from different directions.</td>
<td>- Speak with them concerning information received by dispatcher.</td>
<td>- Inform them the community and police will not tolerate any drug possessions or selling of drugs in the area.</td>
</tr>
<tr>
<td></td>
<td>- If the person does not have any drugs or anything on him, ask him to leave the corner.</td>
<td>- Try and make contact with the young males.</td>
<td>- If I observe an actual hand-to-hand transaction, I will conduct a drug investigation.</td>
<td>- Conduct a pat down of subjects.</td>
</tr>
<tr>
<td></td>
<td>- Make contact with person that was seen making the hand-to-hand transactions and ask questions.</td>
<td>- Based on the interrogation, we would proceed from there.</td>
<td>- During the investigation, if probable cause is discovered, make the proper arrests.</td>
<td>- If illegal substances are found, arrest the subjects.</td>
</tr>
<tr>
<td></td>
<td>- If we cannot prove or come up with evidence they were doing anything illegal, complete a Field Interview Card and issue a trespass warning.</td>
<td>- Then perform a safety check of the individuals to make sure there are no weapons.</td>
<td>- If I have nothing that rises to probable cause to make an arrest, inform them the area will continue to be under investigation until the problem is resolved.</td>
<td>- If no illegal substances are found, complete a Field Interview Cards, take photos of the subjects and advise them to stay out of the area.</td>
</tr>
</tbody>
</table>

Table 4.19 represents the order maintenance and various levels of degrees of control the participants would use to handle young males on a corner making exchanges. The participants reported various ways they would respond to this situation. Three participants stated they would request backup. Four participants stated they would approach the males on the corner. Two participants stated they would set up surveillance of the area, and three participants stated they would request a Crime Special Team Unit and/or a Narcotics Unit. Four participants reported they would try and make contact with the young males. One participant stated he would obtain identification from the males,
and three participants stated they would conduct a pat down of the males. Two participants stated they would proceed to seek probable cause if it's a known area for drug activities. Three participants reported they would conduct searches for the officers' and community's protection, and two participants stated if they observed an actual hand-to-hand transaction, they would conduct a drug investigation. Five of the eight participants stated if it is determined there was a criminal violation or observed drugs being passed, arrests will be made. Two participants reported if the young males do not have any drugs in their possession or there is no proof or evidence of anything illegal transpiring, they would either issue a trespass warning or ask the males to leave the corner. For this reason, the order maintenance and levels of degree of control exercised in this scenario by the participants are based on the young males and the overall observed activities occurring in the area.

**Conclusion of Community Police Officers Within Case Analysis**

In conclusion, the personal and professional attributes impacting the community police officers actions and strategies regarding their use of order maintenance and exercised degrees of control with citizens were analyzed. The participants' ages were between 18 and 45 years. There were four male and four female participants. Four participants graduated from high school and four graduated from college. Each participant's years of service with MDPD is between one and 25 years. All of the participants' current assignments are community police officers. Four of the participants' previous assignments were in the capacity of uniform patrol officer, domestic violence officer, field training officer, and administrative officer. Six of the participants agree that higher education is a significant factor in performance of police work, while the
remaining two participants disagree because they feel the Department provides its officers with sufficient training and higher education is not a requirement nor is it a necessity in police work.

All participants agree that diversity training is an important factor in their decision-making process regarding their duties because it helps officers understand the different cultural groups of citizens and how they interact within their communities. All participants agree that community oriented policing training is the most important professional training they received which assists them in their decision-making process regarding their duties.

By and large, the participants agree that experiences does affect an officer's attitude toward performance of their duties because they are more attentive to citizens, have better tolerance, use better judgment, are more skillful, are more respectful, and have better attitudes. Regarding the meaning of order maintenance, most of the participants agree that it means the way they control a situation or maintain order. Exercised degrees of control means another method they use to control a problem before it escalates into a situation that warrants an arrest. One of the participants reported order maintenance is finding different ways to control a situation, but reports that exercised degrees of control means to automatically make a decision to arrest.

The participants are all in agreement that their personal experiences do have an impact on their decision-making process regarding their duties and reported on how their experiences helped them to be better professionals. The participants agree that personal qualities such as having patience, good communication skills, and good listening skills are the most important traits police officers should have that will improve their relations.
with citizens. The participants agree that professional qualities such as being professional, knowing the law, and respecting people are the most significant traits police officers should have that will improve their relations with citizens. With regards to attributes, the participants reported traits such as being sincere, showing respect, being understanding, and making good decisions impact police officers use of qualities of order maintenance and exercised degrees of control most. Regarding the self-reported actions and strategies they used in handling the case vignettes, the participants reported differences in the manner used to handle each scenario. However, all participants applied the law based on the factors in each situation, and each participant used discretion as to which degree of control was most appropriate to exercise to resolve each scenario.

From the findings of the two within group analyses, there were outliers. As a result, the investigator determined that follow-up interviews were needed (see Appendix F). These interviews were conducted with the outliers to seek additional meaning regarding the explanations they provided on either the significance or insignificance of higher education, the importance of diversity training, personal experiences, experiences regarding an officer’s attitude, building a relationship with the community, professional trainings, personal qualities, and their use of order maintenance and levels of degree of control they exercised during encounters. Personal experiences from Officers Dan Fish and Doris Free indicate that the attributes that they have acquired from aspects of their personal and private lives transfer to their professional performance when on duty. Officer Fish recounts how his experiences with individuals of differing racial profiles in his personal life suggests that there are no commonalities that can be made inclusive of race, and that all decision-making needs to occur based
upon the scenario at hand. In contrast, Officer Free’s experiences as a mother of a
 teenaged son have given her a template to follow which facilitates control and evokes
 socially appropriate responses from the subjects. It can therefore be concluded that an
 officer’s personal qualities, professional qualities, and previous experiences, ultimately
 affect the way they perform their duties and they do affect their use of order maintenance
 and degrees of control exercised when encountering citizens.

Research Question Three

Are there differences between traditional and community police in their qualities
of order maintenance and exercised degrees of control? To address this question,
following is an analyses of the differences between traditional and community police
officers engaged in traditional policing and community policing.

Between Group Case Analysis

Relative to experience and tenure, the participants reported these as significant
factors in how they use order maintenance and exercised degrees of control as it affect
their decisions regarding the levels of degrees of control and order maintenance they use
during encounters. The participants all agree diversity training is an important factor in
their decision-making when performing their duties because it helps them understand the
different cultural groups and how citizens interact within their groups within the
communities, it helps them relate and communicate better with citizens, it helps them
treat everyone equally and fairly, and it helps them make proper decisions on a person’s
behavior that is normal within their own set of cultural values. Thus, the differences
reported across the groups were derived from the officers’ previous experiences, tenure,
and diversity training which ultimately affects the way they perform their duties and their use of order maintenance and degrees of control exercised when encountering citizens.

Relative to higher education, 11 of the 16 (eight of the 16 participants had higher education and eight did not) participants agree that higher education is a significant factor in police work. They feel higher education helps an officer grow as an individual, helps an officer better understand and perform their job more efficiently, and it provides insight into how they handle daily encounters with citizens. Conversely, five (one of the five participants has higher education) of the 16 participants disagree that higher education is a significant factor in police work because policing is more about experience, common sense and good judgment, because officers are given enough skills and training on how to handle encounters with citizens by the Department, and because higher education is not a requirement to perform police work. In general, there are reported differences across the groups regarding higher education. On the traditional policing side, five participants say higher education is important, and on the community policing side, six participants say higher education is important.

Relative to professional training, this study found that the participants, across groups, agree that basic training and diversity training are significant factors an officer should have which assist them in their decision-making process regarding their duties. Participants across groups suggest various other professional trainings offered by MDPD such as Basics of Law Enforcement, Human Skills Training, and Traffic Enforcement that help in their decision-making. However, the community police officer participants suggested officers should have Community Oriented Policing Training. The most important factor in their decision-making process as reported by all participants is
diversity training because to them it is vital to understand and relate to citizens of
different cultural groups in their communities. Thus, basic training and diversity training,
as well as various other professional trainings, are reported to be important factors, which
help an officer make better decisions while performing their duties. Therefore, based on
the participants’ overall perceptions, there are some differences across the groups, but
any professional training that an officer receives will enhance the performance of their
duties.

Relative to experience affecting an officer’s attitude toward performance of their
duties, seven traditional police officer participants agree that it does because it helps them
become better at handling encounters with citizens, it helps them perform their job better,
and it helps them make better decisions during encounters. However, one of the
traditional police officer participants feels that experience does not affect his attitude
toward performance of his duties. He reported he has learned otherwise through
experiences to cope with people, trying to understand their problems, and talking to
people and trying and resolve their situations. All of the community police officer
participants agree that their experiences affect their attitude while performing their duties
and as a result they are more attentive and patient with citizens, they have better tolerance
in handling encounters, they use better judgment, and they are more skillful at handling
situations they encounter with citizens. In conclusion, there are reported differences in
officers’ previous experiences affecting performance of their duties, and use of order
maintenance and degrees of control, exercised during encounters in terms of the
discretion they will use to handle encounters across groups.
Relative to the meaning of order maintenance and exercised degrees of control, the participants perceive them to mean taking control of situations and making arrests or not. However, one of the traditional police participants perceived order maintenance and exercised degrees of control to mean using the elements of the crime to determine the extent of control to be used. On the contrary, one of the community police officer participants perceived them to mean to automatically make a decision to arrest. While reported differences exist, the two groups' overall perception of order maintenance and exercised degrees of control mean maintaining order and either making an arrest or not.

Relative to if building a relationship with the community affects an officer's ability to enforce order maintenance and exercised degrees of control functions, the two groups perceptions vary in their responses. One-half of the traditional police officer participants allege that building a relationship with the community does affect an officer's ability to enforce order maintenance and exercised degrees of control, because the relationship offers familiarity and identification between the police and citizens in the community. Building a relationship with the community can determine the most appropriate decision and degree of control an officer will use to enforce the law. The other half of the traditional police officer participants allege that building a relationship with the community does not affect an officer's ability to enforce order maintenance and exercised degrees of control because officers are given the authority to simply enforce the law if someone commits a crime. With regards to the community police officer participants, six of them assert that building a relationship with the community does affect an officer’s ability to enforce order maintenance and exercised degrees of control because it provides them with opportunities to obtain information in solving cases. Six of
eight community policing participants use lesser degrees of control in many encounters, while the remaining two participants believe that building a relationship with the community does not affect an officer's ability to enforce order maintenance and exercise degrees of control, because officers are given the authority to make decisions to effectuate arrests. Thus, there are differences across the groups because half of the traditional policing participants reported that the personal relationships they built with the community affects their ability to enforce order maintenance and exercised degrees of control, while three-fourths of community policing participants depend on personal relationships within the community.

Relative to personal experiences encountered that impact an officer's decision-making process regarding their duties, the two groups reported that their experiences impacted the decisions they made when performing their jobs, but some experiences more than others have significantly influenced their decision-making process. As a result, they have learned better ways to approach and handle encounters, they have more respect for citizens and their situations, and they are better able to perform their jobs. Therefore, the reported differences across the groups derive from each participant's personal experiences, which have ultimately affected their discretion during encounters and the performance of their job.

Relative to personal qualities, all participants reported listening and good communication skills are the most significant traits police officers should have that will improve their relations with citizens. Other personal qualities reported by the participants that will increase an officer's effectiveness with citizens are skills such as patience,
understanding, and being courteous. As a result, the reported differences across the groups vary because of the participant’s personal skills and abilities.

Relative to professional qualities, 11 participants reported similar skills such as human diversity, basic training, integrity and professionalism as important professional traits police officers should have that will improve their relations with citizens. The remaining five participants reported an array of skills such as higher education, openness-mindedness, professionalism, honesty, sensitivity, and knowledge of the law as professional traits police officers should have that will improve their relations with citizens. Reported differences across the groups vary among the participant’s professional skills and abilities across groups.

Relative to attributes, two participants reported basic knowledge of the law and experiences during encounters as significant traits police officers should have that impact their use of qualities of order maintenance and exercised degrees of control. The remaining 14 participants reported treating citizens with integrity and respect are traits police officers should have that impact their use of qualities of order maintenance and exercised degrees of control most. Essentially, the reported differences across the groups vary among the participant’s personal and professional skills and abilities.

Regarding the self-reported actions and strategies of the case vignettes, participants reported differences in the manner in which they handle each situation. Their basic approach resulted from how they applied the law based on the factors derived from each situation, which determined the discretion in the degree of control they exercised that was most appropriate to reconciling each scenario.
In summary, across the groups, the participants’ ages were between 18 and 45 years. There were eight male and eight female participants. Eight participants graduated from high school and eight graduated from college. Each participant’s years of service with MDPD is between one and 25 years. All of the participants’ current assignments are either traditional police officer or community police officer. The participants’ previous assignments as corporal – road patrol, field training officer, community police officer, uniform patrol officer, domestic violence officer, or administrative officer.

The majority of the participants agree that higher education is a significant factor in performance of police work, while others disagree. The participants agree that personal experiences do affect an officer’s attitude toward performance of their duties because it determines the decision they will make during an encounter. The participants agree that diversity training is an important factor in their decision-making process regarding their duties because it helps them relate and communicate better with citizens.

Regarding the meaning of order maintenance and exercised degrees of control, the participants’ meanings differ. However, they all assert they mean to maintain order in situations and discretion in various other styles of crime prevention to resolve situations. More community policing participants agree building a relationship with the community affects an officer’s ability to enforce order maintenance and exercised degrees of control because it helps them maintain peace in the community, while other participants across both groups report they are given the authority to enforce the law if someone commits a crime regardless of a relationship.

The participants agree their personal experiences do impact their decision-making process regarding their duties. Regarding professional qualities, the traditional police
officer participants agree that human diversity training skills and basic training skills are the most important characteristics police officers should have because it helps them understand citizens and it helps them handle many problems and situations. However, the community police officer participants reported the most important professional training they received is community oriented policing training because it helps them in their decision-making process regarding their duties.

Regarding personal qualities, both groups agree that good communication skills are important qualities a police officer should have that will improve their relations with citizens because it provides understanding of situations.

Regarding professional qualities, the groups reported different qualities. Regarding professional qualities, the community police officer participants agree that human diversity training and basic training skills are the most important characteristics police officers should have that will improve their relations with citizens, while the community police officer participants reported that being professional, knowledge of the law, and respecting people are the most significant traits they feel police officers should have that will improve their relations with citizens. With regards to attributes, the participants reported numerous traits such as gaining control, job knowledge, being sincere, showing respect etc. impacting police officers’ use of qualities of order maintenance and exercised degrees of control most.

Finally, regarding the case vignettes, participants reported differences in the way they would handle each based on their understanding of the situation. Overall, they applied the law, determined the problem, and used discretion in the level of degree of control best for settling each situation. Accordingly, in the next section, the investigator
produces objectively the findings of the research to arrive at conclusions relative to efficiency, comparative and otherwise.

Summary

The study found that all 16 participants acknowledge that an officer’s personal and professional attributes do impact their use of order maintenance and exercised degrees of control when performing their duties. The study found among the majority of participants (14 of 16), the more job knowledge and experience an officer has, the better they can perform their duties. The study found that, in most cases, an officer’s previous experience does affect the way they perform their duties and does affect their use of order maintenance and degrees of control exercised. Data implies that officers encounter many experiences both on and off duty that affect their attitude while performing their duties. However, it is evident that as a result of their experiences, officers seem to use better discretion in situations, are more proficient at handling encounters, and are more effective at performing their jobs. Findings also suggests that officers with greater number of years on the Department are more likely to believe their experiences affect their attitude while officers with only a few years on the Department are less likely to believe their experiences affect their policing attitudes.

The study found that job experience and tenure are important factors in how participants utilize order maintenance and exercised degrees of control, as it is noted the more experience an officer attains, and the greater length of time they have been on the job, the better decisions they make regarding the levels of degrees of control and order maintenance they use during encounters. The findings suggest that the officers learned from their past experiences and were able to effectively apply their knowledge to the
work setting. For example, one officer reported that in their early career their initial instinct was to simply arrest the subject, but as time progressed they found it more effective and efficient to interact with the subject and identify the cause of perceived negative behaviors.

The study also found that diversity training is reported as an important factor for how officers' relate to citizens in the communities, which ultimately influences the use of order maintenance and levels of degrees of control they exercise during encounters. In addition, the study found that diversity training is an important factor in their decision-making when performing their duties because it helps them understand the different cultural groups and how citizens interact within their groups within the communities, it helps them relate and communicate better with citizens, it helps them treat everyone equally and fairly, and it helps them make proper decisions on a person's behavior that is normal within their own set of cultural values. Attributes that can be isolated as having an impact on an officer's use of order maintenance and exercise degrees of control tend to reflect an ability to recognize the validity of the situation as a threat to social order. Officers with extended personal experience in the field show a likelihood to assess the conduct of the subject prior to immediately arresting them (see Appendixes F & G).

Moreover, commonalities among order maintenance discussions where officers indicate that there is awareness that education and community participation are beneficial and cumulative, where there is never a point of cessation for continued learning and on-the-job application of same.

Accordingly, it was concluded that an officer's personal and professional attributes do have an impact on their use of order maintenance and exercised degrees of
control when they are performing their duties. Similarly, an officer’s previous experiences does affect the way they perform their duties and does affect their use of order maintenance and the level of degrees of control they will exercise when they encounter citizens, as the fundamentals of the situation determines the discretion they will ultimately employ.

Differences between the groups indicate a greater sense of a need for accuracy in police work and reporting of police work. Officers with greater experience and education tended to emphasize accuracy and fairness of policing. Communication with certain participants suggest that there is an awareness of shortcomings in police procedures and they have a desire to rectify these problems. However, not all participants shared this same perspective.
CHAPTER 5: DISCUSSION

Introduction

This chapter presents an interpretation of the research undertaken to examine personal and professional attributes of police officers and their impact on qualities of order maintenance and exercised degrees of control. A conclusion of the study is provided. This conclusion reports the findings isolated from the information collected, and allows opportunity for analysis and discussion of same. Following are suggestions and recommendations for further research. Next, implications of the study are presented. Finally, a summary of the research is provided.

Interpretations of the Study

As the police contribute to social control through law enforcement, order maintenance, and exercised degrees of control, paradigmatic changes in the community era of policing strategy suggest that an increase is imposed in such activities by police officers. The transitional interpretation of what it means to create an effective police force is readily evident in the perceptions of law enforcement as found within the community, as well as within the perceptions of the officers themselves. Order maintenance and exercised degrees of control policing is currently seen as a community-building tool because it is believed to reduce the fear and actual incidence of crime and it reinforces law-abiding and conventional norms (Goetz & Mitchell, 2003). Community policing has been identified as an effective manifestation of law enforcement, as it offers new ways of policing that can enhance police relations with citizens (Feltes, 2002). Historical efforts to professionalize police services have led to changes in the way police officers perform their work and their relationship with the community (Shtull, 1997).
Consequently, society is in the process of developing police officers whose education and training are both broader and deeper than has been typical in the past (Bordua & Reiss, 1992).

According to Novak (1999), research indicates that the primary functions of policing efforts are to prevent crime, detect crime, and maintain order. Police therefore depend on citizens for a number of reasons: citizens report crimes, provide information about suspects, cooperate in investigations, and so forth. However, prior to the inception of the modern police force, citizens were the primary agents of social control, suggesting that the imposition of social order is a dangerously arbitrary concept. Creating a modern police force that functions according to indisputable regulations and codes of conduct reduced much of the arbitrary nature of police work and imposed an increased importance and renewed legitimacy on order maintenance. Additionally, control exercised by police officers and new policing techniques has emerged, as have limitations on the inherent powers of police control.

Community policing has been identified as a progressive strategy for creating enhanced law enforcement practices, as well as meeting the needs of the community at large in terms of providing a readily-apparent system of order enforcement. The Office of Community Oriented Policing Services indicated that community policing is known as the preferred strategy in modern American policing (Novak, 1999). Community policing relies heavily on citizen input and greater citizen access to the police and their priorities, encouraging differential enforcement contingent on community values and norms. This differential policing primarily affects the way in which police officers address minor offenses, local ordinances and disorder. It can be inferred that the differential approach
of order maintenance and exercised degrees of control of citizens is the optimal tactic to reducing crime in communities (Novak, 1999). No matter how community policing is interpreted, one fact remains: the importance of law enforcement, as the key role of the police, is de-emphasized and there is an increased reliance on police officers to maintain order and lower exercised degrees of control to resolve situations without arrest (Novak, 1999). The police officer, the lowest person in the hierarchy — and usually the least well trained and educated, is in a key position for exercising the greatest amount of discretion on criminal, or possible criminal, activities. They are also the most active and most visible partners in interaction with the public and in communicating policing. The discretionary power of the community policing force is also necessary, particularly in terms of intervening in private community, family, or interpersonal matters (Feltes, 2002).

In order to effectively apply community policing and receive the benefits of a closer connections between the community and law enforcement officers, the professionalism of police officer training should always be a continuous learning process (Feltes, 2002). Accordingly, calls for changes in the activities of police officers, including the need for increased personal and professional skills; increased use of problem solving, community building and empowerment; increased use of foot patrol, crime analysis, security checks, lower degrees of exercised control to problems, and interaction with citizens of the communities have been identified as much-needed aspects of the successes or failures of community policing effort. These activities have particular importance as increased personal and professional skills of police officers ultimately
impact their decision-making process that determine the qualities of order maintenance and degrees of control they employ during encounters with citizens.

Studies that considered the impact of an officer’s assignment to community policing are few and far between. Traditionally, as Novak (1999) indicates, studies in the assessment of what makes effective community police officers have not considered the personal and professional attributes of these officers and their impact of these qualities on order maintenance and exercised degrees of control during encounters. Even though police organizations report widespread implementation of community policing activities, exactly how community policing has affected the day-to-day activities of police, degrees of control exercised by police, and how police and citizens interact, remains unclear (Novak, 1999). To address these deficits, the current study was performed to examine and compare personal and professional attributes of both traditional and community police officers and the impact these attributes have on order maintenance and the degrees of control exercised during encounters with citizens.

Three research questions were explored in this study. They are:

1) What are the qualities of order maintenance and exercised degrees of control among police engaged in traditional policing and how are they impacted by personal and professional attributes?

2) What are the qualities of order maintenance and exercised degrees of control among police engaged in community policing and how are they impacted by personal and professional attributes? and;
3) Are there differences between traditional and community police in their qualities of order maintenance and exercised degrees of control?

To answer these research questions, a phenomenological qualitative method was incorporated that used data collected from in-depth interviews within, and across, two police groups (traditional policing and community policing). This method was employed to explain findings relative to the "real-life context" of the study participants, an effective strategy when the impact of a social program is not fully known or appreciated (Pelfry, 2001, p. 87). The data were collected from one-on-one interviews with study participants and follow-up ones, including identification of outliers and subsequent interviews of them, using an open-ended interview questionnaire resulting in case vignettes to yield comparisons among and between traditional police officers and community police officers (by age, gender, educational level, and tenure) and to seek meaning of personal and professional attributes possessed by the officers and their impact on qualities of order maintenance and exercised degrees of control. The initial interviews, the follow up interviews, and the final interviews and were reviewed and transcribed and accuracy of the perceptions and conclusions of each were confirmed by each study participant. The influence of the attributes (independent variables) on the dependent variables (exercised degrees of control and order maintenance by police officers) were reported and presented through case vignettes. The population sample for this study was obtained from 16 officers (8 traditional police officers and 8 community police officers) from MDPD District 9 participating through an open-ended interview questionnaire resulting in case vignettes.
In establishing qualitative validity, the Investigator reviewed and transcribed the initial interviews, the follow up interviews, and the final interviews. To ensure reliability, the Investigator listened to the audiotapes garnered and conducted reviews of the transcriptions of the audiotapes. The Investigator confirmed accuracy of the perceptions and conclusions of the follow up interviews. The sample for the study was one of convenience and the findings are not to be generalized.

As a result of the study, a number of findings emerged from the analysis. This study found that all participants acknowledge that an officer's personal and professional attributes do impact their use of order maintenance and exercised degrees of control when performing their duties, through the self-reports by officers. This study found the more job knowledge and experience an officer has, the better they can perform their duties. This study found that an officer's previous experiences does affect the way they perform their duties and does affect their use of order maintenance and degrees of control exercised when encountering citizens as the elements of the situation determines the decision they will make during the encounters. This study discovered that the self-reported differences by the participants of the qualities of order maintenance and exercised degrees of control they use for each scenario are determined by the situation, the participants' skills and abilities, personal and professional experiences, educational level and years of service.

This study found higher education to be an important factor in police work, which affects the qualities of order maintenance and exercised degrees of control among police and how they are impacted by personal and professional attributes. It also found that 69% of the participants agree higher education is significant in police work because the
more professional attributes an officer has, the better they are at handling encounters and performing their job. Although higher education is not a requirement for police officers, this is an area that law enforcement management can contemplate to determine if they need to raise the educational requirement for candidates becoming police officers.

The findings determined half again as many community policing participants versus traditional policing participants reported having relationships with the community has an impact on policing. The significance of this deserves further study in this particular area of research, as there are implications for strong community bonds established through community policing efforts.

The findings reveal that there is an array of professional training an officer can acquire to improve job performance. However, it seems that all professional training sought, according to the participants, assists them in their overall decision-making and the discretion they use to enforce order maintenance and exercised degrees of control during encounters.

The findings imply that officers encounter many experiences both on and off duty that affect their attitude while performing their duties. However, it is evident that as a result of their experiences the officers seem to use better discretion in situations, are more proficient at handling encounters, and are more effective at performing their jobs. Also, it is evident from this study that officers with greater number of years on the Department are more likely to believe their experiences affect their attitude while officers with only a few years on the Department are less likely to believe their experiences affect their policing attitudes.
The findings suggest there are some differences in the participants’ perceptions of order maintenance and exercised degrees of control. However, all participants seem to perceive order maintenance and exercised degrees of control to mean use of discretion in situations to maintain order and to either make an arrest or use a lesser degree of control less than arrest.

The findings demonstrate that 50% of the traditional policing participants and 75% of the community policing participants assert building a relationship with the community does affect their discretion as to the use of order maintenance and exercised degrees of control they utilize during encounters. The difference in the value of building personal relationships, among traditional and community policing officers, deserves further study.

Finally, the findings stress that there are numerous differences in the personal and professional qualities across the subject populations. It is evident that personal and professional attributes officers possess will affect how they relate to citizens and affects their job performance. Given the numerous qualities reported by the participants, it is apparent that an officer’s personal and professional skills and abilities are what mostly impact the qualities of order maintenance and exercised degrees of control used in situations most. In this sense, the study adds to our understanding the complexities of personal and professional attributes. However, in this study, no attempt was made to create links quantitatively between personal and professional attributes of officers and specific behavioral outcomes during encounters. Such an approach could be needed and should be taken into account, rather than just particularizing about what each officer did or felt. Personalities of officers could be systematically measured and compared with
observed uses of order maintenance and exercised degrees of control during encounters or situations. Personal and professional attributes of both traditional and community police officers and the impact the attributes have on observed order maintenance and degrees of control exercised during encounters with citizens, can be studied further in other MDPD Districts and beyond. Although the findings of this study contribute to an overall understanding of the impact personal and professional attributes of officers and have on order maintenance and exercised degrees of control, the conclusions come with caution as these results are limited to the participants of the study, one point in time, and MDPD District 9. Although the personal and professional attributes included in our classification scheme of police officers are rooted in traditional policing and community policing, there are some attitudes that were not captured (e.g., peer group loyalty, social isolation, perceptions of danger, etc.) (Terrill, Paoline, & Manning, 2003).

Conclusions

The current study sought to explore personal and professional attributes of police officers and their impact on order maintenance and exercised degrees of control within and between two distinct types of police patrolling strategies, traditional policing and community policing. This study is significant in view of the fact that no prior research examined how this particular cause/effect relationship operates in two distinct types of policing within the same police agency.

As evidenced through the study, the personal and professional attributes officers possess certainly affect how they relate with citizens and improve their job performance. Results seem to suggest that the process relating to the relationship between the participants’ perceived personal and professional attributes and use of order maintenance
and exercised degrees of control follow a similar form and set of predictors for both
traditional police officers and community police officers.

Consistent with predictions in the literature, the results imply that a police
officer’s personal and professional attributes are a complex issue. Extensive changes in
their impact on uses of order maintenance and exercised degrees of control during
encounters are not expected either through community policing programs or through the
traditional policing programs, but rather by law enforcement management through
training programs (Greene, 1989). As such, while the research indicates the two groups
of officers are more similar than different, the results do suggest that for both groups,
perception of impact is influenced by, among other things, officers’ discretion to use
order maintenance and exercised degrees of control while performing their jobs. As
could be expected, such a general (e.g.: not officer-specific) finding has substantial
implications for how police departments could influence officer training (Greene, 1989).

The three research questions asked in the study stressed the nature of the
personalities and perceptions of law enforcement officers in both conventional law
enforcement and community policing. The statements and perceptions given by each
participant signify similarities and differences in the viewpoints and descriptions of how
each officer perceives their personal and professional attributes and how they are
influenced by their use of order maintenance and exercised degrees of control in
particular situations. The data reported in prior studies of police officers use of order
maintenance and exercised degrees of control during encounters provided the basis to
confirm the information and insights provided by each participant in this study.
Research Question One asked “What are the qualities of order maintenance and exercised degrees of control among police engaged in traditional policing and how are they impacted by personal and professional attributes.” As reported by the traditional policing participants, the ability to be a good communicator is the most important personal characteristic police officers should have that will improve their relations with citizens. The other personal qualities they reported are be a good listener, be decisive, be understanding, use proper judgment, be courteous, be sincere, use a level head, be open-minded, be patient and, in half of the participants’ opinions, build a relationship with the community. The traditional policing participants asserted that human diversity training and basic training skills are the most important professional characteristics police officers should have that will improve their relations with citizens. The other professional qualities reported by them are basic knowledge of the law, policing skills, higher education skills, a professional attitude, be open-minded, be flexible, treat everyone equally, be able to handle many problems and situations, maintain professionalism, and have integrity. These qualities are influenced by officers’ levels of understanding in situations, how they gain control of situations, their demonstration of police presence and support in situations, their job knowledge and how they apply it in situations, their educational experiences and application of it in situations, their knowledge of the law and how they apply it to use discretion in situations, and their use of common sense and self control in situations to maintain order. As such, these influences are the determinants of the level of quality these police officers will utilize to maintain order and they affect the degree of control these police officers will exercise in situations.
Research Question Two asked "What are the qualities of order maintenance and exercised degrees of control among police engaged in community policing and how are they impacted by personal and professional attributes? According to the community policing participants being patient, having good communication skills, and possessing good listening skills are the most important traits police officers should have that will improve their relations with citizens. Other personal qualities they reported are the need to be understanding, to be a personable person, to be sensitive, to be open-minded, and to treat everyone with respect. As reported by the community policing participants, being professional, having knowledge of the law, and, again, treating people with respect are significant traits police officers should have that will improve their relations with citizens. Other professional qualities reported were following legal procedures, understanding MDPD’s Standard Operating Procedures, being honest, being sensitive, and being understanding. These qualities are influenced by police officers’ being polite and showing sincerity to citizens, being tactful and treating citizens with integrity and respect, being understanding in situations, making good decisions, and being a good, personable and fair police officer in situations while maintaining order. These influences are the determinants of the level of quality the officers use to maintain order and they affect the degree of control the police officers determine are suitable for a given situation.

Research Question Three asked "Are there differences between traditional and community police in their qualities of order maintenance and exercised degrees of control?" According to the analysis of these two groups, there were reported differences. These differences are in each participant’s perception of their personal and professional skills and abilities, their personal and professional experiences, their education level, the
length of time on the job, and how they perform their job during encounters. As noted in Chapter II, the literature surveyed stressed that the personalities of individual police officers influence their operational styles, the activities they perform, their interpretation of situations, and how they interact with members of the public. In addition, the survey of the literature showed how gender, education, and length of service have been hypothesized to influence the behaviors of police officers, especially in the way police officers make decisions in their practice of order maintenance and exercised degrees of control. Additionally, these individual differences also influence how citizens interact with police officers. Regarding professional qualities, the traditional policing participants acknowledge that human diversity training skills and basic training skills are the most important characteristics police officers should have because it helps them understand citizens and it helps them handle many problems and situations. However, the community policing participants report community oriented policing training as the most important professional training they received because it helps them in their decision-making process regarding their duties. According to the traditional policing participants, being a good communicator is significant when relating with citizens, while the community policing participants assert having patience, having good communication skills and being a good listener are important traits they feel police officers should have when relating with citizens. Regarding professional qualities, both groups reported different perspectives: traditional policing participants concur that human diversity training and basic training skills are the most important characteristics police officers should have that will improve their relations with citizens, while the community policing participants report being professional, having knowledge of the law, and respecting
people are the most significant traits they feel police officers should have that will improve relations with citizens. How best can we proceed with further studies in these areas need to be addressed in recommendations for future research.

**Recommendations for Future Research**

Based on the findings of this study, it is evident that the combination of an officer’s personal and professional qualities and their personal and professional experiences impact the quality of order maintenance they use and the discretion they exercise to exert levels of degrees of control in particular situations. Although the findings indicate personal and professional attributes of police officers do impact their use of order maintenance and exercised degrees of control, to date there have been no studies to empirically address the extent to which differences in coercion are a result of differences in officer’s attributes. Moreover, police researchers have yet to uncover an attribute behavior relationship (Worden & Shepard, 1996). This indicates that there might be persistent problems in the strategies used to clarify the measurement of police attitudes and behaviors: as Worden and Shepard (1996) explain, “more and better research is needed before this hypothesis can be rejected, however, and better measures of a broader range of police outlooks would improve the quality of such research to determine an officer’s impact on the qualities of order maintenance” (p. 84). This statement can likewise be applied to exercised degrees of control. In the community policing setting, the police officers have an inherent freedom of discretion that helps in the order maintenance process. As such, this expanded autonomy, and grander degrees of exercised maintenance, should be further studied. There is a strong potential for
increased methods of police work to enhance officers’ performance as it correlates to the effectiveness of police operations.

Gender distinctions have traditionally been a cognitive barrier preventing the success of the female officer among their peers and among the community they serve, but these perceptions appear based upon false pretenses. Novak’s (1999) study suggested that most current research reported female police officers performed in the same manner as males, and were evaluated in a similar way to their male counterparts. Novak’s (1999) study concluded there is no definitive answer to whether female police officers exercise different degrees of control than the male police officers, suggesting police officer gender comparison should be more fully explored. Differences in how male and female police officers act during encounters with citizens, particularly in regards to incidences of order maintenance and exercised degrees of control situations, should be further studied in the field to identify whether there are gender-based distinctions made in the efforts of policing. If these distinctions are present, this opens a new avenue of research regarding gender traits within effective policing.

It should be noted that research conducted in this study is not without limitations. The most significant dilemma is that the research conducted in this study here is cross-sectional. Specifically, the findings are based on the study of one of MDPD’s Districts (District 9), with eight traditional police officers and eight community police officers participating through an open-ended interview questionnaire resulting in case vignettes, and conducted at one point in time over a six-month period (2004-2005). As such, we cannot state definitively that all police officers’, employed in various other units of other law enforcement agencies, personal and professional attributes impact the qualities of
order maintenance and exercised degrees of control in situations. Therefore, the extent to which the findings from this study are true in other jurisdictions and other law enforcement agencies remains an open question. Insofar as other cities and law enforcement agencies collect similar types of data, similar studies could be undertaken to assess this study’s universality of findings. In addition, officer perceptions were measured at one point in time over a six-month period (2004-2005). Therefore, the extent to which officer perceptions change over time, both within and across the two groups of officers is unknown (Greene, 1989).

Implications

Future police officers will be active problem-solving participants, particularly when given the necessary discretion, encouragement and opportunities by their supervisors (Feltes, 2002). Police administrators can accomplish this factor by fostering an officer’s belief of the control they have over their environment and communicating their priorities for problem solving and community policing (Engel & Worden, 2003).

Further research should be conducted to examine whether officers’ perceptions of their job performance are in concordance with their actual performance. This can be achieved by law enforcement agencies conducting research that will provide more conclusive answers to whether or not officers’ performance actually varies by their level of education (Kakar, 1998).

According to Novak’s (1999) study, police officers with higher levels of education may be more likely to use different degrees of control in encounters with citizens. As such, order maintenance and exercised degrees of control techniques and service, which help citizens, may be enhanced by advanced police education. As Worden
(1990) asserted, “because college education is supposed to provide insights into human behavior and to foster a spirit of experimentation, college-educated police officers are (hypothetically) less inclined to invoke the law to resolve problems, and correspondingly are inclined more strongly to develop solutions supporting degrees of control less than arrests” (p. 576). Therefore, it would appear that as the level of officer education increases, police officers exercise a greater range of degrees of control in police-citizen encounters (Novak, 1999). Although reviews are mixed regarding whether education is related to police officer actions and decision-making in law enforcement, especially in order maintenance and exercised degrees of control situations, it may be possible that citizens act differently with police officers that have higher levels of education who may articulate greater degrees of control to gain compliance in order maintenance situations. As such, to determine the significance of the relationship between police officer actions and decision-making that impacts order maintenance and exercised degrees of control, further research can be achieved by studying these variables both qualitatively or quantitatively.

Novak’s (1999) study found the length of time individuals have been police officers impact their decision-making in several ways. For example, a police officer’s length of service may decrease the amount of aggressive and legalistic behavior (such as making arrests) because the officer may have developed an increased understanding for citizens in their community. Additional data stresses that there are personality traits, such as age and/or experience, which may predispose the police officer towards certain attitudes. Older police officers may be more sympathetic and tolerant of citizens and less-experienced police officers use higher degrees of control (make more arrests over
using decision-making and order maintenance) than their more experienced counterparts. This implies that lower degrees of control emerge across length of service (Novak, 1999). Thus, to examine the effects of length of service and how it impacts an officer’s decision in order maintenance and exercised degrees of control, encounters can be studied by law enforcement agencies to discover more about relationships of these variables longitudinally. When it comes to individual police officer degrees of control decision-making juxtaposed with particular police officer characteristics, more research is needed to illuminate possible correlations and their impact, if any.

Summary

The purpose of this study was to explore personal and professional attributes of traditional and community police officers and the impact these attributes have on the degree of control exercised during encounters with citizens. This study was built on research that showed communities in need of community policing to reduce crime, with the added benefit that community policing places less of a burden on citizens (the taxpayers). The investigation examined attributes and actions of police officers through Investigator-provided scenarios.

It was discovered in the study, through all participants, that an officer’s personal and professional attributes do impact their use of order maintenance and exercised degrees of control when performing their duties. This study found that the more job knowledge and experience an officer has, the better they can perform their duties. This can be attributed to the findings that clearly show how an officer’s previous experiences does affect the way they perform their duties and does affect their use of order maintenance and degrees of control exercised when encountering citizens, as the
elements of situations determine the decisions they make during encounters. This study
discovered that the self-reported differences provided by the participants of the qualities
of order maintenance and exercised degrees of control they used for each scenario were
decided based on the situation, the participant’s skills and abilities, the participants’
personal and professional experiences, their educational level and years of service.

Higher education was discovered to be a significant factor in police work.
Participants report that over 69% agree higher education is significant in police work
because the more professional attributes an officer has, the better they are at handling
encounters and performing their job. Although higher education is not a requirement for
police officers, research ought to be conducted to determine if law enforcement agencies
should raise the educational requirement of candidates seeking to become police officers.

The findings suggest that officers encounter many experiences both on and off
duty that affects their attitude while performing their duties. However, it is evident that
as experiences aggregate, the officers seem to use better discretion in situations, are more
proficient at handling encounters, and are more experienced at their jobs. In addition, it
is evident from this study that officers with a higher number of years on the Department
are more likely to believe their experiences affect their attitude because they have been
doing the job for a longer period of time than officers with only a few years on the
Department. Further research is needed in this area to determine if the stages of an
officer’s career influence the type of response provided, particularly older officers who
have undergone multiple experiences that have potentially affected their attitude and the
manner in which they perform their job.
From this study it was determined that personal and professional attributes of police officers do influence their use of order maintenance and exercised degrees of control across the police engaged in traditional policing and community policing. It was also found that an officer’s skill and abilities are the determinants that influence qualities of order maintenance and exercised degrees of control during encounters. These qualities are also impacted by the participants’ personal and professional experiences, which influences the discretion they use to perform their job during encounters. Lastly, the differences in the qualities of order maintenance and exercised degrees of control between officers engaged in traditional and community policing are revealed by each participant’s perception of their personal and professional skills and abilities, their personal and professional experiences, their educational level, the length of time on the job, and how they perform their job during encounters. Consequently, these differences influence how citizens interact with police officers. As noted by Novak (1999), police officers and citizens make decisions on how to act during encounters with each other thousands of times each day, it seems intuitive that with these actions come consequences. Therefore, it can be concluded that this study presents a case study analysis of personal and professional attributes of police officers in one law enforcement agency, MDPD, in one specific location, and at one point in time over a six-month period (2004-2005). In order to more fully understand and develop police theory, replications of this study are needed and warranted in other jurisdictions at other time to see if the trends and commonalities isolated in the research can be repeated in other geographic and demographic settings.
In closing, law enforcement professionals, policymakers, practitioners, and academics alike should recognize the role personal and professional attributes of police officers' play on the performance of an officer's duties. They should also recognize the importance of personal and professional qualities of police officers and how these qualities impact an officer's discretion to enforce order maintenance and exercised degrees of control during encounters. Thus, by pooling information gathered from this study, in conjunction with prior research and the potential results from future research, we can begin to understand the complexity of traditional policing and community policing and their impact on order maintenance and exercised degrees of control in the era of modern American policing.
REFERENCES


_Policing, 26_(1), 64-87._

APPENDIX A

Letter to Director
MEMORANDUM

Robert Parker, Director
Miami-Dade Police Department

DATE: June 25, 2004
SUBJECT: Approval to Conduct Dissertation Research

IIA: Chain-of-Command

Rickey L. Mitchell, Lieutenant
Northwest District

RECOMMENDATION:

The above listed writer be given permission to conduct research in the area of attributes of police officers and their impact on order maintenance or exercised degrees of control between traditional policing officers and community policing officers (see attached Dissertation Proposal).

BACKGROUND:

In an attempt to further my education and to broaden my leadership skills, I am presently enrolled at Lynn University, Boca Raton, Florida, as a Doctoral Candidate. As I complete the final phase of the doctorate program, which involves a Dissertation, I am interested in conducting research in the area of the personal and professional attributes of police officers and their impact on qualities of order maintenance or exercised degrees of control between traditional policing officers and community policing officers. At the completion of the research, the Department will be provided with a copy of the findings to be utilized for its benefit.

Order maintenance or exercised degrees of control are various policing styles of crime prevention, or some other less formal invocation of the legal process. Order maintenance or exercised degrees of control is the arrest of a citizen that can also include levels of authority, exercised by police officers, less than arrest. These control activities do comprise important outcomes in police-citizen encounters. During encounters, police officers exercise a considerable amount of discretion and play a greater role (where less serious or no lawbreaking occurs), which is less likely to be scrutinized. According to current research, this is primarily because guilt may not be assigned to a citizen (as in arrest decisions). As further noted in the research, in order maintenance or exercised degrees of control encounters, there may be no documentation of the encounter, or who was involved, what the problem was, and the characteristics of the final outcome. Thus, according to researchers, warning of this low-visibility, non-invocation of the law is especially problematic because a police officer’s actions is not reviewed by administrators or members of the public, and there is greater opportunity for possible abuse of authority by the police officer. However, this is not always the case in some of our opinions and the writer would like to conduct further research to further our knowledge in this area.
abuse of authority by the police officer. However, this is not always the case in some of our opinions and the writer would like to conduct further research to further our knowledge in this area.

**PLAN OF OPERATION:**

Interviews will be conducted of eight traditional police officers and eight community police officers selected on the basis of age, gender, educational background, and tenure of Miami-Dade Police Department (MDPD) District 9. The goal is to identify, through the interviews and follow-ups, meaning of the personal and professional attributes possessed by police officers and their impact on qualities of order maintenance and exercised degrees of control they employ during encounters with citizens. The research technique for data collection will be participants' (police officers) consent to a qualitative interview. Each participant will be approached and asked for verbal consent with the purpose of the study being fully explained, and a copy of the approved Lynn University institutional Review Board (IRB) Form will be provided to the participants.

A structured questionnaire will be used to conduct the interviews. Initial interviews will be conducted during a 30-day period, commencing upon the approval of the Dissertation Defense and IRB Form, for eight weeks to complete interviews, as well as follow ups. The interviews will range from one hour to one and one half hours in length. The interviews will be scheduled Monday thru Friday, between the hours of 8:00 a.m. and 6:00 p.m., specifically, from 3:00 p.m. to 6:00 p.m. during my off duty hours, and from 8:00 a.m. to 6:00 p.m. on my off duty days, to be held at MDPD District 9, in an available office. The interviews will be tape-recorded and transcribed for reading and review with the participants. The investigator will return to check with participants to determine if the transcriptions, and subsequent reflections, are accurate. Procedures for the protection of the research participants will be strictly adhered to wherein no participant will be identified in the research. Then, all data obtained from the interviews will be documented and validated by reviewing transcribed notes with participants for accuracy, and the findings will be reported in the Dissertation and provided to the Department.

Regarding Police Legal Bureau concerns, the above writer will adhere to all Departmental rules, regulations, policies, and procedures. The above writer will not ask of any confidential information regarding law enforcement activities from any participant. The above writer will comply with the request of notifying Police Legal Bureau of each phase of the process through completion, as well as conducting all interviews during off duty hours of both the participants and the above-writer.

Regarding Training Bureau concerns, MDPD will benefit from this study in several of the following ways:

- Knowledge will be gained to demonstrate how personal and professional attributes of police officers impact their decisions to use order maintenance or levels of exercised degrees of control during encounters
during encounters will be gained to aide the Department in hiring and retaining the highest-quality personnel available in preparation and training of new recruits to handle citizens' quality of life issues.

- Knowledge will be gained to improve the qualities of order maintenance provided by police officers, to aide the Department in assessing police officers' level of education with the quality of their performance during encounters with citizens.
- An understanding of qualities of order maintenance or exercised degrees of control will be gained to aide the Department in developing training programs to encourage police officers to enhance their personal and professional skills in problem solving.
- With regard to community policing and its impact on qualities of order maintenance or exercised degrees of control, knowledge will be gained to aide the Department in how it affects the way police officers exercise degrees of control and how it focuses on building trust between police officers and citizens to improve community relations.
with citizens to aide the Department in developing plans for achieving higher performance from police officers.

- An understanding of how police officers, based on their age, gender, educational level, experience, and tenure, make decisions to arrest citizens during encounters will be gained to aide the Department in hiring and retaining the highest-quality personnel available in preparation and training of new recruits to handle citizens’ quality of life issues.

- Knowledge will be gained to improve the qualities of order maintenance provided by police officers, to aide the Department in assessing police officers’ level of education with the quality of their performance during encounters with citizens.

- An understanding of qualities of order maintenance or exercised degrees of control will be gained to aide the Department in developing training programs to encourage police officers to enhance their personal and professional skills in problem solving.

- With regard to community policing and its impact on qualities of order maintenance or exercised degrees of control, knowledge will be gained to aide the Department in how it affects the way police officers exercise degrees of control and how it focuses on building trust between police officers and citizens to improve community relations.

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APPENDIX B

Approved IRB Cover Letter and Consent Form
Principal Investigator: Rickey L. Mitchell
Project Title: A Study of Personal and Professional Attributes of Community and Traditional Police Officers Impacting Order Maintenance and Exercise Degrees of Control

DO NOT WRITE BELOW THIS LINE: FOR IRB USE ONLY

IRB Project Number 2004-025 REQUEST FOR EXPEDITED REVIEW of Application and Research Protocol for a New Project

IRB ACTION by the IRB Chair or Another Member or Members Designed by the Chair

Expedited Review of Application and Research Protocol and Request for Expedited Review (FORM 3):
Complete FORM 2 (Exempt Status, including categories for exempt status) and Resubmit ________
Referred For Convened Full-Board Review ________

COMMENTS
Consent Required: No Yes / Not Applicable Written ________ Signed ________

Consent forms must bear the research protocol expiration date of 9/15/05
Application to Continue/Renew is due:
(1) For an Expedited IRB Review, one month prior to the due date for renewal ________
(2) Other: ________

Other Comments:

IRB Reviewer: ______________________________ Title ______________________________ Date ________
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Name of IRB Chair (Print) ______________________________ Farideh Farazmand
Signature of IRB Chair ______________________________ Date: 9/15/04

Institutional Review Board for the Protection of Human Subjects
Lynn University
3601 N. Military Trail Boca Raton, Florida 33431
Consent Form

PROJECT TITLE: A Study of Personal and Professional Attributes of Community and Traditional Police Officers Impacting Order Maintenance and Exercised Degrees of Control

Project IRB Number: 2004-025
Lynn University, 3601 N. Military Trail, Boca Raton, Florida 33431

Directions for the Participant (Police Officer):
I, Rickey L. Mitchell, am a doctoral student at Lynn University. I am studying Global Leadership, with a specialization in Educational Leadership. Part of my education is to conduct a research study. You are being asked to participate in my research study. Please read this Consent Form carefully. This form provides you with information about the study. The Principal Investigator (Rickey L. Mitchell) will answer all of your questions. Ask questions about anything you don't understand before deciding whether or not to participate. You are free to ask questions at any time before, during, or after your participation in this study. Your participation is entirely voluntary and you can refuse to participate without penalty or loss of benefits to which you are otherwise entitled.

PURPOSE OF THIS RESEARCH STUDY
The study is about personal and professional attributes of police officers and their impact on subsequent order maintenance and exercised degrees of control as reported to the Investigator via provided scenarios. Participants are asked to report on important attributes of police officers that impact their use of qualities of order maintenance and exercised degrees of control. There will be approximately 16 police officers participating in this study. They consist of traditional police officers and community police officers from MDPD District 9, selected by age, gender, education level, and tenure, who have utilized order maintenance and exercised degrees of control during encounters with citizens within the communities in which they serve.
PROCEDURES
The duration of the study will commence on September 15, 2004 and continue through March 2005. You will be asked to provide responses to questions from a questionnaire. You will be asked permission to tape-record the interview. The interview will range from one hour to one and one-half hours. You will be assured privacy and confidentiality and assured that your participation in the study is voluntary. The interview will conclude. The Investigator will return to check with you at a later date to determine if the transcriptions, and subsequent reflections, are accurate. The Investigator may ask to meet with you a third time to determine if perceptions and conclusions are accurate.

The interview begins with your response to demographic questions. Next you will be asked to elaborate on questions that are relevant to this study and to provide your insights about important attributes of police officers that impact their use of qualities of order maintenance and exercised degrees of control using scenarios. The interview should take about one to one and one-half hours to complete. A follow up interview to determine accuracy of the interview transcription will be necessary at a mutually agreed upon time and place, of approximately 30 minutes in duration. A third meeting to determine if the Investigator’s perceptions and conclusions are accurate will occur in some cases.

The interview will be recorded on audiotape to allow a more accurate transcription. This interview will be done in person in response to questions and scenarios provided by the Investigator. You have the right to review all or any portion of the tape, and request that it be destroyed.

POSSIBLE RISKS OR DISCOMFORT
This study involves minimal risk. Participants will simply answer Investigator-provided questions from the questionnaire, review transcriptions from the interview with the Investigator, and perhaps be called upon to check the Investigator’s perception of meaning in a third episode.

POSSIBLE BENEFITS
It is possible that particular personal and professional attributes possessed by police officers may cause them to exercise a greater range of order maintenance and degrees of control, resulting in greater collaboration and cooperation with the public. It is also possible that particular types of police programs may enhance police/community relations and thereby be beneficial to society. The Investigator seeks to understand the personal and professional attributes of police officers, and policing programs, that are beneficial and report on same.

FINANCIAL CONSIDERATIONS
There is no financial compensation for your participation in this study. There are no costs to you as a result of your participation in this study.
CONFIDENTIALITY

Every effort will be made to maintain the confidentiality. Your identity in this study will be treated as confidential. Only the investigator (Rickey L. Mitchell) will know who you are. During the Interview, you will be given a fictitious name (or code number). To protect your confidentiality, data will be coded with that fictitious name.

All the data gathered during this study, which were previously described, will be kept strictly confidential. Data will be stored in locked files and destroyed five years beyond the end of the research. Confidentiality of all data will be maintained in strict confidence, except where disclosure is otherwise required by law or regulation. If the results of this study are published, you will not be identified by name.

Interview data (including audio recorded data) will be coded so that there is no personally identifying information. They will be kept in a secure place (e.g., a locked file cabinet in MDPD District 9). They will be heard only for research purposes by the investigator, Rickey L. Mitchell, and his faculty advisor, Dr. David Moffett. They will be transcribed and coded. At the end of the study, all audiotapes will be destroyed in a responsible manner.

However, any records or data obtained as a result of your participation in this study may be inspected by the sponsor (Lynn University). They may be inspected by a relevant governmental body, by Lynn University's Institutional Review Board, by the person(s) conducting this study, or other researchers in this field of study (such inspectors are legally obligated to protect any identifiable information from public disclosure, except where disclosure is otherwise required by law or a court of competent jurisdiction). We want to allow other researchers to be able to access the information.

The results of this study may be published in a dissertation, scientific journals, or presented at professional meetings. In addition, your individual privacy will be maintained in all publications or presentations resulting from this study.

RIGHT TO WITHDRAW

You are free to choose whether or not to participate in this study. There will be no penalty or loss of benefits to which you are otherwise entitled if you choose not to participate.

CONTACTS FOR QUESTIONS/ACCESS TO CONSENT FORM

Any further questions you have about this study or your participation in it, either now or any time in the future, will be answered by Rickey L. Mitchell who may be reached at: [contact information removed] and Dr. David Moffett, faculty advisor who may be reached at: [contact information removed]. For any questions regarding your rights as a research subject, you may call Dr. Fanideh Farazmand, Chair of the Lynn University Institutional Review Board for the Protection of Human Subjects, at [contact information removed]. If any problems arise as a result of your participation in this study, please call the Principal Investigator (Rickey L. Mitchell) and the faculty advisor (Dr. Moffett) immediately.

Institutional Review Board for the Protection of Human Subjects
Lynn University
3601 N. Military Trail Boca Raton, Florida 33431
A copy of this Consent Form will be given to you.

AUTHORIZATION
I have read and understand this Consent Form. I have been given the opportunity to ask questions, and all my questions have been answered to my satisfaction. I have been assured that any future questions that may arise will be answered. I understand that all aspects of this project will be carried out in the strictest of confidence, and in a manner in which my rights as a human subject are protected. I have been informed of the risks and benefits. I have been informed in advance as to what my task(s) will be and what procedures will be followed.

I voluntarily choose to participate. I know that I can withdraw this consent to participate at any time without penalty or prejudice. I understand that by signing this form, I have not waived any of my legal rights. I further understand that nothing in this Consent Form is intended to replace any applicable Federal, state, or local laws. I understand that I will receive a copy of this Consent Form.

Participant’s printed name

Participant’s signature Date

INVESTIGATOR’S AFFIDAVIT
I have carefully explained to the participant the nature of the above project. I hereby certify that to the best of my knowledge, the person who is signing this Consent Form understands clearly the nature, demands, benefits, and risks involved in his/her participation and his/her signature is legally valid. A medical problem or language or educational barrier has not precluded this understanding.

Signature of Investigator Date of IRB Approval: }

Institutional Review Board for the Protection of Human Subjects
Lynn University
3601 N. Military Trail Boca Raton, Florida 33431

171
APPENDIX C

Interview Questionnaire for Police Officers
Interview Questionnaire for Police Officers

1. What is your age?
2. What is your gender?
3. What is your educational level?
4. How long have you been employed with MDPD?
5. What are your current assignments?
6. What were your previous assignments?
7. Do you feel higher education is a significant factor in performance of police work?
8. Do you feel diversity training is or should be an important factor in your decision making when performing your duties?
9. What professional training have you received which assists you in your decision making process regarding your duties?
10. Do you feel that your experience affects your attitude toward performance of your duties?
11. What do order maintenance and exercised degrees of control mean to you?
12. Does building a relationship with the community affect your ability to enforce order maintenance and exercised degrees of control functions? If so, explain.
13. What personal experiences have you encountered that impacts your decision making process regarding your duties?
14. What personal qualities should police officers have that will improve their relations with citizens? Describe.
15. What professional qualities should police officers have that will improve their relations with citizens? Describe.
16. What attributes of police officers impact use of qualities of order maintenance and exercised degrees of control most?
17. Describe the kinds of order maintenance and exercised degrees of control that you would use in the following scenarios:

a. A group of young males have gathered and are loitering in an apartment complex and a call has been made to the police. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

b. A domestic dispute is occurring at a residence and a call has been made to the police that they hear loud screaming and sounds of loud bangs. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

c. A burglary is in progress at a residence and a call has been made to the police that a male is entering the front window of the residence. You have been dispatched to handle this call. Upon your arrival, the male screams to you, “I live here,” and continues to proceed through the window. Describe the steps you will take to handle this situation.

d. Several young males have been previously warned to not trespass in a local shopping center, but proceed to do so. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

e. During routine patrol, you observe a female standing outside of a local convenience store who appears to be upset, angry, and speaking with a loud voice to others standing in the vicinity. You stop to find out what is occurring and the female begins to display anger towards you. You also find out that she is lashing out at the store owner. Describe the steps you will take to handle this situation.

f. During routine patrol, you observe a vehicle traveling ahead of you weaving in and out of traffic. You signal for the vehicle to stop. You notice the driver appears to be under the influence of an unknown substance. The driver says in blurred speech, “I am Chairperson of the District Advisory Board of this District.” Describe the steps you will take to handle this situation.

g. Several young males are on a corner, vehicles are constantly stopping, they approach the vehicles, exchanges are being made which appear to be drugs for money, and the vehicles immediately leave. Several calls have been made to the police. Describe the steps you will take to handle this situation.
APPENDIX D

Interviews of Traditional Police Officer Participants
Interview of Traditional Police Officer Participants

Interview of Officer Brian Clearwater

The interview of Officer Brian Clearwater occurred on a weekday, after working hours in a private office. The Investigator and Officer Brian Clearwater held the interview in a private office to avoid any interruptions and/or distractions. Officer Brian Clearwater was neatly dressed in casual attire. Officer Brian Clearwater is very articulate and communicated verbally in a clear and concise manner. The Investigator found Officer Brian Clearwater to be enthusiastic and attentive to the subject under discussion. Officer Brian Clearwater consented to participate in the study because of personal experiences and the impact they had on use of order maintenance and exercised degrees of control encountered with citizens during his tenure with the Miami Dade Police Department (MDPD). Officer Brian Clearwater is a traditional police officer, has a college degree and has been employed with MDPD for 17 years. Officer Brian Clearwater worked as a Field Training Officer and a Corporal and has been on road patrol for most of his tenure with MDPD. Officer Brian Clearwater had instant recollection of experiences encountered with citizens and their impact during order maintenance and exercised degrees of control. Officer Brian Clearwater shared insights of these experiences by stating how a new officer’s use of order maintenance and exercise degrees of control mainly end as an arrest whereas as an officer who has attained higher education and experience on the job utilizes lower order maintenance and exercise degrees of control. They take the time to learn more about the facts and the circumstances of the individuals involved.

Officer Brian Clearwater informed the Investigator that experienced officers with college degrees have ancillary knowledge. They can assist new officers with their approaches to handling day-to-day encounters that impact their use of order maintenance and exercised degrees of control. By educating them in diversity training, Officer Brian Clearwater stated that basic training, as well as various other types of professional training, offered by the MDPD could also assist new, as well as experienced officers, in their decision-making process regarding performance of their duties. Officer Brian Clearwater also told the Investigator that as a result of experience, it ultimately affects an officer’s attitude toward performance of their duties, as they cannot get around this kind of thing. Experience guides you in determining how you approach and handle situations and encounters. Therefore, you ultimately get better over time in dealing with citizens, as well as handling their situations.

Officer Brian Clearwater’s interpretation of personal and professional attributes of traditional police officers impacting order maintenance and exercised degrees of control was, “When you go into a situation, a lot of times you need to understand that people may be going through some things that you are not aware of and in order to deal with them it may come to a point where you have to use degrees of control; you may choose to make an arrest to gain control of that person, as this is one part of order maintenance, making an arrest in a situation. Sometimes even though a person may be verbally hostile towards the police, I think we need to vent; we need to allow people to vent in certain situations, and
we need to give them that leeway and listen. In this type of scenario, I tend to try and avoid making an arrest if possible and allow that person to vent and then proceed with what needs to be done.”

Officer Brian Clearwater admitted that building a relationship with the community does affect an officer’s ability to enforce order maintenance and exercised degrees of control functions by stating, “I think that it is a very important part of policing; building relationships with the public, building relationships with the people that you meet. I think it is important because a lot of times we end up going to the same locations over and over and so we get to know some of the people if not on a personal basis, by face and by the houses and addresses we go to. So, building a relationship is important. The people need to know and they need to understand, at least in my opinion, that when they see me or when I come up on the scene, that what I’m telling them, I’m telling them from my heart for what I believe is right to help them, as I try to convey that to the people that I meet so that if I tell them that you need to do this or that or something may happen if you do one thing or another, such as break the law—hit or slap your spouse or do anything that is abusive, you will be arrested, and they need to understand that. At the same time, I also feel you need to give them options, such as counseling techniques or you can suggest going and spending the night elsewhere to keep the situation calm. Additionally, although there are different degrees of control we can exercise in this case and others, I think, you need to build a relationship with the public so that if they need something or someone, such as a contact person that they can go to that they can trust in the Police Department, they are there to assist with whatever the problem is. Overall, we definitely have to have a liaison between the police and the public.” Officer Brian Clearwater also told the Investigator that once you build relationships people recognize you and if you are asking them to do certain things, you could get more cooperation from them. Officer Brian Clearwater stated, “I believe if you have established a relationship with the public, and you are either making an arrest or having people move in a certain direction that you want them to go into, you have those people or group of people on your side that will help you and will assist you in doing your job.”

Officer Brian Clearwater had many personal experiences encountered during performance of his duty, but wanted to share those that impacted his decision-making process the most. He stated, “I’ve gone into situations and have seen older people beaten up. I’ve seen older people get robbed, and I’ve gone into situations where people have been older than I, and I had to counsel them because of the situation. When I first started on the Police Department, it was like a culture shock to me because I had to go in and counsel older people that were old enough to be my parents at that time. So those personal experiences have impacted my decisions throughout the 17 years that I’ve been with the Police Department.

The Investigator next asked Officer Brian Clearwater to describe the personal qualities police officers should have that will improve their relations with citizens. Officer Brian Clearwater smiled and appeared glad and sat on the end of the chair and stated, “We need to be patient. Sometimes when we go into situations, people are very emotional. So, you’ve got to understand that they are emotional and being that you come
in as a police officer, as an authority figure, a lot of times what happens is they direct that anger and frustration towards you, the police officer. So, patience is definitely something that an officer needs. I think decisiveness is a quality that an officer needs to have, as well. There are times when you get into a situation where you have to make some decisions, whether they are right or wrong, you have to make the decisions and you have to do it relatively quickly. So, being decisive, I think, is important. Being understanding, I think, is important. I think there’s a degree of an angel and devil in all police officers. I think you have to be a little bit of both to actually do your job effectively. Sometimes you need to do the hard thing where the decisions that you make or the actions that you take may not be the popular ones and you need to have that hardness about you to make those types of decisions. At the same time, there are times when you need to take a softer approach and stroke people and be the officer friendly type to people, which sometimes tend to upset other officers when you tend to take a more gentle approach to people. In particular, when the people are hostile towards the police and are displaying anger towards the police officers. So, I think, those qualities are very important when performing your job. Being able to listen is also, I think, an important quality that officers need to have. By being an officer, officers usually like to do more talking than anything else and, I think, officers need to take the time to listen to people and to hear what they have to say. It only takes a few minutes for an officer to listen to a person’s problem, and a lot of times, that takes care of the problem. So, those are the qualities, I think, would improve an officer’s relations with citizens.”

Before the Investigator could proceed with the next question, Officer Brian Clearwater mentioned, “I will also described qualities police officers should have that will improve their relations with citizens” and stated, “Training, especially, human diversity training that our Department provided in the past and still provides today. Police officers should understand that there are different types of cultures and each of those cultures has different types of expectations. So, human diversity training, I think, is one of the professional attributes or qualities that police officers should have. In addition, I think, they should also have various other types of training, such as basic training and law, as well as higher education.

The Investigator then advised Officer Brian Clearwater that we are now at the final section of the Questionnaire for Police Officers, which consists of the kinds of order maintenance and exercised degrees of control an officer would use in various scenarios and to describe the steps taken to handle each situation. As such, the Investigator provided each scenario and Officer Brian Clearwater provided the responses. These are as follows:

Scenario: A group of young males have gathered and are loitering in an apartment complex and a call has been made to the police. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Brian Clearwater stated, “Once arriving on the scene and identifying that group of people, my first order would be to control that
environment. So, I would want to have enough police officers present to be able to effectively control the crowd at least to keep them in a certain area. Then I would find out whether or not the gentlemen live in the complex. Then I would get specific in asking each one exactly where did they come from and when did they arrive there. After that, I would start gathering information, which includes taking names, dates of birth, and that type of information to find out what their business is in the complex. If it is a legitimate reason and I choose to believe that, then I would express to them the reason why I'm there and the concerns the residents in the complex have, and try to get them to understand that they are loitering by being in that area, even if they live in the complex, and that it is a concern for the rest of the residents. I would try and enlist their cooperation in getting them to either take their group or congregation into their apartment or residence or take it somewhere else. Typically, and this goes back to the attributes that you I was asked earlier, when you respond to people in a forthright way and not in an authoritative way, they usually respond in a pretty agreeable manner. There are those times when people don't, and you get the belligerent ones. In that particular situation, I feel, it would be necessary to take enforcement action which may include putting handcuffs on the people; on certain individuals effecting an arrest warrant for disorderly conduct or whatever the violation of the law may be.

**Scenario:** A domestic dispute is occurring at a residence and a call has been made to the police that they hear loud screaming and sounds of loud bangs. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

**Response:** Officer Brian Clearwater stated, "Well, one of my main concerns would be for the safety of individuals inside the residence. Although on the surface it appears to be more like a disturbance type of thing, it could be a serious crime being committed inside. When I go out to a scene like that, I like to give a few seconds to try to hear what's going on inside the residence so that I can determine what type of environment I'm walking into. After giving those few seconds, I knock on the door and identify myself and state the reason why I'm there. From that point, it depends on what I see and what I hear as to which direction I will take. If it appears to me like there's been a violation of law, such as a battery, that has occurred, then usually in a situation like that you're responding with a two-man unit. So, you will have, at the very least, two officers on the scene. Then once you identify the parties that are in the quarrel, you will want to separate them and interview them separately as to what occurred. Once you find out what took place, for example, if you find out it's only a matter of just an argument and a disagreement, and a loud disagreement, then you try to do some problem-solving techniques or you try to get the individuals to agree or to come to some type of peaceful solution for that evening whether it be..."
you go to your room and you go to another room and don’t talk for the rest of the night. I hate to use that type of an example, but quite often it works. Sometimes it doesn’t work, and a lot of times people decide they want to leave voluntarily for the night. However, if there has been a violation of law that has occurred, then an arrest will be made. In my opinion, there’s no doubt that an arrest will be made if a violation has occurred. And, in my humble opinion and my view, it does not matter whether it was the male or the female that was the subject, if a violation of the law for a domestic battery has occurred, the perpetrator will be arrested.”

Scenario: A burglary is in progress at a residence and a call has been made to the police that a male is entering the front window of the residence. You have been dispatched to handle this call. Upon your arrival, the male screams to you, “I live here,” and continues to proceed through the window. Describe the steps you will take to handle this situation.

Response: Officer Brian Clearwater stated, “Once arriving on the scene, I would order the gentleman out of the window...giving him a specific order to step out of the window. Announce my name and my title as a police officer. My concern would be, at that time, the need to identify exactly who that individual is because in my mind I don’t know whether or not, realistically, he is the actual owner or whether or not he is the subject. He could even be an ex-husband or an abusive boyfriend that is coming into the residence to commit a crime. So, you really don’t know what you have in that particular situation as far as who he is. All that you know at this point is the information you’ve been given via the dispatcher, and so, as I would describe it, you have to go into this as a hot situation where you are on high ready, you have your guns drawn, and you’re giving orders, and this is what you expect to take place. Now, if the gentleman does not comply with my orders, then we got to do some hands on types of things. If he’s not armed, then I’d holster my gun and then I would physically pull him from that window and get him under control. Once that has occurred, we will begin to do the identification process to verify whether or not he lives there and what his business is there. Now, if he lives there, I would apologize and explain my actions and the reasons why I took them. If it turns out that he’s a subject and he was actually, in fact, about to commit a crime, then I would take enforcement action and effectuate an arrest.”

Scenario: Several young males have been previously warned to not trespass in a local shopping center, but proceed to do so. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Brian Clearwater stated, “There’s a couple of ways I would handle this. If I personally knew that these young men were told and warned by me not to be there, then there’s just no doubt in my mind, I would just go straight to them, advising that they’re under arrest, gain control of them,
put them in handcuffs, pat them down for weapons, and place them inside the police vehicle. If they’ve been warned and been told before and this is a blatant violation of law, in my opinion, enforcement action needs to be taken."

Scenario: During routine patrol, you observe a female standing outside of a local convenience store who appears to be upset, angry, and speaking with a loud voice to others standing in the vicinity. You stop to find out what is occurring and the female begins to display anger towards you. You also find out that she is lashing out at the storeowner. Describe the steps you will take to handle this situation.

Response: Officer Brian Clearwater stated, “In this situation, you will have, at the very least, two officers on the scene. So, myself and at least one other officer would be there. My goal would be to calm this female down, find out exactly what is her concern, why she’s angry, and why she’s behaving the way that she is. One way of doing that is questioning her, talking to her, letting her know that I’m there to listen to her concerns, but she needs to talk to me in a calm voice so that I could understand and, perhaps, help her with concerns. I would also want to talk to the merchant, the storeowner, to find out their input on what’s occurring. It may be a customer dispute. She may be somebody with a mental problem...don’t know. So, I’d gather information to find out why she’s behaving this way. If there is something that I could help her with regarding the merchant, which happens quite often when people are upset with merchants, then we will try and mediate between she and the merchant to come to an agreement. I make it clear, however, that it’s nothing that we can enforce because it is a civil situation, but that it’s in the best interest of not only the merchant, but to the female to come to an agreement. If they cannot come to an agreement, and that does happen on occasions, and the merchant or storeowner is insistent that the person leaves the store and the property, then I will explain to her that the storeowner does not want her on the property and I will ask her to leave. I will also explain to her and make sure that she knows a report will be written and documented of the incident. So, if she wants to take any type of civil or legal actions, she can do that. If it’s a situation where she has a mental problem, then, of course, my concern would shift from the dispute to maybe getting some help for her, taking her to a mental health facility, giving her the Baker Act, or trying to locate her family to see if they can care for her. If that’s not the case and this particular individual continues to yell and cause a disturbance, and after being asked and ordered to and warned not to do so and she continues, then, I think, as a last resort, I would take some enforcement action and place her under arrest.”

Scenario: During routine patrol, you observe a vehicle traveling ahead of you weaving in and out of traffic. You signal for the vehicle to stop. You
Notice the driver appears to be under the influence of an unknown substance. The driver says in blurred speech, “I am Chairperson of the District Advisory Board of this District.” Describe the steps you will take to handle this situation.

Response: Officer Brian Clearwater stated, “That’s a hard scenario because now we are talking about violations of the law, which is obvious, and you’re seeing that and you’re watching that. Obviously, this person knows that I’m a police officer, I’m in a marked vehicle, and I’ve directed them to pull over. The reason why this is a hard scenario is because in our Department, we have certain rules that apply to stopping vehicles and vehicle pursuits. So, I’ve got a few concerns in this scenario. One would be since this person is still continuing to move on and drive, do I continue to pursue this person and how long do I continue to try to get this person to pull over. As far as who they are saying they are, if they are drunk, at least if I suspect them of driving under the influence (DUI), then I would contact one of our DUI units and have them come and assist with the sobriety test. If I think that they are terribly impaired, then I would do that. If it’s a situation that they were intoxicated to the point where they lost their faculties, but maybe they had a lapse in judgment, and I was able to communicate to them that it would be in their best interest not to drive, which I could not let them drive after that point anyways, and, if I stopped them, I would opt to try to get somebody that would be responsible enough to come and pick them up and take them home or escort them home. I think, I would give them that option.”

Scenario: Several young males are on a corner, vehicles are constantly stopping, they approach the vehicles, exchanges are being made which appear to be drugs for money, and the vehicles immediately leave. Several calls have been made to the police. Describe the steps you will take to handle this situation.

Response: Officer Brian Clearwater stated, “My main concern would be towards the gentlemen that are out there. To me this would, obviously, be drug transactions taking place, at least from my experience on the Police Department and working within the community. That’s generally what those types of things are. So, I would get enough units in there, and once we identify who the players are and the guys that are involved, I would have them come in from different directions so that we block off any avenues of escape. Because, generally, once the subjects or drug suspects see the police or the see the units come in, they begin to scatter. A lot of times these types of individuals are standing in front of stores or on corners and they tend to either walk into stores to store their goods. So, we want to come in as quickly as we can. Again, once we have identified those individuals, we with gather them, and control them. I don’t want them sitting down on the ground because I want to control their
movements. Quite often these individuals are either armed or have firearms either on them or nearby. The drugs are usually hidden somewhere nearby. So, I think the other important thing to do once we approach these individuals, is to look at their hands. Quite often when the police, in particular uniform units, approach individuals like this, and when they are not expecting the police, they tend to drop their narcotics and walk off. So, you want to keep an eye on what they are doing with their hands. If you see them drop something, you quickly identify that. You identify the person that did it and you go and retrieve that property, and, quite often, it does turn out to be drugs. Then you proceed to place that individual under arrest and you do a computer check or subject check on all of the individuals to see if any of them have outstanding warrants. If they any of them does have outstanding warrants, we make the arrests. Then, you want to give them an opportunity to dispel my fear that they are doing something of an illegal nature. Next, after reading them their rights, I would begin to question them as to what are they doing in the area and what is their business in the area. If it were not acceptable, then I would make the loitering and prowling arrest.”

At the conclusion of the interview, Officer Brian Clearwater stated that he wanted to add something and said, “he was willing to assist in this research study because he felt that his efforts, in his career as an experienced police officer, could assist new officers or rookies, just beginning their career in police work to approach it in a positive manner by sharing the many opportunities they have available to utilize in the various types of policing styles when making decisions to enforce order maintenance and exercised degrees of control while performing their duties. Officer Brian Clearwater also stated, “if officers would further their education, it would assist them in making better decisions while performing their day-to-day duties and in understanding the public and their needs.”

**Interview of Officer Gayle Storms**

The day of the interview of Officer Gayle Storms was dreary and cloudy, as it had rained most of the day. The interview of Officer Gayle Storms occurred during the week, after working hours and in a private office. The Investigator and Officer Gayle Storms held the interview in a private office to avoid any interruptions and/or distractions. Officer Gayle Storms’s appearance was casual, as she was wearing jeans and a t-shirt along with slippers. Officer Gayle Storms told the Investigator that she was very tired from a long, stressful workday and hoped the interview would be short in length. Officer Gayle Storms communicated verbally in a tentative manner. The Investigator found that Officer Gayle Storms was slouching and appeared tired as it took extra effort on her behalf to be attentive to the subject matter under discussion of the interview. Officer Gayle Storms consented to participate in the study because she just wanted to help the Investigator complete his research. Officer Gayle Storms is a traditional police officer, with no college degree and has been employed with Miami-Dade Police Department (MDPD) for five years. Officer Gayle Storms' previous assignments were Bicycle Unit Officer and Field Training Officer and her current assignment is Uniform Patrol Officer.
Officer Gayle Storms could recall some experiences she encountered with citizens and their impact during order maintenance and exercised degrees of control, but provided brief details, if any, as she mentioned that was all that she could recall. Officer Gayle Storms’ responses to those experiences will be shared in the final section of the Interview Questionnaire for Police Officers when she provides her description to the scenario. Officer Gayle Storms did not have much insight to share regarding her experiences other than they have taught her to communicate with people and to use common sense when handling any given situation.

Officer Gayle Storms is a high school graduate and agrees that higher education is a significant factor in performance of police work. She stated that she has not pursued a college degree because it is not necessary for police officers to have one and she is too exhausted at this point in her life to pursue one. Officer Gayle Storms said, “I have enough going on between my job and my family. I would rather raise my children and assist them in pursuing a higher education.” She also stated, “It cannot hurt to have a college education because it does help us, officers, handle our daily encounters with citizens in a professional manner.”

The Investigator asked Officer Gayle Storms if diversity training was an important factor in her decision-making when performing her duties and, she stated, “Yes, it has helped me relate and communicate better with the citizens within the community I patrol.” Officer Gayle Storms also told the Investigator in addition to the diversity training, she also received law training as another professional training that assists her decision-making process when she is performing her duties.

When the Investigator asked Officer Gayle Storms if she felt that her experience affects her attitude toward performance of her duties, she stated, “Yes.” But, she did not elaborate because she said, again, that she was too tired to think about any particular experience. The Investigator then asked Officer Gayle Storms if she wanted to discontinue the interview and reschedule for another time and she replied, “No, let’s just finish it.”

The Investigator continued with the interview and asked Officer Gayle Storms to state in her own words what does order maintenance and exercised degrees of control mean to her. Officer Gayle Storms replied, “My understanding of order maintenance is using discretion in a situation and exercise degrees of control means using the elements of the crime to determine the extent of the crime or type of control that I would use.”

The Investigator asked Officer Gayle Storms if building a relationship with the community affects an officer’s ability to enforce order maintenance and exercised degrees of control functions and she agreed that it does. She also said, “This is because the relationship helps officers maintain peace.”

The Investigator asked Officer Gayle Storms if she had any personal experiences that she had encountered that impacted her decision-making process regarding her duties. Officer Gayle Storms replied, “All of my personal experiences have been impacted by
my decision-making process, but basically communicating with the citizens and using common sense helps me regarding performance of my duties.”

The Investigator asked Officer Gayle Storms to describe what personal qualities should police officers have that will improve their relations with citizens and she stated, “The most important qualities are listening and communicating with citizens.” She also stated, “Proper judgment is another personal quality an officer should have.”

The Investigator next asked Officer Gayle Storms to describe the professional qualities police officers should have that will improve their relations with citizens. Officer Gayle Storms finally smiled, but still slouching in her chair, and replied, “Our Department is based upon integrity. Therefore, you have to show that image to the public. In addition, police officers should have human diversity and policing skills that are given by the Department for police officers.”

The Investigator asked Officer Gayle Storms if she would describe the attributes of police officers that impact their use of qualities of order maintenance and exercised degrees of control most. Officer Gayle Storms responded, “Police presence is most important, as that is all I can think of right now.”

At this point in the interview, the Investigator, again, asked Officer Gayle Storms if she wanted to continue with the interview, and she replied, “Yes, because if we are almost done, I want to go home and rest. The Investigator then mentioned, we are at the final section of the Interview Questionnaire for Police Officers, which consists of the kinds of order maintenance and exercised degrees of control an officer would use in various scenarios. I will provide you with these scenarios and you will describe the steps you would take to handle each situation. The Investigator proceeded with each scenario and Officer Gayle Storms provided the following responses:

**Scenario:** A group of young males have gathered and are loitering in an apartment complex and a call has been made to the police. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

**Response:** Officer Gayle Storms stated, “I would make contact with the young males and find out if they live in that particular complex. If they do not, I will ask what are they doing at this particular complex. I would get their names and dates of birth and do a background check to find out if they have any warrants or anything pending. If they do not have anything pending against them and they do not live in the apartment complex and they are just visiting someone that lives there, I would verify with that person who they are visiting and make sure that they stay in the proximity of that person’s residence.”

**Scenario:** A domestic dispute is occurring at a residence and a call has been made to the police that they hear loud screaming and sounds of loud bangs. You
have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Gayle Storms stated, “Upon arriving on the scene, I would listen for the sounds reported by the dispatcher regarding the loud screaming and banging. From there, I would try and make contact with the parties involved to verify whether or not anything is going on. I would gather their names and dates of birth to do a subject check to make sure there are no warrants or anything else pending on them, and based upon the information that they give me, I would check and see if there was any type of physical contact made to go along with the loud screaming and banging. If one party is claiming that there was a physical altercation and there was none, and the other party is saying there was no physical altercation and there are no signs of injuries, then I would not make an arrest and just write a domestic report because there are conflicting statements and I see no signs of injuries or physical contact.”

Scenario: A burglary is in progress at a residence and a call has been made to the police that a male is entering the front window of the residence. You have been dispatched to handle this call. Upon your arrival, the male screams to you, “I live here,” and continues to proceed through the window. Describe the steps you will take to handle this situation.

Response: Officer Gayle Storms stated, “Because of the approach the subject is taking, I would request back up. If the subject were yelling that he lives there, I would ask him to come out showing both of his hands and ask him to provide some type of identification. Be aware that I am not going to just take his word that he lives there. Based on his identification, which shows that he does live there and if someone could verify that he does live there, I would gather his information, run a subject check, and write an information report.”

Scenario: Several young males have been previously warned to not trespass in a local shopping center, but proceed to do so. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Gayle Storms stated, “Basically, I would make contact with the person who made the call, find out from that person whether or not they have a Case Card, which shows that a report has been written for a trespass warning incident, and make contact with the person or persons involved who the trespass warning was issued. If the trespass warning is in good standing and if a report has been written, then the young males are subject to an arrest due to a trespass warning that has been issued. But, if there is no trespass warning issued in writing, I would take the steps to gather the information from all subjects involved, do a subject check, and if they come back with no warrants, then I would issue the trespass
warning to the young males in front of the manager, property manager or whoever is involved, and write a report so that the trespass warning can be enforced.”

Scenario: During routine patrol, you observe a female standing outside of a local convenience store who appears to be upset, angry, and speaking with a loud voice to others standing in the vicinity. You stop to find out what is occurring and the female begins to display anger towards you. You also find out that she is lashing out at the storeowner. Describe the steps you will take to handle this situation.

Response: Officer Gayle Storms stated, “In order for this type of incident to have happened, there are always two sides to every story. So basically, I would find out exactly what is going on from both parties involved and then take the necessary steps to resolve the tension. I would try to calm her down, get her side of the story, and get her information to do a subject check. Then I would talk to the store manager to find out what is going on between them, because he may have put her out or just did not want her in the store for whatever reason. She could have taken something out of the store previously and he did not call the police or report it, and this time he is warning her and letting her know she is not welcomed in his store. After checking her information and nothing comes up pending on her, then I would ask her to leave and to not return to this store.”

Scenario: During routine patrol, you observe a vehicle traveling ahead of you weaving in and out of traffic. You signal for the vehicle to stop. You notice the driver appears to be under the influence of an unknown substance. The driver says in blurred speech, “I am Chairperson of the District Advisory Board of this District.” Describe the steps you will take to handle this situation.

Response: Officer Gayle Storms stated, “After the person has stopped, I would find out whether or not they are on any type of medication or suffering from any type of illness, and determine if I could smell alcohol to make sure that they are not under the influence of alcohol. If I do not smell alcohol, I would then call someone to come and pick them up and take them home and to return and get the vehicle.”

Scenario: Several young males are on a corner, vehicles are constantly stopping, they approach the vehicles, exchanges are being made which appear to be drugs for money, and the vehicles immediately leave. Several calls have been made to the police. Describe the steps you will take to handle this situation.

Response: Officer Gayle Storms stated, “First I would refer it to our Crime Suppression Team (CST). If CST were not available, then I would call for
back up units and try to make contact with those subjects that remain on the scene because they usually leave when they see the police. Then, I would gather their information, do subject checks on them, and search them for possible drugs. If they have drugs on them, then they will be arrested. If they do not have drugs on them and nothing comes back pending on them, then I will ask them to leave the area and not return.”

At the conclusion of the interview, Officer Gayle Storms stated, “I was short in my responses because I am exhausted from a long, stressful work-day. Officer Gayle Storms also stated, “I hope I have contributed something because I wanted to help in your research study.”

Interview of Officer Dan Fish

The interview of Officer Dan Fish occurred during the week, after working hours and in a private office. The Investigator and Officer Dan Fish held the interview in a private office to avoid any interruptions and/or distractions. Officer Dan Fish was casually dressed in the Miami Dolphins attire, including a Miami Dolphins baseball cap. Officer Dan Fish is a 30-year-old male. He was very articulate and communicated verbally in a candid manner. Officer Dan Fish consented to participate in the study because he enjoys his job and wanted to share his experiences and offer insights as an experienced police officer. Officer Dan Fish is a traditional police officer, with a college degree and has been employed with Miami-Dade Police Department for 10 years. For a short period of time, Officer Dan Fish was a community police officer with the Department’s Community Oriented Policing Services. Officer Dan Fish recalled experiences he encountered with citizens and the impact they had during order maintenance and exercised degrees of control and was willing and excited to share them with the Investigator. Officer Dan Fish’s responses to those experiences are shared following questions asked from the Interview Questionnaire for Police Officers by the Investigator. During the final section of the Questionnaire, Officer Dan Fish provided sometimes short and lengthy descriptions to each scenario supplied. The Investigator found Officer Dan Fish, in general, to be very excited throughout the interview.

As mentioned previously, Officer Dan Fish is a college graduate and feels that higher education is paramount in performance of police work. Officer Dan Fish also stated, “Higher education, I have found, teaches you history and allows an individual to grow. Because I am a law enforcement professional and was interested in its history, I discovered, while attending college, the many phases of law enforcement from its origination to current, and it excites me to know with modern law enforcement, police officers have the opportunity to offer better and more improved services to our communities because we can now provide citizens with the quality of life they deserve.”

When the Investigator asked Officer Dan Fish if diversity training was an important factor in his decision-making when he is performing his duties, Officer Dan Fish replied, “Yes, of course, as diversity training is a big area of concern. One should always have an open mind when they are dealing with different ethnic groups. Being
open minded to certain situations, allow you as an individual to grow because we are all different. Thus, being open minded and having diversity training, is a great plus to the community because whatever the situation calls for, we, as police officers, should be able to handle it.”

The Investigator next asked Officer Dan Fish to comment on what professional trainings had he received which assists him in his decision-making process regarding his duties. Officer Dan Fish eagerly responded, “I had Leadership Training, Human Diversity Training, and Interpersonal Skills Training, which was offered by the Department. Moreover, the Department’s Training Bureau offer an array of training courses and seminars that allow officers to acquire the necessary skills to use better discretion in judgment when making decisions while they are performing their duties. For the most part, just dealing with the community and getting closer to the community, which every officer should be willing to do, adds value to how they perform their duties in the communities within which they serve.”

When the Investigator asked Officer Dan Fish if he feels that his experience affects his attitude toward performance of his duties, Officer Dan Fish enthusiastically replied, “Yes, it does because your attitude plays a tremendous role in everything that you do. One should have a good attitude like myself because you have got to feel good about you in order to help others, which is what we do as police officers. Also, you must have a good attitude to perform your job more efficiently because when we are called upon to handle the many varying situations, we are dealing with different nationalities and diverse groups of people.”

The Investigator asked Officer Dan Fish to state in his own words what does order maintenance and exercised degrees of control mean to him. Officer Dan Fish stated, “Order maintenance is levels of authority used to control situations dealing with certain individuals. Exercised degrees of control are various styles of crime prevention. An example of exercise degrees of control is you may have a speeder, a person traveling at a high rate of speed, that you pull over and ask for identification to perform a subject check. Just so you will have a general concept of why they are speeding, you ask them why were they speeding. Depending on what they say, I would probably let them be on their way knowing that their circumstance might out weigh me exercising any level of degree of control. For instance, if I notice the person (the speeder) is dressed in a security uniform and they have told me they are rushing to get to the next job and explains that they have five kids they have to care for, and that if they report to the next job late, they may fired. In this instant, I would let them be on their way and just ask them to slow down to arrive safely. Although I could take that person to jail for reckless driving or endangerment of others, that is a form of discretion that I would use if the person’s information during subject check show no prior warrants for arrest.”

The Investigator asked Officer Dan Fish to explain if building a relationship with the community affects an officer’s ability to enforce order maintenance and exercised degrees of control functions. Officer Dan Fish responded, “Yes, of course, building a relationship with the community does affect an officer’s ability to enforce order.
maintenance and exercised degrees of control functions. For example, how would someone who grew up in Little Havana be able to patrol a predominantly Black neighborhood like Liberty City without having diversity training and an open mind and using certain levels of discretion if they are not familiar with the group of citizens that live in those communities. Another example, historically, it was not considered a crime when different ethnic groups like the Latin community would traditionally play dominos and the Black community would traditionally gather and drink alcoholic beverages under large trees. As an officer, because you know and understand that these activities happened in the past and were then and still are a crime, you will need to explain that you know these things were done before for many years, but because it is law and because you can be arrested for it, these behaviors need to change now. Therefore, you must advise these citizens that because of the law, these types of activities must be done in your homes. I feel that’s using discretion and exercising various degrees of control. Although these activities are crimes, it still allows you to identify with the community and the community identifies with you as being a law enforcement officer. Therefore, it is not that we are telling the citizens to break the law, but we are letting them know that we understand the law and is making sure they understand it is law and letting making them aware that they can be arrested for these very same activities.”

The Investigator asked Officer Dan Fish to share any personal experiences he encountered that impacted his decision-making process regarding his duties. Officer Dan Fish responded, “I am going to share a personal experience I encountered which was not a pleasant one, but it motivated me to continue to be very positive about the decisions I make when performing my duties as a police officer. I live in an area where majority of the citizens are White Americans and approximately a dozen Black Americans. I was jogging down a street one night at approximately 11:30 p.m. or 12:00 p.m. I was wearing shorts and a t-shirt and had on a headset with my pouch that included my identification. The officers patrolling the neighborhood were not of my ethnicity and pulled me over. They did not tell me why they pulled me over, they did not ask me for identification, and they did not ask if I lived in the area. They directly stated why are you out here. We are asking you these questions and you need to answer them. Yet, still not knowing who I am or what I am about. At that point, when I asked again why did they pull me over, they still did not give me a reason and this made me angry. As a result, because I know certain rights as a law enforcement officer, I did not right away identify myself. I told them that if they did not have any further information to hold me on, then I would continue to jog. At that point, I jogged another 10-15 feet. The officers then pulled their vehicles in front of me, drew their weapons, and told me to get on the ground without, again, telling me why they stopped me and I refused to do so. Because of my experience, I knew the way they handled me was wrong because they were rookie officers using a forceful style of policing. As a result, those officers are no longer with the Department. With regards to my current decision-making, I am careful on how I deal with citizens regardless of their ethnicity. Thus, it is important that police officers carefully handle each situation they encounter with citizens with an open mind regardless of what type of ethnicity exist in order to perform their job in a satisfactory manner.”
The Investigator asked Officer Dan Fish to describe what personal qualities he thought police officers should have that will improve their relations with citizens. Officer Dan Fish stated, “Police officers should possess good communication skills. When encountering citizens, we should not tell them everything there is to know about police work, but make them aware of the law regarding the situation at hand because it is easy for civilians who are not aware of police work to judge us instead of helping us, and until they have seen and are aware of what we deal with day to day, we must educate them in each circumstance we encounter with them.”

When the Investigator asked Officer Dan Fish to describe the professional qualities she thought police officers should have that will improve their relations with citizens, he replied, “Wow, this is simple. Police officers should simply have a professional attitude to be a helper and should possess an open mind to basically assisting people.”

The Investigator asked Officer Dan Fish to describe what attributes of police officers he thought that impact their use of qualities of order maintenance and exercised degrees of control most. Officer Dan Fish said, “There is a few attributes that I will share. Police officers should be willing to learn and accept constructive criticism and use it to improve performance of their duties, should attain higher education, and should use their experiences to improve performance of their duties. However, rookie officers do not know all of the qualities of order maintenance and exercise degrees of control like experienced officers. Thus, to attain these qualities, rookie officers can acquire them through the assistance of veteran officers as well as on the job experience. Therefore, during performing of their duties, police officers may not have all the answers, but over time, they will be able to find the most appropriate solutions to any given situation they may encounter.”

The Investigator informed Officer Dan Fish that we the final section of the Questionnaire for Police Officers consists of the kinds of order maintenance and exercised degrees of control an officer uses in various scenarios and that he will be asked to describe how he would handle each situation. The investigator provided the scenarios, and Officer Dan Fish described the steps he would take in handling each situation. The Investigator proceeded with each scenario and Officer Dan Fish supplied the following responses:

Scenario: A group of young males have gathered and are loitering in an apartment complex and a call has been made to the police. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Dan Fish responded, “Upon arrival, I would assess the situation and get with the complainant to ascertain what has been happening. If it is a continuous problem, I will use the different types of resources within my Department and the community itself. These include community leaders, the YWCA, community church leaders, and business owners who play a
very important role in the community. Then I will exhaust all of the Department’s specialized units and have them perform a surveillance of that area to see if this situation is under control. However, if an arrest needs to be made, we will build our case and deal with these subjects accordingly. Thereafter, I will advise the community leaders and business owners about what has been going on and the outcome.”

Scenario: A domestic dispute is occurring at a residence and a call has been made to the police that they hear loud screaming and sounds of loud bangs. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Dan Fish said, “I will request back up. However, once we arrive and the situation still exists, we will try to gain entry. If the situation has ceased, then we will knock on the door. When they come to the door, we will question what happened and make sure that everything in the residence is okay. If it is not okay, then we will take the necessary steps to calm the situation.”

Scenario: A burglary is in progress at a residence and a call has been made to the police that a male is entering the front window of the residence. You have been dispatched to handle this call. Upon your arrival, the male screams to you, “I live here,” and continues to proceed through the window. Describe the steps you will take to handle this situation.

Response: Officer Dan Fish responded, “Upon arrival, I will request that he get out of the window. When he comes out and he has the proper identification showing the resident’s address on it, then I will conduct further investigation to check and see whose name is on the property through the necessary contacts we have at the Department who are able to perform this type of procedure. I have experienced similar situations where individuals lived in a resident, but locked their keys inside their home and did not have the money to call a locksmith. When handling situations such as this, I am not going to just react without getting all of the necessary information from the individual because their actions will dictate my actions with regards to the order maintenance and level of control that needs to be exercised. There are also times you may have to break inside of your own home if you have locked yourself out. Once I have established that he does live there, I will explain to him why I was called and then leave the scene.”

Scenario: Several young males have been previously warned to not trespass in a local shopping center, but proceed to do so. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.
Response: Officer Dan Fish replied, “If this is an ongoing situation and the young males are articulate and they know right from wrong and they have been warned on numerous occasions, then the next step is to get with the individuals’ families and advise them that these young males are breaking the law and have done so on several occasions. This is done prior to me making a judgment call to arrest them. When it comes to the community, you want to be part of the community in helping to raise individuals, like the young males. Thus, instead of me, as a law enforcement officer, just arresting them, I will exercise discretion and get their parents involved to see what type of decision-making they have as parents. Now, if the decisions are not suitable for the situation at hand, it is up to me to make the decision I need to make as a law enforcement officer.”

Scenario: During routine patrol, you observe a female standing outside of a local convenience store who appears to be upset, angry, and speaking with a loud voice to others standing in the vicinity. You stop to find out what is occurring and the female begins to display anger towards you. You also find out that she is lashing out at the storeowner. Describe the steps you will take to handle this situation.

Response: Officer Dan Fish stated, “Upon arrival, as a male officer, I will identify that I have a female subject that is very upset. I will call for a female back up to assist in calming her and to learn what the situation entails because a lot of times people just want to vent and they just want someone to listen to them. Then I will talk with both she and the storeowner. Once I learn the problem, I will make a decision as to what the parties will do, communicate this to them, and have them come to an agreement.”

Scenario: During routine patrol, you observe a vehicle traveling ahead of you weaving in and out of traffic. You signal for the vehicle to stop. You notice the driver appears to be under the influence of an unknown substance. The driver says in blurred speech, “I am Chairperson of the District Advisory Board of this District.” Describe the steps you will take to handle this situation.

Response: Officer Dan Fish responded, “While understanding this person’s position and respecting it, I still have a job that I must do as a police officer. I am not going to show any favoritism to that person because of their position, but I will exercise a lower degree of control. First, I will get this individual off the road and in a safe position. Then, I will call a friend or family member and have them come and get the vehicle and transport this person home.”

Scenario: Several young males are on a corner, vehicles are constantly stopping, they approach the vehicles, exchanges are being made which appear to be drugs for money, and the vehicles immediately leave. Several calls have
been made to the police. Describe the steps you will take to handle this situation.

Response: Officer Dan Fish stated, “Upon arrival, I am sure because they witness my police vehicle, the young males will disperse the area. I will call the Department’s specialize units for handling this situation because they use unmarked vehicles and wear plain clothes. I will ask that they interview several people in the area to obtain information or insight about what is going on in that area. I will request the specialized units to set up surveillance to verify the activities that are transpiring. If they confirm that drugs are being exchanged, then they would take the necessary steps to effect arrests of the young males involved.”

At the end of the interview and as previously mentioned, Officer Dan Fish consented to participate in the study because he enjoys his job as a police officer and he wanted to share his experiences and offer insights as an experienced police officer. Officer Dan Fish deeply feels that higher education is paramount in performance of police work. Officer Dan Fish feels, as a personal quality, police officers should possess good communication skills and should have a professional attitude as a helper when encountering citizens. Officer Dan Fish strongly feels that experience does affect an officer’s attitude toward performance of their duties because attitude plays a tremendous role in everything that we do. In addition, Officer Dan Fish commented, “Having a good attitude is very important because we are in the business of helping others and, therefore, you have got to feel good about you in order to help someone else.”

Interview of Officer Constance Farade

The day of the interview of Officer Constance Farade was a clear and sunny day. The interview of Officer Constance Farade occurred during the week, after working hours and in a private office. The Investigator and Officer Constance Farade held the interview in a private office to avoid any interruptions and/or distractions. Officer Constance Farade’s appearance was semi-formal, as she was wearing a silk black blouse and a pair of black slacks. Officer Constance Farade is articulate and communicated verbally in a very cautious manner. The Investigator found Officer Constance Farade to be tentative of her responses and apprehensive about the subject matter under discussion of the interview. Officer Constance Farade consented to participate in the study because she wanted to help the Investigator complete his research. Officer Constance Farade is a traditional police officer, with a college degree and has been employed with Miami-Dade Police Department for seven years. Officer Constance Farade’s previous and current assignments are Uniform Patrol Officer. Officer Constance Farade could recall some experiences she encountered with citizens and their impact during order maintenance and exercised degrees of control, but was reluctant in providing major details. Officer Constance Farade’s responses to those experiences are shared and her descriptions to the scenarios are noted in the final section of the Interview Questionnaire for Police Officers. Officer Constance Farade, obviously, did not say much because she was very nervous during the interview.
Officer Constance Farade is a college graduate and agrees that higher education is a significant factor in performance of police work. She stated, “As far as report writing, it is very important.”

The Investigator asked Officer Constance Farade if diversity training was an important factor in her decision-making when performing her duties. Officer Constance Farade said, “Yes, because we service different cultures.”

The Investigator asked Officer Constance Farade what professional trainings had she received which assists her in her decision-making process regarding her duties. Officer Constance Farade said, “Basic Training, Diversity Training, Professional Traffic Stop and Report Writing.”

The Investigator asked Officer Constance Farade if she felt that her experience affects her attitude toward performance of her duties. Officer Constance Farade, responded, “Yes. When responding to the different calls, you understand how to handle them and you do so in the most appropriate manner.”

The Investigator next asked Officer Constance Farade to state in her own words what does order maintenance and exercised degrees of control mean to her. Officer Constance Farade replied, “Basically, it depends on what the action is and that determines what degree of control I will use. For example, on a traffic stop, it all depends on what it is that would determine whether I would give a ticket or make an arrest.”

The Investigator asked Officer Constance Farade if building a relationship with the community affects an officer’s ability to enforce order maintenance and exercised degrees of control functions. Officer Constance Farade stated, “No it does not because if someone is committing a crime, you want to take action. Therefore it would not affect me if someone commits a crime and I have to take action to make an arrest.”

The Investigator asked Officer Constance Farade if she had any personal experiences that she encountered that impacted her decision-making process regarding her duties. Officer Constance Farade said, “A personal experience I encountered was being stopped by an officer. It helped me to view things from a citizen’s point of view and an officer’s point of view. However, I relate better with the citizens.”

The Investigator asked Officer Constance Farade to describe what personal qualities should police officers have that will improve their relations with citizens. Officer Constance Farade responded, “Personal qualities police officers should have are being courteous and treating everyone with respect.”

The Investigator next asked Officer Constance Farade to describe the professional qualities police officers should have that will improve their relations with citizens. Officer Constance Farade replied, “Basic Training. But, the most important training should be Diversity Training.”
The Investigator asked Officer Constance Farade if she would describe the attributes of police officers that impact their use of qualities of order maintenance and exercised degrees of control most. Officer Constance Farade stated reluctantly, “Knowledge of the law.”

The Investigator mentioned that we have approached the last section of the Interview Questionnaire for Police Officers. It consists of the kinds of order maintenance and exercised degrees of control an officer would use in various scenarios. I will provide the scenarios and you will describe the steps you would take to handle each situation. The Investigator proceeded with each scenario and Officer Constance Farade provided the following responses:

Scenario: A group of young males have gathered and are loitering in an apartment complex and a call has been made to the police. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Constance Farade stated, “I would find out if they live in the area or in the apartment complex. If they do not, I would give them a trespass warning. If one has been issued, then I would make an arrest.”

Scenario: A domestic dispute is occurring at a residence and a call has been made to the police that they hear loud screaming and sounds of loud bangs. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Constance Farade said, “First, I would find out who made the call. When I arrive and before I knock on the door, I would listen to find out what is going on. Then I would knock on the door and try and speak to the owner. If everyone were okay inside of the house, then I would leave.”

Scenario: A burglary is in progress at a residence and a call has been made to the police that a male is entering the front window of the residence. You have been dispatched to handle this call. Upon your arrival, the male screams to you, “I live here,” and continues to proceed through the window. Describe the steps you will take to handle this situation.

Response: Officer Constance Farade responded, “I will arrive with back up. I will be in the front of the residence and an officer will be in the back of the residence. I would try and find out whether this person actually lives there or if he is a burglar. If he lives there, then we will leave. If he is a burglar, then he will be arrested.”
Scenario: Several young males have been previously warned to not trespass in a local shopping center, but proceed to do so. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Constance Farade stated, “Well, I will find out who warned them. If it was law enforcement, they will be arrested for trespassing.”

Scenario: During routine patrol, you observe a female standing outside of a local convenience store who appears to be upset, angry, and speaking with a loud voice to others standing in the vicinity. You stop to find out what is occurring and the female begins to display anger towards you. You also find out that she is lashing out at the storeowner. Describe the steps you will take to handle this situation.

Response: Officer Constance Farade replied, “I will arrive with back up. I will have the back up unit speak with the storeowner and get information and I will talk to the woman, calm her, find out what is the situation, and provide a solution.”

Scenario: During routine patrol, you observe a vehicle traveling ahead of you weaving in and out of traffic. You signal for the vehicle to stop. You notice the driver appears to be under the influence of an unknown substance. The driver says in blurred speech, “I am Chairperson of the District Advisory Board of this District.” Describe the steps you will take to handle this situation.

Response: Officer Constance Farade stated, “Well, I would conduct a traffic stop. I would pull the person over and find out whether they are actually under the influence or whether they have a medical condition. If the person is under the influence, they are going to jail. If the person has a medical condition, I will call a family member, have the vehicle picked up and have someone take them home.”

Scenario: Several young males are on a corner, vehicles are constantly stopping, they approach the vehicles, exchanges are being made which appear to be drugs for money, and the vehicles immediately leave. Several calls have been made to the police. Describe the steps you will take to handle this situation.

Response: Officer Constance Farade remarked, “Well, I would notify Crime Special Teams and have them investigate as to what is going on in the area.”

As previously mentioned, Officer Constance Farade was hesitant in responding to the questions, as her brief remarks reflects. However, Officer Constance Farade does agree that higher education is a significant factor in performance of police work, but most importantly in report writing. Officer Constance Farade also agrees that diversity
training is an important factor in her decision-making when performing her duties because she serves different cultures. Conversely, Officer Constance Farade does not agree, however, that building a relationship with the community affects an officer’s ability to enforce order maintenance and exercised degrees of control functions because if someone is committing a crime, they need to take action.”

**Interview of Officer Art deTelous**

The interview of Officer Art deTelous occurred during the week, after working hours and in a private office. The Investigator and Officer Art deTelous held the interview in a private office to avoid any interruptions and/or distractions. Officer Art deTelous’s appearance was semi-casual, as he was dressed in a sports shirt and khaki pants. Officer Art deTelous was articulate and communicated verbally in a succinct manner. The Investigator found Officer Art deTelous to be prepared and attentive to the subject matter under discussion of the interview. Officer Art deTelous consented to participate in the study because he enjoys his work as a police officer and would like to add some insight of police work to this research. Officer Art deTelous is a traditional police officer, with a high school diploma and has been employed with Miami-Dade Police Department for seven years. Officer Art deTelous’s previous and current assignments are Uniform Patrol Officer. Officer Art deTelous recalled experiences he encountered with citizens and their impact during order maintenance and exercised degrees of control and provided details regarding them. Officer Art deTelous’s responses to his experiences are shared and his descriptions to the scenarios are conveyed in the concluding section of the Interview Questionnaire for Police Officers. Officer Art deTelous was, again, prepared and focused throughout the interview, as he responded to each question and scenario.

As previously mentioned, Officer Art deTelous is a high school graduate and does not feel that higher education is a significant factor in performance of police work. Officer Art deTelous stated, “Higher education is not important because in police work it is more of experience, upbringing, common sense and good judgment.”

The Investigator asked Officer Art deTelous if diversity training was an important factor in his decision-making when performing his duties. Officer Art deTelous said, “Yes, it is extremely important because we deal with so many ethnic groups and you have to know how to relate on all levels to the different cultures of people.”

The Investigator asked Officer Art deTelous what professional trainings had he received which assists him in his decision-making process regarding his duties. Officer Art deTelous stated, “Human Diversity Training. However, all other trainings I received specifically taught me how to protect myself in law enforcement and how to handle situations and certain calls more efficiently.”

The Investigator asked Officer Art deTelous if he felt that his experience affects his attitude toward performance of his duties. Officer Art deTelous, replied, “Yes, it does. I am a different person now as a result of my experience from when I was a rookie.
just beginning my career. Some of the things that I did as a rookie, I would not do now because I have experienced many situations that I could have responded differently. However, now I make better decisions overall in situations I am called upon to handle.”

The Investigator next asked Officer Art deTelous to state in his own words what does order maintenance and exercised degrees of control mean to him. Officer Art deTelous stated, “They both mean various methods of control that an officer uses or has discretion in issuing citations or making arrests. For example, in traffic citations, we have the discretion to either write the ticket or not depending on the severity of the traffic infraction. In an arrest situation, we do not have much discretion, but if it is something of a misdemeanor or a County Ordinance violation, we can use a lesser degree of control.”

The Investigator asked Officer Art deTelous if building a relationship with the community affects an officer’s ability to enforce order maintenance and exercised degrees of control functions. Officer Art deTelous replied, “No in terms of enforcing the law because we are given the authority to enforce the law. However, I do think that building a relationship with the community can help you to make better decisions on what degree of control you need to use to enforce the law for the best interest of the community.”

The Investigator asked Officer Art deTelous if he had any personal experiences that he encountered that impacted his decision-making process regarding his duties. Officer Art deTelous stated, “Yes, many of them. We are given a great deal of power and if we use it the wrong way, it impacts a lot of people. It impacts the family, the community, and the person’s life. I recall, when I was a rookie, I took everyone to jail and it did not matter if they broke the law or not. I just thought that police work meant simply taking everybody to jail. However, with seven years on the Department, I have since learned that people do make mistakes and, if I can avoid making arrests and the person is responsive to me, I will educate the person as to what they did wrong so that it will help them to avoid making that mistake again.”

The Investigator asked Officer Art deTelous to describe what personal qualities should police officers have that will improve their relations with citizens. Officer Art deTelous replied, “Personal qualities that come to mind are sincerity, listening, using a level head and a good attitude. Officers need to be sincere, use a level head, approach each situation with an open mind, and have a listening ear because you will impact someone’s life in some fashion. Another important personal quality is good communication skills because we are going to have situations with professionals and we will need to be able to speak to them on a certain level. Therefore, because we deal with different groups of people daily, officers should be sincere about their job, possess a good attitude, listen to a person’s problem, use a level head to make the most appropriate decisions for each situation, and lastly, use good communication skills in order to elicit cooperation with citizens.”

The Investigator next asked Officer Art deTelous to describe the professional qualities he think police officers should have that will improve their relations with
citizens. Officer Art deTelous replied, “The most important professional quality officers should have is integrity. Integrity is when you have been given the power to do a job and you are responsible in performing it in the correct manner and without breaking the law. However, once an officer lose their integrity, their credibility is gone.”

The Investigator asked Officer Art deTelous if he would describe attributes of police officers that impact their use of qualities of order maintenance and exercised degrees of control most. Officer Art deTelous responded, “The attributes are simply using common sense and a level head. If you know that arresting someone will be more of a problem than not, then you are going to do everything within your power to exercise a lesser degree of control based on if the person is responsive to what you are telling them regarding the incident at hand.”

The Investigator advised Officer Art deTelous pointed out that the next section is the last part of the Interview Questionnaire for Police Officers and it contains the kinds of order maintenance and exercised degrees of control an officer would use in various scenarios. The investigator provided the scenarios and Officer Art deTelous described the steps he would take to handle each situation. The Investigator proceeded with each scenario and Officer Art deTelous presented the following responses:

Scenario: A group of young males have gathered and are loitering in an apartment complex and a call has been made to the police. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Art deTelous mentioned, “I am going to get to know their names, dates of birth, where they live, what they do for a living, what they do when they are not working and if they do work, I am going to get completely in their business so I will know exactly whom I am dealing with. I will ask them why are the gathering in the apartment complex because someone in the community has made a call and I have to deal with this situation. I will explain to them that you have to give respect in order to receive it. Then I will ask them to leave. However, if they return the next day and do the same thing, then I will increase my order maintenance that may end in an arrest.”

Scenario: A domestic dispute is occurring at a residence and a call has been made to the police that they hear loud screaming and sounds of loud bangs. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Art deTelous replied, “I will approach the door, knock on the door and whoever comes to the door, I will tell them who am I and why I am there. I will explain to them that I just want to make sure everyone’s is okay because a couple of your neighbors called the police. They heard some noises that were not too pleasant. Depending on what is said from
the party that answered the door and if everything is okay, there is really nothing I can do about it except leave. However, if a party comes to the door with a black eye or a bruise and I am told that everything is okay and I see everything is not okay, then I have to talk to the parties in-depth so that I can help them with their situation.

Scenario: A burglary is in progress at a residence and a call has been made to the police that a male is entering the front window of the residence. You have been dispatched to handle this call. Upon your arrival, the male screams to you, “I live here,” and continues to proceed through the window. Describe the steps you will take to handle this situation.

Response: Officer Art deTelous responded, “Upon arrival, I will be going through the window after him. Even if he tells me that he lives there because, a normal person, unless they have locked themselves out or something, they do not enter through a window. He will have to prove to me that he lives there. If he does live there, there will be no further problems and I will explain to him that even though you do live here, that this is not a normal way to go inside of a house, unless you have locked your keys inside of the house. If he does not live there, he will be arrested and taken to jail.”

Scenario: Several young males have been previously warned to not trespass in a local shopping center, but proceed to do so. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Art deTelous stated, “If they are juveniles, I will contact their parents and make them aware of the situation because most of the time they are juveniles and their parents do not have any idea where they are. I will let their parents deal with them. However, if they are young adults, I will arrest them and take them to jail because they should know better.”

Scenario: During routine patrol, you observe a female standing outside of a local convenience store who appears to be upset, angry, and speaking with a loud voice to others standing in the vicinity. You stop to find out what is occurring and the female begins to display anger towards you. You also find out that she is lashing out at the storeowner. Describe the steps you will take to handle this situation.

Response: Officer Art deTelous said, “I will ask her what is the problem. I will also speak with the storeowner to find out what is the problem. If the problem is something that I can rectify right there, I will take care of it. However, if she continues to lash out and she is talking way out line and she continues to be mad and wants to continue on with the situation after I have resolved it, then I am going to just ask her to leave and not patronize the store anymore. If she returns the next day with the same situation and I get the call again, then I will have to arrest her.”
Scenario: During routine patrol, you observe a vehicle traveling ahead of you weaving in and out of traffic. You signal for the vehicle to stop. You notice the driver appears to be under the influence of an unknown substance. The driver says in blurred speech, “I am Chairperson of the District Advisory Board of this District.” Describe the steps you will take to handle this situation.

Response: Officer deTelous replied, “I would ask this person to pull over. I would contact that person’s boss immediately and make them aware of the situation. If the contact person does not appear to care about the situation and will not come to their rescue, then I will proceed with my duties by performing the driving under the influence process to make an arrest.”

Scenario: Several young males are on a corner, vehicles are constantly stopping, they approach the vehicles, exchanges are being made which appear to be drugs for money, and the vehicles immediately leave. Several calls have been made to the police. Describe the steps you will take to handle this situation.

Response: Officer deTelous mentioned, “I will request backup units. We will heavily surround the area, search the young males involved, and if they are in possession of large amounts of cash and it falls within the guidelines of forfeiture of money, we will proceed to handle that. If they have drugs in their possession, we will dispose of the drugs and arrest everyone that is in violation. While arresting them, I will let them know, this will not be tolerated because the community does not like it and I do not either. I will also let them know that if they continue doing these same kinds of activities, then expect to see us in their face placing them in jail everyday.”

Officer deTelous, again, was professional and direct in his responses to the questions and scenarios. Officer deTelous does agree that higher education is very important because it helps your performance in many areas of police work. Officer deTelous also agreed that diversity training is an important factor in her decision-making when performing her duties because she serves different cultures. However, Officer deTelous does not agree that building a relationship with the community affects an officer’s ability to enforce order maintenance and exercised degrees of control functions because if someone is committing a crime, you have to take action to make an arrest. In closing, Officer deTelous stated, “I am glad to have participated in this research because my experiences will provide awareness of order maintenance and levels of degrees of control excised to other rookie and veteran law enforcement professionals, as we can all learn from experience.”
Interview of Officer Veterena Flexibal

The interview of Officer Veterena Flexibal occurred during the earlier morning hours prior to her work schedule and on the Investigator’s off day. The Investigator and Officer Veterena Flexibal held the interview in a private office to avoid any interruptions and/or distractions. Officer Veterena Flexibal’s appearance was professional, as she was dressed in a brown and beige MDPD uniform with her complete uniform gear. The Investigator was dressed in casual clothing consisting of black trousers and a black and white striped polo shirt. Officer Veterena Flexibal was re-advised of the Consent Form at which time she informed the Investigator that he had her complete participation. Officer Veterena Flexibal was very articulate, yet long-winded during the interview. Officer Veterena Flexibal is a 45 year-old-female with a college degree and has been employed with MDPD for 21 years and 11 months. Officer Veterena Flexibal has been with the Uniform Division throughout her career as a traditional police officer and has worked in several districts throughout Miami-Dade County. Officer Veterena Flexibal was very prepared and attentive to the subject matter under discussion of the interview. Officer Veterena Flexibal consented to participate in the study because her experiences as a police officer for many years will enlighten other police professionals about patrol work and it will add value to this research study. Officer Veterena Flexibal did recall some experiences she encountered with citizens and their impact during order maintenance and exercised degrees of control and provided the details. Officer Veterena Flexibal’s responses to those experiences are shared and her descriptions to the scenarios are recorded in the final section of the Interview Questionnaire for Police Officers. Officer Veterena Flexibal was focused throughout the interview, as she responded to each question and scenario.

As previously mentioned, Officer Veterena Flexibal is a college graduate and does not feel that higher education is a significant factor in performance of police work. Officer Veterena Flexibal stated, “Well, only in hindsight and experience, as I noticed prior to my employment with MDPD, there were officers who were not college graduates. However, they were able to effectuate their jobs.”

The Investigator asked Officer Veterena Flexibal if diversity training was an important factor in her decision-making when performing her duties. Officer Veterena Flexibal said, “Most definitely because we have a multicultural society. However, in order to effectively instruct and police those communities, we should be aware of their cultures and thus, be trained in diversity.”

The Investigator asked Officer Veterena Flexibal what professional trainings had she received which assists her in her decision-making process regarding her duties. Officer Veterena Flexibal said, “In my Department, we have a Training Bureau that teaches you criminal law, legal issues, policing in a community, physical agility, and among others, diversity training.”

The Investigator asked Officer Veterena Flexibal if she felt that her experience affects her attitude toward performance of her duties. Officer Veterena Flexibal
responded, “Most definitely. I think that as one experiences any situation, it will hopefully enhance their performance. With my 21 years of experience as opposed to an officer with two to five years on the Department, I have a vast amount of knowledge concerning the needs of the community as well as the people that live within the community.”

The Investigator next asked Officer Veterena Flexibal to state in her own words what does order maintenance and exercised degrees of control mean to her. Officer Veterena Flexibal replied, “Order maintenance is the type of policing that I personally use, my personal style and the way I effect my job.”

The Investigator asked Officer Veterena Flexibal if building a relationship with the community affects an officer’s ability to enforce order maintenance and exercised degrees of control functions. Officer Veterena Flexibal stated, “No, it does not. How can an officer police in a community and get information from a community when they cannot identify with that particular community? How can an officer do an effective job? These are questions that supervisors need to ask to better service the communities. However, if I know what is going on in my community and if I can associate with the citizens in my community, then it benefits both the community and my career.”

The Investigator asked Officer Veterena Flexibal if she had any personal experiences that she encountered that impacted her decision-making process regarding her duties. Officer Veterena Flexibal said, “Well, being a female in law enforcement and a female who struggles with other issues, it has made me become more efficient at what I do and open minded about all issues, including my job.”

The Investigator asked Officer Veterena Flexibal to describe what personal qualities should police officers have that will improve their relations with citizens. Officer Veterena Flexibal responded, “Flexibility. An officer should have flexibility in any given situation to be able to associate with the community that they service, as this shows the human side of law enforcement officers.”

The Investigator next asked Officer Veterena Flexibal to describe the professional qualities police officers should have that will improve their relations with citizens. Officer Veterena Flexibal replied, “Learning to be flexible is a professional quality that all officers should attain during their training.”

The Investigator asked Officer Veterena Flexibal if she would describe the attributes of police officers that impact their use of qualities of order maintenance and exercised degrees of control most. Officer Veterena Flexibal said, “As I mentioned before, an officer should be flexible. They should be familiar with the cultures that they are dealing with in the communities they serve and they should know their job well. In addition, officers should be familiar with the laws both within the Department and of the State. They should also be familiar with the County ordinances and policies so that they may be able to effectuate their jobs at the best of their ability.”
The Investigator stated following is the concluding section of the Interview Questionnaire for Police Officers, which contain the kinds of order maintenance and exercised degrees of control an officer would use in various scenarios. The Investigator provided the scenarios and asked Officer Veterena Flexibal to describe the steps she would take to handle each situation. The Investigator proceeded with each scenario and Officer Veterena Flexibal presented the following responses:

**Scenario:** A group of young males have gathered and are loitering in an apartment complex and a call has been made to the police. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

**Response:** Officer Veterena Flexibal replied, “While in route, I will think about what I am going to do before I arrive. I will also be thinking about the type of neighborhood that I am responding to. In the meantime, I will request back up. I would also request additional information from the dispatcher. Once I make contact with the young males, I will seek their reasons for being at the location and inform them of the complaint. I would then give them a warning about loitering in the apartment complex and tell them to leave the area and to not return.”

**Scenario:** A domestic dispute is occurring at a residence and a call has been made to the police that they hear loud screaming and sounds of loud bangs. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

**Response:** Officer Veterena Flexibal stated, “Upon arrival, I would confer with the other officer at the scene. We would stand outside of the house and listen in an attempt to gather information prior to actually acting on the call. If I did not hear anything, I would proceed around the house and see if I can find out what is going on. I would have the other officer to cover me as I approach the door. After entering the home and if both parties are there, I would separate them and find out what is happening. If there was a dispute and there are injuries, I would take the necessary enforcement actions.”

**Scenario:** A burglary is in progress at a residence and a call has been made to the police that a male is entering the front window of the residence. You have been dispatched to handle this call. Upon your arrival, the male screams to you, “I live here,” and continues to proceed through the window. Describe the steps you will take to handle this situation.

**Response:** Officer Veterena Flexibal responded, “I would advise the male that I was there to conduct a burglary at that residence and would suggest that he come out of the window. If he comes out of the window, then we will be able to have a conversation and I would be able to gather some
information and verify whether or not he lives there. If he lives there, then there would be no problem. However, if he does not live there, I would take him to jail.”

Scenario: Several young males have been previously warned to not trespass in a local shopping center, but proceed to do so. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Veterena Flexibal commented, “I would verify if a previous trespass warning report was made and if it was the young males pictures are on it, I would make an arrest.”

Scenario: During routine patrol, you observe a female standing outside of a local convenience store who appears to be upset, angry, and speaking with a loud voice to others standing in the vicinity. You stop to find out what is occurring and the female begins to display anger towards you. You also find out that she is lashing out at the storeowner. Describe the steps you will take to handle this situation.

Response: Officer Veterena Flexibal replied, “Well, as an officer responding to a scene like that, it is important that I gather some information. During my information gathering, I would speak with the female and let her know that because of my personality it does not bother me that she has increased her volume because sometimes everyone needs an outlet. I would try and resolve the situation while calming her. If she had a problem with the proprietor of the store, then I would try and resolve that problem.”

Scenario: During routine patrol, you observe a vehicle traveling ahead of you weaving in and out of traffic. You signal for the vehicle to stop. You notice the driver appears to be under the influence of an unknown substance. The driver says in blurred speech, “I am Chairperson of the District Advisory Board of this District.” Describe the steps you will take to handle this situation.

Response: Officer Veterena Flexibal said, “I would first determine if this person was under the influence of some unknown substance, alcohol, or drugs or whether they are a diabetic. Once I have determined that, and they are DUI, then I will enforce the law and make an arrest.”

Scenario: Several young males are on a corner, vehicles are constantly stopping, they approach the vehicles, exchanges are being made which appear to be drugs for money, and the vehicles immediately leave. Several calls have been made to the police. Describe the steps you will take to handle this situation.
Response: Officer Veterena Flexibal responded, I would immediately speak with the group of males, get their information and I would also request other officers to respond and complete an investigation of the vehicles that immediately left the area. Once we have gathered the information, we would determine whether or not there is a reason for an arrest. In a situation like this, we normally would be able to affect several loitering and prowling arrests because the area is known for selling drugs. Once we make the arrests, we will complete the reports and forward them to the Narcotics Unit and have them monitor the area.”

At the conclusion of the interview, Officer Veterena Flexibal smiled and stated, “I was very pleased with the content of the Questionnaire and was more than happy to provide my responses and insight as to the many years of experience I have had which will enlighten other police professionals regarding patrol work. I have learned a lot over the years and this research is most definitely a great study that will interest most law enforcement professionals.” It is important to note that Officer Veterena Flexibal does not feel that higher education is a significant factor in performance of police work because police officers are able to effectuate their jobs without further education. In addition, Officer Veterena Flexibal does not agree that building a relationship with the community affects an officer’s ability to enforce order maintenance and exercised degrees of control function because if an officer is assigned to the community and cannot identify with that particular community, they cannot effectively perform their job which will elicit more arrests and therefore, the community does not benefit from this type of situation.

Interview of Officer Ronnie Young

The interview of Officer Ronnie Young occurred during the week, after working hours and in a private office. The Investigator and Officer Ronnie Young held the interview in a private office to avoid any interruptions and/or distractions. Officer Ronnie Young’s appearance was casual as he was dressed in a pair of shorts, a t-shirt, and sneakers. Officer Ronnie Young was articulate, but concise with his responses during the interview. Officer Ronnie Young is a 30 year-old-male with a high school diploma. He has been employed with MDPD for seven years. Officer Ronnie Young’s previous assignment was for approximately two years as a community police officer with the Community Oriented Policing Services Department and his current assignment is a Uniform Patrol Officer. Officer Ronnie Young was relaxed, yet attentive to the subject matter under discussion during the interview. Officer Ronnie Young consented to participate in this study because he wants to share his experiences as a police officer with other rookie police professionals seeking assistance and guidance in their day-to-day patrol duties. Officer Ronnie Young recalled some experiences he encountered with citizens and their impact during order maintenance and exercised degrees of control, but only provided what he learned from the experiences. Officer Ronnie Young’s responses to those experiences are shared and his descriptions as to how he would handle each scenario are reported. Officer Ronnie Young was focused throughout the interview, as he provided his responses to each question and scenario.
Again, Officer Ronnie Young is a high school graduate and does agree that higher education is a significant factor in performance of police work. Officer Ronnie Young said, “Having higher education is a benefit because I have witnessed how an officer who has a college degree deal effectively with people.”

The Investigator asked Officer Ronnie Young if diversity training was an important factor in his decision-making when performing his duties. Officer Ronnie Young replied, “Yes it is important because I feel everyone should be treated equally and fairly and should not be judged based on their race or gender as that is my approach with all citizens that I encounter.”

The Investigator asked Officer Ronnie Young what professional trainings had he received which assists him in his decision-making process regarding his duties. Officer Ronnie Young remarked, “Basic Training and Ethics Training. However, I benefited most from the Ethics Training because it taught me how to work and deal with different groups of people.”

The Investigator asked Officer Ronnie Young if he felt that his experience affects his attitude toward performance of his duties. Officer Ronnie Young responded, “No it does not because I have learned through my experiences to cope with people, try and understand what their problems are, and instead of talking at them, I talk to them to try and resolve the situation.”

The Investigator next asked Officer Ronnie Young to state in his own words what does order maintenance and exercised degrees of control mean to him. Officer Ronnie Young replied, “It means you do not always have to make an arrest. Sometimes making an arrest is not always the solution to everything. Sometimes just talking to people and understanding what the problem is can resolve the situation. In my opinion, making an arrest should be the last resort to most situations we encounter, unless it is a blatant violation of the law.”

The Investigator asked Officer Ronnie Young if building a relationship with the community affects an officer’s ability to enforce order maintenance and exercised degrees of control functions. Officer Ronnie Young stated, “Well, in my opinion, it is difficult to build a relationship with citizens because not everyone is of the same understanding, not everyone thinks the same, some people have their minds made up as to the kind of life they will live, and cultural differences. However, not having or building a relationship with the community is not a problem for me in terms of enforcing order maintenance because that is my job.”

The Investigator asked Officer Ronnie Young if he had any personal experiences that he encountered that impacted his decision-making process regarding his duties. Officer Ronnie Young remarked, “Yes, my personal experiences have been with relationships dealing with citizens of different cultural backgrounds. These experiences have helped me to approach each encounter with an open mind in order to make the best decision in resolving each situation.”
The Investigator asked Officer Ronnie Young to describe what personal qualities should police officers have that will improve their relations with citizens. Officer Ronnie Young replied, “Police officers should be courteous and they should make sure they are not so eager to make a decision right away without listening and communicating with the citizens.”

The Investigator asked Officer Ronnie Young to describe the professional qualities police officers should have that will improve their relations with citizens. Officer Ronnie Young said, “Police officers should be able to handle all sorts of problems and situations regardless of what they are and they should not show any biases towards any gender regardless of their life styles. In addition, police officers should approach each situation as if it were the only one, learn of the problem, and resolve it in a professional manner and to the best of their ability.”

The Investigator asked Officer Ronnie Young if he would describe the attributes of police officers that impact their use of qualities of order maintenance and exercised degrees of control most. Officer Ronnie Young responded, “Self-control. Police officers should think before making a decision on any given situation to conclude it with the proper resolution.”

The Investigator advised Officer Ronnie Young that next is the final section of the Interview Questionnaire for Police Officers which includes scenarios that contain various kinds of order maintenance and exercised degrees of control an officer would use in different situations. The Investigator advised Officer Ronnie Young that for each scenario he is to describe the steps he would take to handle each situation. The Investigator supplied the scenarios and Officer Ronnie Young presented his comments as follows:

**Scenario:** A group of young males have gathered and are loitering in an apartment complex and a call has been made to the police. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

**Response:** Officer Ronnie Young said, “Before I arrive, I would make sure there is backup. I will ask the group of young males if they live in the area and why are they loitering there. If they cannot provide good information as to why they are there, then I will tell them they need to leave and to not return because it is a problem to hang out in that location.”

**Scenario:** A domestic dispute is occurring at a residence and a call has been made to the police that they hear loud screaming and sounds of loud bangs. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

**Response:** Officer Ronnie Young stated, “Once I arrive with backup, I will knock on the door. When they open the door, I would separate the parties and find
out the problem. I would also determine if a crime occurred. I will then get both parties information and conduct a background check. If their backgrounds show no warrants, I will offer a solution to resolve their problem by asking one of the parties to leave to eliminate having it escalate into something detrimental later.”

Scenario: A burglary is in progress at a residence and a call has been made to the police that a male is entering the front window of the residence. You have been dispatched to handle this call. Upon your arrival, the male screams to you, “I live here,” and continues to proceed through the window. Describe the steps you will take to handle this situation.

Response: Officer Ronnie Young responded, “When I arrive with backup, I will advise the subject he needs to come out of the window. If he says, “I live here,” I would say okay, but we have to verify that. I will ask him for identification. If his identification confirms that he lives there, then we will explain why we were called and leave. If he does not have identification proving that he lives there, then I would try and verify if he actually lives there by making a telephone call to a neighbor or family member.”

Scenario: Several young males have been previously warned to not trespass in a local shopping center, but proceed to do so. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Ronnie Young stated, “Upon arrival with backup, I would confront the subjects. I would ask them what is their reason for being in the area. If they were previously warned, I would make an arrest for trespassing after warning. If they were not previously warned, I would warn them and ask them to leave the area because if they stayed, they would eventually commit a crime. However, if I get a call to return to the area for the same reason, they would definitely go to jail.”

Scenario: During routine patrol, you observe a female standing outside of a local convenience store who appears to be upset, angry, and speaking with a loud voice to others standing in the vicinity. You stop to find out what is occurring and the female begins to display anger towards you. You also find out that she is lashing out at the storeowner. Describe the steps you will take to handle this situation.

Response: Officer Ronnie Young mentioned, “Upon arrival, I will ask her to calm down and find out what is the problem from both she and the storeowner. I will make sure a crime did not occur. If no crime occurred, I will ask her if there is something that can be worked out between she and the storeowner. However, if she was basically a troublemaker, I will make
her leave the premises after checking her background and ask her to not return.”

Scenario: During routine patrol, you observe a vehicle traveling ahead of you weaving in and out of traffic. You signal for the vehicle to stop. You notice the driver appears to be under the influence of an unknown substance. The driver says in blurred speech, “I am Chairperson of the District Advisory Board of this District.” Describe the steps you will take to handle this situation.

Response: Officer Ronnie Young replied, “I will ask the person to pull over. I will ask for their license, registration and insurance. If the person were Chairperson, I would ask to see some identification showing that. I will next ask the person to exit the vehicle to determine if they are under the influence or maybe on some kind of medication. If the person were not under the influence, then I would ask them to just slow it down and travel at a safe speed. If the person is under the influence, then I would determine if I want to make an arrest or call someone to come and take them home and to return to get the car.”

Scenario: Several young males are on a corner, vehicles are constantly stopping, they approach the vehicles, exchanges are being made which appear to be drugs for money, and the vehicles immediately leave. Several calls have been made to the police. Describe the steps you will take to handle this situation.

Response: Officer Ronnie Young stated, “Well, I would first ask the dispatcher if there are any unmarked vehicles that can watch the activity in that location to determine if there are actually drugs being exchanged. If there are no unmarked units available to do that, then I would approach the subjects with a backup unit, ask them why they are in the area, and I would pat them down for any weapons or drugs. If weapons or drugs were found on them, I would place them under arrest. If no weapons or drugs were found on them, I would do a background check. Following the background check, if there are no warrants pending, I will tell them to leave the area and not return, especially if they do not live in the area, because of what the area is known for. However, if they live in the area, then I would ask them not to stand in the streets or on the corners, but to go in their house.”

At the conclusion of the interview, Officer Ronnie Young again stated, “I am elated to have shared my experiences as a police officer so that other rookie police professionals seeking assistance in their day-to-day patrol duties will have some guidance as this research study will demonstrate. Since my rookie year, I, however, have learned to appreciate the training the Department offers as it has helped me to deal effectively with many groups of people that I encounter while performing my duties.” Nonetheless, it is important to note that Officer Ronnie Young does not feel his experience affects his
attitude towards performance of his duties because he says, "His experiences have taught him how to deal with people, how to understand their problems, and how to talk to them to try and resolve whatever their situations are."

**Interview of Officer Doris Free**

The interview of Officer Doris Free occurred in an entirely different setting from a private office. The interview was conducted at Officer Doris Free’s residence. The purpose of this was Officer Doris Free insisted on being confidential and felt that this would be one means of not being identified as a participant in this research. The residence is located in deep southwest Miami-Dade County. As I traveled to Officer Doris Free’s residence, I was dressed professionally in a brown two-piece suit. However, due to the traffic I encountered, I arrived at the residence approximately 15 to 20 minutes late, as I was unfamiliar with the area. The residence was a beautiful peach and white split-level home located in a cul-de-sac and I parked in the circular driveway. Officer Doris Free greeted me at the door dressed in jeans and a tank top. She appeared somewhat upset because I arrived late. However, I explained to her that it was due to slow traffic and being unfamiliar with the area. As I proceeded through extremely large doors at the entrance, I could not help but comment on the beautiful décor of the residence. The residence was beautifully decorated, extremely plush, and well maintained.

Prior to the start of the interview, I took approximately 15 minutes to break the ice of relaxing Officer Doris Free by making her laugh about how even a Miami-Dade County Police Lieutenant was unable to find a Dade County residence. After this icebreaker, Officer Doris Free told me that she was very interested in being a part of this research and hoped that it can play a positive role in changing patrol procedures in the Department. However, Officer Doris Free mentioned again that she did not want to be identified as a participant and I reassured her by reviewing the confidentiality section of the Consent Form. After reviewing the Confidentiality section, Officer Doris Free became relaxed and was eager to proceed with the subject matter of the interview.

Officer Doris Free is a 30-year-old female and a traditional police officer with seven years of service with the Miami-Dade Police Department. Officer Doris Free advised that she has a high school diploma and has been a uniform police officer for the entire seven years.

When Officer Doris Free was asked if higher education is a significant factor in performance of police work, she stated, "No, because I feel that just because some people have a college degree, that does not necessarily mean that they are more qualified than someone who does not have college experience."

The Investigator asked Officer Doris Free if diversity training is or should be an important factor in her decision-making when performing her duties. Officer Doris Free said, "Yes, diversity training is and should be an important factor in performance of our
duty because when officers are responding to incidents involving multicultural citizens, they will have knowledge as to how to deal with them."

Officer Doris Free was asked if she felt that her attitude affects performance of her duties. Officer Doris Free commented, "Yes, as I have been in law enforcement for seven years. Therefore, I feel my experience helps new officers in making the most appropriate decisions on how to handle certain incidents."

Officer Doris Free was asked to state in her own words what order maintenance and exercise degrees of control meant to her. Officer Doris Free stated, "It means the way I do my job. The way I perceive an incident and the decisions I make to resolve those incidents during encounters with citizens in terms of either making an arrest or not."

The Investigator then asked Officer Doris Free does building a relationship affect her ability to enforce order maintenance and exercise degree of control functions. Officer Doris Free eagerly replied, "Yes, I feel it is important to maintain a good relationship with the community. However, if a citizen breaks the law that does not prevent me from making an arrest because it is my duty to do so."

Officer Doris Free was asked what personal experiences has she encountered that impacts her decision making process regarding her duties. She responded and said, "There was an incident involving my son and an elderly neighbor while I was at work. I learned that my son verbally disrespected the man. After I returned home from work, I disciplined my son, returned him to the neighbor's residence, and demanded he apologize to my neighbor. I also informed to always respect your elders because elderly people have a worth of knowledge. This is the same technique I use with every teenager or young person I come in contact with."

Officer Doris Free was next asked if she would describe what personal qualities she thought police officer should have that will improve their relations with citizens. She responded by saying we should be able to listen to what the citizens have to say because listening is a very important quality to possess in police work. By listening to citizens, you sometime learn they have the answer to your questions. I feel that developing a relationship with the community by taking the time to listen to members of the community you will also be able to assist them with most of their concerns.

Officer Doris Free was asked to provide what professional qualities that police officers should have that would improve their relations with citizens. Officer Doris Free provided me with the response that police officers when dealing with the public should always maintain professionalism and to make every attempt to keep personal feelings out of decisions making. The Participant also stated that officers should use the quality of viewing objectively instead of subjectively.

Officer Doris Free was asked to provide her thoughts on what attributes of police officers impact their use of qualities of order maintenance and exercised degrees of
control most. Officer Doris Free stated that your attributes are your basic knowledge of the laws and your experiences when dealing with any given situation you encounter.

The Investigator informed Officer Doris Free that we are at the final section of the questionnaire for police officers, which consists of the kinds of order maintenance and exercised degrees of control an officer would use in various scenarios. The investigator advised Officer Doris Free that the scenarios would be provided and she would describe the steps she would take to handle each situation. Officer Doris Free responses are as follows:

Scenario: A group of young males have gathered and are loitering in an apartment complex and a call has been made to the police. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Doris Free replied, “As a traditional police officer, I would approach the young males and I would ask the young males what are their purpose for being at the location. At the same time, I would ask for identification and conduct a field interview, check for any arrest warrants and complete an offense incident report. If no warrants were verified on the males, I would inform them if they do not have any valid reasons for being there, they must leave the area immediately.”

Scenario: A domestic dispute is occurring at a residence and a call has been made to the police that they hear loud screaming and sounds of loud bangs. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Doris Free stated, I would approach the residence and after listening for any loud noises, screaming or banging I would then knock at the door of the residence and wait for a response. I would separately interview each party make a determination whether a crime has been committed If so I would make the appropriate arrest.”

Scenario: A burglary is in progress at a residence and a call has been made to the police that a male is entering the front window of the residence. You have been dispatched to handle this call. Upon your arrival, the male screams to you, “I live here,” and continues to proceed through the window. Describe the steps you will take to handle this situation.

Response: Officer Doris Free replied, “In dealing with the gentleman, I would first place in handcuffs and explains to him that this is done for his safety as well as mine until I can establish he does live at the residence. After obtaining identification and establishing, he does reside at that residence I would remove the handcuffs and complete an incident report.”
Scenario: Several young males have been previously warned to not trespass in a local shopping center, but proceed to do so. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Doris Free remarked, “I would attempt to get the information on the previous officer who issued the trespass order and if I am able to obtain that information, I will arrest the subjects for trespassing.”

Scenario: During routine patrol, you observe a female standing outside of a local convenience store appears to be upset, angry, and speaking with a loud voice to others standing in the vicinity. You stop to find out what is occurring and the female begins to display anger towards you. You also find out that she is lashing out at the storeowner. Describe the steps you will take to handle this situation.

Response: Officer Doris Free stated, “First, I would separate the female from the storeowner and any other persons at the scene in an attempt to calm her down. If she does not calm down, I would place her under arrest and explain to her that she is causing a crowd to gather by her yelling and screaming. Then I would proceed to interview others at the scene.”

Scenario: During routine patrol, you observe a vehicle traveling ahead of you weaving in and out of traffic. You signal for the vehicle to stop. You notice the driver appears to be under the influence of an unknown substance. The driver says in blurred speech, “I am Chairperson of the District Advisory Board of this District.” Describe the steps you will take to handle this situation.

Response: Officer Doris Free stated, “After stopping the vehicle, I would retrieve the car keys and place them on top of the vehicle. After asking him for his driver license and if I can detect the smell of alcohol on his breath I would request a driver under the influence investigator at which time I would place him under arrest regardless of his position as Chairperson of the District Advisory Board of the District, he’s still driving under the influence.”

Scenario: Several young males are on a corner, vehicles are constantly stopping, they approach the vehicles, exchanges are being made which appear to be drugs for money, and the vehicles immediately leave. Several calls have been made to the police. Describe the steps you will take to handle this situation.

Response: Officer Doris Free mentioned, “I will request backup. I will approach the subjects along with my backup and conduct a pat down. If any illegal substances are found, I will make an arrest. If none are found, I will
conduct an investigation and complete a Field Interview Card following an explanation of my reason for being there to the subjects.”

At the completion of this interview, Officer Doris Free appeared to this Investigator as being very enthusiastic as well as energized as she continue to express the positiveness of this research and how it can better assist Miami Dade Police Department. As I walked towards the front door, she gave me a huge smile and thanked me for traveling the distance to her residence although I was late.
APPENDIX E

Interviews of Community Police Officer Participants
Interviews of Community Police Officer Participants

Interview of Officer Ed Verboze

The interview of Officer Ed Verboze occurred during the week, after working hours and in a private office. The Investigator and Officer Ed Verboze held the interview in a private office to avoid any interruptions and/or distractions. Officer Ed Verboze was dressed in casual, sporty attire. Officer Ed Verboze conducted himself in a very professional manner, appeared serious about the interview, and communicated verbally in a succinct manner. The Investigator found that Officer Ed Verboze was prepared and willing to discuss the subject matter of the interview. Officer Ed Verboze consented to participate in the study because of experiences that taught him how to deal with citizens, relationships built with citizens, and the impact these had on the use of order maintenance and exercised degrees of control encountered during his tenure with the Miami Dade Police Department (MDPD). Officer Ed Verboze is a community policing officer, has a college degree and has been employed with MDPD for nine years. Officer Ed Verboze worked as a Bike Patrol Officer, a Road Deputy, and is currently a community policing officer.

With regards to higher education, Officer Ed Verboze was asked if higher education is a significant factor in performance of police work. He stated, “It is very important in the performance of police work.” Officer Ed Verboze further stated, “It is necessary for an officer to demonstrate good reading and writing skills as this helps in their daily reports, as well as understanding MDPD’s standard operating procedures. Also, higher education helps one to better understand the psychological makeup of people.”

The Investigator asked Officer Ed Verboze if diversity training is or should be an important factor in his decision-making when performing his duties. Officer Ed Verboze said, “Yes, I do, because it helps you to understand different cultures of people and how they interact within their homes and in their communities. As an example, I had a situation where I got a call to respond to a domestic situation. It was a Haitian family where one of the parents were screaming and hollering and jumping up and down. It was easy for me to assume that something was medically wrong with her when, in fact, I learned she was just venting her stresses. This occurs when they experience crises, as it’s a normal part of their culture. Therefore, in many situations, understanding why and how different cultures of people conduct their homes, helps you as an officer to handle many situations without effecting an arrest.”

The Investigator asked Officer Ed Verboze what professional training had he received which assists him in his decision-making process while performing his duties. Officer Ed Verboze responded, “Being in the academy, the basics of law enforcement, and different training courses on what to view as suspicion, probable cause, and various classes along those lines, affect arrests made and performance of my duties. In addition, dealing with the state attorney, knowing how to bring a case before the state, and processing a case, have also helped me to perform my job in a better manner.”

218
With regards to performance of duties, the Investigator asked Officer Ed Verboze if he felt that his experience affects his attitude while performing his job. Officer Ed Verboze recalled experiences he encountered with citizens and the impact they had during use of order maintenance and exercised degrees of control, but mentioned he would prefer to share what his experiences have taught him rather than provide an example of one because there were too many, he says. Officer Ed Verboze further expressed, “My experiences have taught me about many different situations that I’ve been through with citizens and as a result, it has strengthened my ability to perform my duties as an officer, it has molded my attitude to be more attentive to citizens, and it has been one of the determinants as to how I conduct myself professionally.” Officer Ed Verboze also stated, “As a result of many situational experiences as an officer, I have a better tolerance level in handling situations involving citizens while performing my job.” Continuing with the interview, the Investigator asked Officer Ed Verboze to state in his own words, what do order maintenance and exercised degrees of control mean. Officer Ed Verboze eagerly replied, “Order maintenance, from what I believe it to mean, is something like a traditional approach to policing. It means you, as an officer, have to be reactive in dealing with certain crimes and to effectuate an arrest and to bring cases before the court. However, exercise degrees of control, I think, is a proactive way of deterring a situation from being problematic where an arrest should be made, but you handle the situation in a way that prevents making an arrest. Exercise degrees of control is also another way or method used to control a problem before it escalates into a situation that warrants an arrest.”

When the Investigator asked Officer Ed Verboze does building a relationship with the community affect his ability to enforce order maintenance and exercised degrees of control functions, Officer Ed Verboze explained, “It doesn’t affect my decision-making and my discretion in that I am a police officer. I’ve been given the authority to enforce the law. When a matter needs attention, it needs to be dealt with. However, building relationships with the community would help in terms of educating citizens to understand what a law enforcement job is and what we are supposed to do. Also, with regards to gathering information related to a case or problem, it helps to have relationships with citizens as they can help you solve the case or problem in an expeditious manner. But, building a relationship with the community wouldn’t affect my decision-making when dealing with matters that require enforcement of order maintenance or degrees of control exercised.”

The Investigator asked Officer Ed Verboze what personal experiences had he encountered that impacts his decision-making process regarding his duties. Officer Ed Verboze commented, “We’ve all had our personal experiences in life, but when we’re working, we have to take a professional approach. When I’m working, I have to conduct myself in a manner where I am representing the Department in order to enforce the law and to bring peace to a particular problem or to a particular situation.”

The Investigator asked Officer Ed Verboze to describe the personal qualities police officers should have that will improve their relations with citizens and Officer Ed Verboze replied, “Interpersonal and communication skills. Public service is talking to
people, getting feedback from people, and getting people to understand what your job is, as well as, them understanding you. Getting people to understand you is very, very important because it helps you to solve cases and helps an officer whose working a particular area to have a better understanding of that particular area. Simply put, just talking to people and getting them to talk to you.”

The Investigator asked Officer Ed Verboze to describe the professional qualities police officers should have that will improve their relations with citizens. Officer Ed Verboze responded, “Professional qualities should be effecting good arrests, arrests that have all the elements for that particular arrest, dealing with subjects professionally, following legal procedures, understanding the laws, and understanding the Standard Operating Procedures of the Department as to what we are supposed to do when dealing with and interacting with citizens in situations, and taking the experiences we get from those situations to do the right thing legally. That is dealing with situations that may need legal attention or not.”

The Investigator asked Officer Ed Verboze to describe the attributes of police officers that impact use of qualities of order maintenance and exercised degrees of control most. Participant says, “Attributes, being straight to the point, I guess when dealing with certain situations, say what you mean and mean what you say and be determined to work towards a goal. Sometimes show a little sincerity, but at the same time be tactful, as well as polite and citizens will basically respond accordingly.”

The Investigator next advised Officer Ed Verboze that the final section of the Questionnaire for Police Officers includes scenarios that contain the various kinds of order maintenance and exercised degrees of control an officer would use in different situations. In addition, the Investigator advised Officer Ed Verboze for each scenario, describe the steps he would take to handle each situation. The Investigator provided each scenario and Officer Ed Verboze’s responses were as follows:

Scenario: A group of young males have gathered and are loitering in an apartment complex and a call has been made to the police. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Ed Verboze stated, “I would approach the young males, first find out who lives within the complex and don’t, then from there, if any violation of statute exists, then it would be a situation that warrants arrest. But if management is there, find out what is going on and get more information as to what they are doing there. However, I would try to seek that information before I effect an arrest. Most of the time, in cases like this, it’s just a matter of interviewing and getting to know who these people are. If they say they are visiting a family member, get to know who they are and ask that they conduct their business within an area where that particular family member lives. Most tenants have an agreement pursuant to their lease as to what is allowed within the apartment complex.
and what is not allowed. I’ve had an experience like this before where I was able to find out what was allowed. I was then able to inform those particular guys what was allowed and what was not allowed and they understood that particular matter. But if they weren’t violating any laws or rules, I would talk to them and ask them if you were this particular tenant and you were in this similar situation, would you feel the same? Would your kids be doing the same? How would you feel? If they understand that particular matter, then, in some cases, they will do otherwise and just find another place to gather. If not, then it’s just a matter of informing the complex of the problem and finding out what kind of rules and information they have to help my enforcement of the situation to help them deal with the problem.”

Scenario: A domestic dispute is occurring at a residence and a call has been made to the police that they hear loud screaming and sounds of loud bangs. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Ed Verboze stated, “I would approach the door and listen. If I hear a dispute going on or don’t hear the dispute going on, then I would just knock on the door and ask to see what’s going on. I would look around because sometimes the scene speaks for you more than what people are actually telling you. I would separate the parties and get some information from them to check if a crime occurred. I would explain to them my reason for being there and basically complete a report of the situation. Then, I would then ask if one of the parties would go somewhere temporarily until the situation calmed just to bring peace to the matter prior to me leaving the resident. If the parties state that they will not leave, and I find that there are children involved, then I would include the kids. I would try and appeal to one of them by saying look you have children here, let’s try and conduct ourselves in an adult like manner, and even though we all have conflicts, we have to be an example for our kids and teach our kids the right things to do. If the parties can understand that, and they have calmed down and they say everything will be alright and I see no other situation that’s a violation of any kind of law, then I would give both of them some advice and then leave. I must note that it’s important to check if there’s any other situation that requires immediate attention before I leave. Because I can’t make anyone leave if it’s a dispute, then I would just talk to them and try to get them to understand there are better ways to handle conflict. Even though people argue, and they do argue, and children are involved, the adults must try and make an example for the kids.”

Scenario: A burglary is in progress at a residence and a call has been made to the police that a male is entering the front window of the residence. You have been dispatched to handle this call. Upon your arrival, the male screams to
you, “I live here,” and continues to proceed through the window. Describe the steps you will take to handle this situation.

Response: Officer Ed Verboze stated, “The first thing is just to control that scene because it’s not about what he says. I would have to approach him, stop him and seek identification. He would have to prove to me that he fits the description of this particular person going through the window. Although he can go through the window, he just has to prove to me that he does live there, and when he proves to me that he lives there, the situation is okay. But if he can’t prove to me that he lives there, I would have to seek ownership of the property by asking him further questions, finding out why is he entering into the window, and then go from there with the investigation. The beginning of this situation, however, is to control and contain this person pending further investigation so that he could prove to me that it is his residence. If he is not the owner of the property, then I’d have to go from there and effect an arrest.”

Scenario: Several young males have been previously warned to not trespass in a local shopping center, but proceed to do so. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Ed Verboze stated, “When I arrive there, I would calm the area, look for the young males, stop them, and detain them and then leave to find out if there was actually a trespass warning issued before. If one were issued before, then they would be in violation of the statute. However, before I would effect an arrest, I would talk to them to seek what was the basis of them being there and was there some kind of urgent situation as to why they are there. Most of the time they would have no reason, but I would ask them that anyways, and then, if they are in violation of the statute and there is proof that they were actually warned before, then at times you can also talk to them to get an understanding of who they are and what’s their situation there. Depending on the circumstances, they could be arrested for trespassing after a warning. Sometimes I use discretion depending on the situation, as each case is different, but my decision, in general, would be based upon the overall situation as to effecting any arrest.”

Scenario: During routine patrol, you observe a female standing outside of a local convenience store who appears to be upset, angry, and speaking with a loud voice to others standing in the vicinity. You stop to find out what is occurring and the female begins to display anger towards you. You also find out that she is lashing out at the storeowner. Describe the steps you will take to handle this situation.

Response: Officer Ed Verboze stated, “I would approach this situation by first finding out what happened and why is she lashing out. The storeowner
will usually tell you what the situation is or was. The female might have felt like she had been short-changed by the storeowner, and maybe the storeowner might have accused her of something and she got angry. In any event, I would get her identification, find out who she is, see if she’s okay, and talk to her about the matter to get her to calm down. Now people do vent when they are angry. In this instant, she can vent to me until she get to the point where she’s ready to talk. However, she’s going to have to tell me what’s going on, as I will need to determine if something is wrong with her or she’s just acting out that way because of the situation with the storeowner. Once I find out the problem, then I will go from there.”

Scenario: During routine patrol, you observe a vehicle traveling ahead of you weaving in and out of traffic. You signal for the vehicle to stop. You notice the driver appears to be under the influence of an unknown substance. The driver says in blurred speech, “I am Chairperson of the District Advisory Board of this District.” Describe the steps you will take to handle this situation.

Response: Officer Ed Verboze stated, “Well, most importantly and for the safety of others, I will try and get that person to stop because the situation can be a threat to others and investigate further as to why this vehicle was swerving and/or is this person driving under the influence (DUI). I would obtain the person’s driver’s license, and depending on the situation, I would have to do a sobriety test. At the same time, I may have to seek a supervisor to come to the scene and talk to this person about the matter and then basically go from there into investigating this matter further. If it’s a DUI, I would have to enforce the traffic law and effect an arrest.”

Scenario: Several young males are on a corner, vehicles are constantly stopping, they approach the vehicles, exchanges are being made which appear to be drugs for money, and the vehicles immediately leave. Several calls have been made to the police. Describe the steps you will take to handle this situation.

Response: Officer Ed Verboze stated, “I would have to request back up to get them stopped. If I have a reason or a suspicion of narcotics being exchanged and I see that it’s a known area for such activities, then I would proceed from there to seek probable cause of the matter. I would interview the subjects by finding out who they are and if they live in the area. The investigation would then determine if there was a criminal violation in the matter, and then I would go from there as to where the investigation would lead.”

At the conclusion of the interview, the Investigator asked Officer Ed Verboze if he wanted to add anything further to any of the questions or scenarios, and he responded, “I
think I’ve provided sufficient answers to the questions and scenarios. I am glad to have participated in this study as I feel my experience as an officer will help educate young officers just beginning their careers in law enforcement, help them to see that their job is a respected profession, and if they conduct themselves in a professional, courteous and respectful manner, they will attain great success as police officers.”

**Interview of Officer Clare Hart**

The interview of Officer Clare Hart occurred during the week, after working hours and in a private office. The Investigator and Officer Clare Hart held the interview in a private office to avoid any interruptions and/or distractions. Officer Clare Hart appeared very professional, as she was dressed in business attire. Officer Clare Hart communicated verbally in a succinct manner. The Investigator found that Officer Clare Hart was excited and conscientious to the subject matter under discussion of the interview, but was very brief in her responses. Officer Clare Hart consented to participate in the study because she wanted to help the Investigator and because she wanted to share personal experiences she has had with citizens and the impact they have had on her uses of order maintenance and exercised degrees of control during her employment with the Miami Dade Police Department (MDPD). Officer Clare Hart is a community police officer, has a college degree and has been employed with MDPD for nine years. Officer Clare Hart worked previously as an officer in the Domestic Violence Unit and is currently working as an officer for the Community Oriented Policing Section. Officer Clare Hart recalled and shared a few experiences she encountered with citizens that impacted her use of order maintenance and exercised degrees of control. These experiences will be shared in her responses to some of the questions, as well as in her description of the scenarios the Investigator provided.

Officer Clare Hart was asked if she feel higher education is a significant factor in performance of police work. Officer Clare Hart responded, “Yes, because in secondary education there are certain courses that are taught to help police officers perform their duties better. However, if police officers were able to take these courses, they would be able to effectively perform their duties throughout the course of their employment.”

Officer Clare Hart was asked if she feel diversity training is or should be an important factor in her decision-making when performing her duties. Officer Clare Hart stated, “Yes. Diversity training teaches you how to deal with different ethnic and cultural backgrounds. Therefore, when you are dealing with different people, it is very important to use those skills that you were taught during training to assist them.”

Officer Clare Hart was asked what professional training had she received which assists her in her decision-making process regarding her duties. Officer Clare Hart replied, “Professional trainings I have received were Interview and Interrogation, Diversity Training, Community Oriented Policing Training, and various other trainings.”

Officer Clare Hart was asked do you feel that your experience affects your attitude toward performance of your duties and she responded, “Yes my experiences
affects my attitude toward performance of my duties. I feel that the things I have experienced over the years as a police officer allows me to use proper judgment in my decision-making process when I perform my everyday duties.”

Officer Clare Hart was asked to state in her own words what order maintenance and exercised degrees of control meant to her. Officer Clare Hart remarked, “Order maintenance and exercised degrees of control gives me the ability to use my judgment when it comes to decisions I have to make during encounters with citizens whether that be an arrest or something less than arrest. In addition, when there are situations involving other police officers that I work with, they have the ability to use their judgment, as well, rather than always resulting in an arrest because a situation does not always have to end as an arrest situation. Some situations can be resolved by utilizing lesser degrees of control, such as a warning, in order to obtain the same results.”

Officer Clare Hart was asked to explain if building a relationship with the community affects her ability to enforce order maintenance and exercised degrees of control functions. Officer Clare Hart replied, “I believe it does affect my ability to enforce order maintenance and exercised degrees of control functions. When it comes to establishing a relationship with the community, you allow yourself to attempt to resolve things more rapidly so that it brings a better quality of life into that community. Therefore, yes, I believe building a relationship with the community does affect my ability to enforce order maintenance.”

Officer Clare Hart was asked what personal experiences had she encountered that impacts her decision-making process regarding her duties. Officer Clare Hart responded, “The personal experiences that I believe impact my decisions the most would be my relationships with citizens and how receptive and open they are to whatever decisions I have to make in certain situations when dealing with them. Therefore, I would say my personal relationships with citizens and making things better for the citizens that live within the communities I serve impacts my decision-making process regarding performance of my duties.”

Officer Clare Hart was asked if she would describe what personal qualities she thought police officers should have that will improve their relations with citizens. Officer Clare Hart remarked, “Patience and understanding is something that all police officers need to have when they are dealing with citizens. If you do not have patience and understanding, then it is hard for police officers to understand what they are dealing with in certain situations with citizens. Police officers also need to have the ability to listen to what citizens have to say so that they can utilize that information to help resolve whatever the issues are with the citizens of that community they are serving.” After Officer Clare Hart stated this reply, she sat on the end of her chair and said there is one more thing I would like to add that is very important to this area which is, “These qualities, patience, understanding, and listening skills, are vital for police officers because possessing them will automatically help to improve their relations with citizens. If police officers could just possess these qualities, then we would have greater improvement in
communities cooperating with the police and our overall jobs would be much easier and we could be more effective as police officers.”

Officer Clare Hart was asked to describe what professional qualities she thought police officers should have that will improve their relations with citizens. Officer Clare Hart responded, “Professional qualities that I think police officers should have that would improve their relations with citizens would be training, especially diversity training because it gives you a perspective of different types of ethnic and cultural backgrounds. This training allows police officers to understand and communicate with citizens of different cultural backgrounds. Police officers should also have other types of training that deals with human behavior, which will also assist them in their everyday duties when dealing with citizens. Thus, diversity and human behavior training along with some secondary educational classes will help police officers improve their relations with citizens.”

Officer Clare Hart was asked to provide her thoughts of what attributes of police officers impact their use of qualities of order maintenance and exercised degrees of control most. Officer Clare Hart stated, “Police officers who have worked with citizens bring a sense of understanding to the community when it comes to order maintenance and exercised degrees of control. Therefore, personal experiences, the ability to deal effectively with citizens, and various trainings are all attributes police officers should have that so they can handle whatever situation they are encountering with citizens in order to enforce order maintenance and utilize the proper degree of control.”

The Investigator informed Officer Clare Hart that we are at the final section of the Questionnaire for Police Officers, which consists of the kinds of order maintenance and exercised degrees of control an officer would use in various scenarios. The investigator advised Officer Clare Hart that the scenarios would be provided and she would describe the steps she would take to handle each situation. Officer Clare Hart responses are as follows:

Scenario: A group of young males have gathered and are loitering in an apartment complex and a call has been made to the police. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Clare Hart responded, “As a community police officer, I would approach the young males and find out what is causing them to gather and loiter in the apartment complex. At times there are underlying reasons for this. However, unless you are given the time to actually communicate with people, you would be able to understand or obtain why you have a group of young males that are gathering and loitering in the apartment complex. Once you have established the reason, then you are better able to deal with the problem and ultimately bring it to a successful conclusion without effecting an arrest.”
Scenario: A domestic dispute is occurring at a residence and a call has been made to the police that they hear loud screaming and sounds of loud bangs. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Clare Hart responded, “In this situation, upon arrival at the residence, I would first establish how many people are in the home and the reason for the loud screaming and bangs that the complaint officer overheard when this call was received. After speaking with the parties, I think we would be able to resolve this situation. Normally, once you have spoken with the individuals, it turns out that it is only a dispute. Also, having the police present is sometimes enough to resolve this kind of situation.”

Scenario: A burglary is in progress at a residence and a call has been made to the police that a male is entering the front window of the residence. You have been dispatched to handle this call. Upon your arrival, the male screams to you, “I live here,” and continues to proceed through the window. Describe the steps you will take to handle this situation.

Response: Officer Clare Hart responded, “When dealing with this individual, I would first ensure not only my safety but also the safety of other officers as they are arriving. Once we have established that the individual does live there, he would be allowed to stay. If it is not his residence, then we will deal with that accordingly. But prior to making an arrest or using any other levels of degrees of control, we would establish whether or not the individual does live there.”

Scenario: Several young males have been previously warned to not trespass in a local shopping center, but proceed to do so. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Clare Hart responded, “With this situation, I would first find out why they are trespassing on the property and then try and establish some other types of activities that they may be able to do rather than loiter on the shopping center complex. However, the type of degree of control I would use would depend on why they are only hanging out at the shopping center complex.”

Scenario: During routine patrol, you observe a female standing outside of a local convenience store who appears to be upset, angry, and speaking with a loud voice to others standing in the vicinity. You stop to find out what is occurring and the female begins to display anger towards you. You also find out that she is lashing out at the storeowner. Describe the steps you will take to handle this situation.
Response: Officer Clare Hart responded, “In this situation, I would find out from the female and storeowner what actually happened between them. With regards to her displaying anger towards me, I would try to calm her down in order to establish what actually occurred. However, after talking with her for a while, I do believe that we would be able to calm her and resolve the situation between she and the storeowner.”

Scenario: During routine patrol, you observe a vehicle traveling ahead of you weaving in and out of traffic. You signal for the vehicle to stop. You notice the driver appears to be under the influence of an unknown substance. The driver says in blurred speech, “I am Chairperson of the District Advisory Board of this District.” Describe the steps you will take to handle this situation.

Response: Officer Clare Hart responded, “First and foremost, I would place the individual in the back of my patrol car for his safety as well as mine. Then I would contact my sergeant and have my sergeant respond to the scene. If it is indeed determined that this individual is under the influence of an illegal substance, an arrest would be made. However, there are times where people do experience blurred speech or erratic behavior because of some type of medication they are taking. But, in this instance, I would treat this person just as I treat any other citizen.”

Scenario: Several young males are on a corner, vehicles are constantly stopping, they approach the vehicles, exchanges are being made which appear to be drugs for money, and the vehicles immediately leave. Several calls have been made to the police. Describe the steps you will take to handle this situation.

Response: Officer Clare Hart responded, “In this situation, I would approach the males on the corner. If it is determined that they are in possession of or selling illegal substances or they are doing something illegal on that corner, then the appropriate arrests would be made, which would all come after interviews and searches for our protection, as well as the community.”

At the conclusion of the interview, Officer Clare Hart mentioned how happy she was to know that this study would reveal important personal and professional qualities police officers should have when performing their duties. She also remarked, “I wanted to contribute to this study what I thought was important by reiterating again that police officers really need to possess patience, understanding, and listening skills in order to improve performance of their jobs and improvement in our communities. If police officers improve in these areas, then it would be easier to restore the quality of life back into many communities and we will have happier citizens to serve.”

228
The interview of Officer Izzy B. Good occurred during the week, after working hours and in a private office. The day was sunny and clear, but was very hectic. It was a day where anything that could happen in the Investigator's schedule did, from one episode after another. Additionally, around mid morning, the Investigator received a call from Officer Izzy B. Good advising that she wanted to cancel and reset the interview for another date and time. Conversely, as noon approached, Officer Izzy B. Good called again and, at this time, asked if the interview could proceed at its normal time, as she decided to not have it put off for a later time. The Investigator confirmed that it could occur at its scheduled time.

Once Officer Izzy B. Good arrived, the Investigator and Officer Izzy B. Good held the interview in a private office to avoid any interruptions and/or distractions. Officer Izzy B. Good's appearance was professional, as she was wearing a black business suit with black heels. Officer Izzy B. Good told the Investigator that she had experienced a very busy work-day, that she still had a business affair to attend immediately following the interview, and that she would only be able to provide direct answers to the questions. Officer Izzy B. Good conducted herself in a very professional manner and communicated verbally in a direct manner. The Investigator found Officer Izzy B. Good to be anxious, yet thoughtful of the subject matter of the interview. Officer Izzy B. Good consented to participate in the study because she wanted to share her experiences as a veteran police officer, as well as to help the Investigator complete his research. Officer Izzy B. Good is a community police officer, with a college degree and has been employed with Miami-Dade Police Department for 20 years. For most of her tenure, Officer Izzy B. Good was a Uniform Patrol Officer. However, for the last five years, she has been working with Community Oriented Policing Services. Officer Izzy B. Good did recollect some experiences she encountered with citizens and their impact during order maintenance and exercised degrees of control, but provided short facts because of time constraints in her schedule as previously mentioned. Officer Izzy B. Good's responses to these experiences are shared following questions asked by the Investigator and details of descriptions to each scenario during the final section of the Interview Questionnaire for Police Officers. Officer Izzy B. Good did not share lengthy details of her experiences because of time constraints in her schedule, but she did elaborate a little to some of the questions that really caught her attention because her face would light and you could hear excitement in her tone as she expressed how her experiences over the years helped her to be a good, personable and fair police officer to citizens while performing her duties.

Officer Izzy B. Good is a college graduate and concurs that higher education is a significant factor in performance of police work, as well as common sense. Officer Izzy B. Good further said, "If an officer does not have higher education, then they must use common sense, as that can work just as well."

The Investigator asked Officer Izzy B. Good if diversity training was an important factor in her decision-making when she is performing her duties. Officer Izzy B. Good
replied, “Yes, I think we need to know the diverse groups of citizens we deal with because Miami is the melting pot of a lot of different ethnic groups which means we need to know what and how each group’s way of life, especially when it pertains to police matters.”

The Investigator asked Officer Izzy B. Good to comment on what professional trainings she had received which assists her in her decision-making process regarding her duties. Officer Izzy B. Good smiled and replied, “Well, the Department keeps us informed by offering different trainings, such as mental health, human diversity, etc. These trainings have helped me in terms of how I handle the varying situations we encounter daily. I have also been trained in firearms, defensive tactics, stopping cars/traffic stops, etc., as these have been a tremendous help regarding performance of my duties.”

The Investigator asked Officer Izzy B. Good if she feel that her experience affects her attitude toward performance of her duties. Officer Izzy B. Good responded, “Yes, I do. The more experienced police officers, I believe, are better at handling situations because we have been out in the communities longer. Because we are older and most of us are parents, I think we deal with and handle situations with citizens a lot better than less experienced or younger police officers because they have not yet worked as a police officer the many years that we have experienced. Moreover, being a parent is a good policing tool because we have to deal with various matters regarding children and teenagers. Having elderly parents is yet another policing tool because we are given the opportunity to deal with them and their matters. Therefore, years of experience allows you to become better as a person and more skillful as a police officer in handling the many situations that arise in the community.”

The Investigator asked Officer Izzy B. Good to state in her own words what does order maintenance and exercised degrees of control mean to her. Officer Izzy B. Good replied, “Order maintenance means that we take the situation and find different ways to deal with it. Exercised degrees of control mean you automatically make a decision to arrest.”

The Investigator asked Officer Izzy B. Good to explain if building a relationship with the community affects an officer’s ability to enforce order maintenance and exercised degrees of control functions. Officer Izzy B. Good stated, “Yes, it does. Because when we go out and serve the community and we attend the different functions they have, the citizens get to see us as people rather than just police officers that make arrests all the time and put people in jail. The citizens get to see us as human beings. Therefore, building a relationship with the citizens allow them to get to know us and understand us as fair police officers and officers who will help in the community, but police officers who have no problem enforcing order maintenance and the necessary degree of control that needs to be exercised.”

The Investigator asked Officer Izzy B. Good to share any personal experiences she encountered that impacted her decision-making process regarding her duties. Officer
Izzy B. Good responded, "My personal experiences have mainly been about getting to know and helping the citizens within the communities I serve. When I have made arrests, the subjects have served their term, and they return, these same citizens have shown me great respect because they know that I was fair in the decision I made to arrest them and because of the good that I have done for their community. Because I ride through the community and the citizens see me, they respect me highly because they know I am policing their community, I am helping them, and I am always there for them."

The Investigator asked Officer Izzy B. Good to describe what personal qualities she thought police officers should have that will improve their relations with citizens. Officer Izzy B. Good, with a very serious face, replied, "I think you have to have a sense of humor. I think you have to be a very personable person. Also, you have to let the citizens know that you are there for them, but that you are also a human being, a mother, and a parent as well. In general, being a personable person is the most important quality police officers should have when relating to citizens and in improving their relations with citizens."

The Investigator next asked Officer Izzy B. Good to describe the professional qualities she thought police officers should have that will improve their relations with citizens. Officer Izzy B. Good moved to the edge of her seat and eagerly responded, "I think they just need to be good, honest police officers. Police officers should conduct themselves in a professional manner both on and off duty. You must conduct yourself in manner that depicts you as an upstanding police officer because you cannot be an officer making arrests and, at the same time, breaking the law. Consequently, you have to be an upstanding citizen in all respects in order to be a good police officer."

The Investigator asked Officer Izzy B. Good to describe what attributes of police officers she thought that impact their use of qualities of order maintenance and exercised degrees of control most. Officer Izzy B. Good responded, "The attributes are simply being a good, personable, and fair police officer whose considerate and takes a situation and think of it as what they would do for that person in the situation and question what would you want that person to do for you if you were in the same situation. In addition, treating people with the utmost respect is an important attribute, as they will be more cooperative in helping you to resolve whatever the situation is."

The Investigator mentioned to Officer Izzy B. Good, we have approached the final section of the Interview Questionnaire for Police Officers, which consists of the kinds of order maintenance and exercised degrees of control an officer would use in various scenarios. After I provide you with the scenarios, I will ask you to describe the steps you would take to handle each situation. The Investigator proceeded with each scenario and Officer Izzy B. Good provided her responses. These are as follows:

Scenario: A group of young males have gathered and are loitering in an apartment complex and a call has been made to the police. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.
Response: Officer Izzy B. Good replied, “I would respond with back up. Since it is an apartment complex, I would contact management to find out what is the problem, how can we avoid this situation, and which of these young males live or belong there. If the males were young adults or teenagers, I would contact their parents and find out if they should be there. If any of them do not live there and are causing the problems, I would give them a trespass warning and ask them to leave. For those that live there, if they are gathering for a reason, then maybe we can get with management to schedule some activities or an activity that they can do instead of just gathering because they have nothing to do.”

Scenario: A domestic dispute is occurring at a residence and a call has been made to the police that they hear loud screaming and sounds of loud bangs. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Izzy B. Good mentioned, “I would respond with back up. I would separate the parties. I would check for any abuse. If no one has been physically hurt and there’s just yelling, screaming and banging, then naturally I am going to try to work out the problem with them. I will also try and get one of them to leave for the evening. However, if someone has been hurt, then one of them will have to go to jail.”

Scenario: A burglary is in progress at a residence and a call has been made to the police that a male is entering the front window of the residence. You have been dispatched to handle this call. Upon your arrival, the male screams to you, “I live here,” and continues to proceed through the window. Describe the steps you will take to handle this situation.

Response: Officer Izzy B. Good stated, “Again, I will respond with backup. I would initially detain him, ask him for identification, and then find out if he does live there. He would obviously have to show me some identification and he would have to explain to me why he is entering through the window instead of the door. If he proves that he does live there, we would leave. If he cannot prove that he lives there, then he will be going to jail.”

Scenario: Several young males have been previously warned to not trespass in a local shopping center, but proceed to do so. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Izzy B. Good replied, “Well, if I previously warned them not to trespass here, I would first find out the reason as to why they came back. If they have a legitimate reason, I will tell them, do not return to this shopping center again and if I get another call for this very same reason, there is no question, you all will be going to jail. If it is not a legitimate reason and I previously warned them, then I will take them to jail. If other
officers had warned them, then that is another thing. But, I like to warn
my own people before I take them to jail because this makes me
comfortable with the situation when I have to make the decision to arrest
and take them to jail.”

Scenario: During routine patrol, you observe a female standing outside of a local
convenience store who appears to be upset, angry, and speaking with a
loud voice to others standing in the vicinity. You stop to find out what is
occurring and the female begins to display anger towards you. You also
find out that she is lashing out at the storeowner. Describe the steps you
will take to handle this situation.

Response: Officer Izzy B. Good remarked, “I would speak to the person, detain them
in my police car, and find out what is the problem. In situations like this,
people, a lot of times, are on medication or have mental problems. If she
were on medication, then I would have someone take her home. If she has
mental problems, then I would see if she could voluntarily report to
Jackson Memorial Crisis Center and, if not, then I would take her.”

Scenario: During routine patrol, you observe a vehicle traveling ahead of you
weaving in and out of traffic. You signal for the vehicle to stop. You
notice the driver appears to be under the influence of an unknown
substance. The driver says in blurred speech, “I am Chairperson of the
District Advisory Board of this District.” Describe the steps you will take
to handle this situation.

Response: Officer Izzy B. Good firmly responded, “Chairperson or no chairperson if
the person is driving under the influence of drugs or alcohol, they would
have to go to jail.”

Scenario: Several young males are on a corner, vehicles are constantly stopping,
they approach the vehicles, exchanges are being made which appear to be
drugs for money, and the vehicles immediately leave. Several calls have
been made to the police. Describe the steps you will take to handle this
situation.

Response: Officer Izzy B. Good stated, “Well, I personally would set up surveillance
to try and get the tag numbers of the cars. Then I would refer the call to
CST, which handles drug related problems in our District. If they are not
available, then I would refer the call to our Narcotics Bureau in
Headquarters to handle.”

At the conclusion of the interview, Officer Izzy B. Good stated, “police officers
with only a few years of experience can definitely benefit from the experiences of veteran
police officers included in this research because we have been enforcing order
maintenance and exercised degrees of control for such a long period of time. In addition,
attaining higher education and learning from the experiences of veteran police officers can offer great insight into areas that can help rookie police officers to be good, personable and fair officers when they are performing their duties.” Officer Izzy B. Good also stated, “I am grateful to have participated in this research as it will be a benefit to all police officers both now and in the future.”

**Interview of Officer Marilyn Meeks**

The interview of Officer Marilyn Meeks occurred during the week, after working hours and in a private office. The Investigator and Officer Marilyn Meeks held the interview in a private office to avoid any interruptions and/or distractions. Officer Marilyn Meeks was dressed in her police uniform, as she had attended an appointment prior to the interview, but had not yet reported home. Officer Marilyn Meeks is a 40-year-old female. Her demeanor appeared timid and she communicated verbally in an apprehensive manner. Officer Marilyn Meeks consented to participate in the study because she wanted to share her insights as an older police officer. Officer Marilyn Meeks is a community police officer, with a high school diploma and has been employed with Miami-Dade Police Department for nine years. For five of the nine years, Officer Marilyn Meeks was a Uniform Patrol Officer. However, for the last four years, she has been working with Community Oriented Policing Services. Officer Marilyn Meeks only recalled a few experiences she encountered with citizens and their impact during order maintenance and exercised degrees of control, but only shared one. Officer Marilyn Meeks’s response to this experience is shared following questions asked by the Investigator. During the final section of the Interview Questionnaire for Police Officers, Officer Marilyn Meeks provided very brief descriptions to each scenario. The Investigator did not find any particular area of the Questionnaire that really caught Officer Marilyn Meeks’s attention as her facial and physical expressions remained the same throughout the interview.

Officer Marilyn Meeks, again, is a high school graduate and feels that higher education is an insignificant factor in performance of police work. Officer Marilyn Meeks also stated, “Higher education may be important in some areas of law enforcement, but the Department gives its police officers enough training and skills on how to deal with citizens in our communities.”

The Investigator asked Officer Marilyn Meeks if diversity training was an important factor in her decision-making when she is performing her duties. Officer Marilyn Meeks replied, “Yes, it helps a great deal because it helps us as officers to understand the different cultures we serve and how they operate.”

The Investigator asked Officer Marilyn Meeks to comment on what professional trainings she had received which assists her in her decision-making process regarding her duties. Officer Marilyn Meeks responded, “With the Department, I had basic training and a 40-hour course in community policing. During this course, we were taught how to communicate and solve problems in the community and how to deal with certain situations that will give different aspects of policing.”
The Investigator asked Officer Marilyn Meeks if she feel that her experience affects her attitude toward performance of her duties. Officer Marilyn Meeks responded, "Yes, it should not, but it does. For instance, I was stopped by a police officer while I was off duty and was dealt with very negatively. As a result, I try to be polite to people and try to treat them with respect because I did not like or agree with the way the officer handled me."

The Investigator asked Officer Marilyn Meeks to state in her own words what does order maintenance and exercised degrees of control mean to her. Officer Marilyn Meeks replied, "They mean maintaining order and if I have to make an arrest, I have to make an arrest."

The Investigator asked Officer Marilyn Meeks to explain if building a relationship with the community affects an officer’s ability to enforce order maintenance and exercised degrees of control functions. Officer Marilyn Meeks stated, "No it does not affect my ability to enforce order, because the community knows the officer that I am. If I have to make an arrest, they know there is a reason for it and I have to do what I have to do. I am going to do my job regardless of a relationship or not."

The Investigator asked Officer Marilyn Meeks to share any personal experiences she encountered that impacted her decision-making process regarding her duties. Officer Marilyn Meeks stated, "As a personal experience, I witnessed an officer making an arrest. The officer’s police car was hot, steaming hot, and the subject was a burglary suspect. Those officers placed the subject’s hands on the hood of the car with his face down even though the care was steaming hot. That was entirely insensitive. As a result, I decided that when I need to make an arrest, I will tell the subjects what I am going to do and am always very conscious of my surroundings so that I treat my subjects or citizens with dignity."

The Investigator asked Officer Marilyn Meeks to describe what personal qualities she thought police officers should have that will improve their relations with citizens. Officer Marilyn Meeks replied, "Sensitivity is the strongest quality a police officer should have. They have to let go of their personal prejudices and be open-minded because we often times let our personal prejudices affect us while we are performing our duties."

The Investigator next asked Officer Marilyn Meeks to describe the professional qualities she thought police officers should have that will improve their relations with citizens. Officer Marilyn Meeks responded, "Again, it is important for police officers to be sensitive."

The Investigator asked Officer Marilyn Meeks to describe what attributes of police officers she thought that impact their use of qualities of order maintenance and exercised degrees of control most. Officer Marilyn Meeks responded, "The attributes are treating people with integrity and respect."
The Investigator advised Officer Marilyn Meeks that we have approached the final section of the Questionnaire for Police Officers and it consists of the kinds of order maintenance and exercised degrees of control an officer would use in various scenarios. The investigator provided the scenarios, and asked Officer Marilyn Meeks to describe the steps she would take to handle each situation. The Investigator proceeded with each scenario and Officer Marilyn Meeks provided the following responses:

Scenario: A group of young males have gathered and are loitering in an apartment complex and a call has been made to the police. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Marilyn Meeks replied, “I am going to approach the males to find out why they are gathering and loitering. I will take their names and other personal information and perform a subject check. According to what they tell me and if there are no warrants for arrests, then I would just make them leave the area.”

Scenario: A domestic dispute is occurring at a residence and a call has been made to the police that they hear loud screaming and sounds of loud bangs. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Marilyn Meeks responded, “Basically, it is what I see when I arrive on the scene. If I see that someone has been battered, then somebody is going to jail. But if no one has been battered, I am going to ask one of the parties to leave just to calm the situation and then I will leave.”

Scenario: A burglary is in progress at a residence and a call has been made to the police that a male is entering the front window of the residence. You have been dispatched to handle this call. Upon your arrival, the male screams to you, “I live here,” and continues to proceed through the window. Describe the steps you will take to handle this situation.

Response: Officer Marilyn Meeks stated, “Because I do not know whether or not he lives there, I am going to request back up. When back up arrives, we will surround the house and I will ask the subject to show some proof that he does live there because in my mind, he is a burglar. Now, once he gives me sufficient proof that he lives there and he, in fact, does live there, then I will explain to him why I took the actions that I took and why I called for additional officers.”

Scenario: Several young males have been previously warned to not trespass in a local shopping center, but proceed to do so. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.
Response: Officer Marilyn Meeks replied, “If I do not have the list of the previous trespass warning, then I would warn them myself. I would tell them they do not need to be loitering in the shopping center and I would make them leave.”

Scenario: During routine patrol, you observe a female standing outside of a local convenience store who appears to be upset, angry, and speaking with a loud voice to others standing in the vicinity. You stop to find out what is occurring and the female begins to display anger towards you. You also find out that she is lashing out at the storeowner. Describe the steps you will take to handle this situation.

Response: Officer Marilyn Meeks responded, “First, I would try to calm her down to find out what is going on because when you are angry, you say a lot of mean things. Again, I would tell her to settle herself and talk to me and tell me what happened. Then, I would speak to the storeowner to find out what is going on. If it is a situation where there was just a conflict between she and the storeowner, then I would ask her to leave and not return.”

Scenario: During routine patrol, you observe a vehicle traveling ahead of you weaving in and out of traffic. You signal for the vehicle to stop. You notice the driver appears to be under the influence of an unknown substance. The driver says in blurred speech, “I am Chairperson of the District Advisory Board of this District.” Describe the steps you will take to handle this situation.

Response: Officer Marilyn Meeks said, “I am going to request back up. When back up arrives, we will approach the person. Although the person is saying who they are, that does not matter to me because we are going to treat them with respect. However, if the person appears to be intoxicated, then I have to make an arrest and they are going to jail.”

Scenario: Several young males are on a corner, vehicles are constantly stopping, they approach the vehicles, exchanges are being made which appear to be drugs for money, and the vehicles immediately leave. Several calls have been made to the police. Describe the steps you will take to handle this situation.

Response: Officer Marilyn Meeks stated, “I am going to request back up. When back up arrives and if we observed someone actually passing drugs, we are going to contain that person and make an arrest.”

At the conclusion of the interview, Officer Marilyn Meeks stated, “I assisted in this research because police officers need to be aware of the importance of exercising sensitivity because we get more cooperation from citizens, which makes our jobs easier.”
In addition, Officer Marilyn Meeks said, “treating people with integrity and respect should be a police officer’s main focus because it impacts the type of order maintenance they will enforce when performing their duties.”

*Interview of Officer Flo Properly*

The interview of Officer Flo Properly occurred during the week, after working hours and in a private office. The Investigator and Officer Flo Properly held the interview in a private office to avoid any interruptions and/or distractions. Officer Flo Properly’s appearance was casual, as she was wearing shorts and a t-shirt. Officer Flo Properly is articulate and communicated verbally in a straightforward manner. The Investigator found Officer Flo Properly to be relaxed, yet considerate to the subject matter under discussion of the interview. Officer Flo Properly consented to participate in the study because she wanted to share her experiences as a police officer and to assist the Investigator in completing his research. Officer Flo Properly is a community police officer, with a high school diploma and has been employed with Miami-Dade Police Department for nine years. Officer Flo Properly’s previous assignments were Uniform Patrol Officer and her current assignment is Community Policing Officer. Officer Flo Properly did recall some experiences she encountered with citizens and their impact during order maintenance and exercised degrees of control and supplied the details. Officer Flo Properly’s responses to those experiences are shared and her descriptions to the scenarios are noted in the final section of the Interview Questionnaire for Police Officers. Officer Flo Properly, again, was relaxed throughout the interview, as she responded to each question and scenario.

As previously mentioned, Officer Flo Properly is a high school graduate and feels that higher education is a significant factor in performance of police work. Officer Flo Properly stated, “Higher education is very important in many areas of police work.”

The Investigator asked Officer Flo Properly if diversity training was an important factor in her decision-making when performing her duties. Officer Flo Properly said, “Yes, Diversity training should be a part of community policing training because of the fact that you have different cultural groups of people in the community that believe in certain things. So, officers need to have a greater understanding of the varying cultures of people in order to apply the law and effectively perform their job.”

The Investigator asked Officer Flo Properly what professional trainings had she received which assists her in her decision-making process regarding her duties. Officer Flo Properly said, “Basic Training, Diversity Training, Community Policing Training, Interpersonal Skills Training, Elderly Abuse Training, and Juvenile Justice Training.”

The Investigator asked Officer Flo Properly if she felt that her experience affects her attitude toward performance of her duties. Officer Flo Properly, responded, “Yes. My experiences have helped me to understand when I’m doing my job that I’m human and everybody goes through the same things. My experiences have helped me to understand what citizens go through in many situations. Because of this understanding, I
can educate them on the law because some of them don’t know what the law is and some of them really don’t know that what they were actually doing was wrong. Thus, my experiences have a lot to do with my attitude and how I perform my duties in the community.”

The Investigator next asked Officer Flo Properly to state in her own words what does order maintenance and exercised degrees of control mean to her. Officer Flo Properly stated, “Order maintenance and exercised degrees of control means making a decision to arrest or not and maintaining order and control.”

The Investigator asked Officer Flo Properly if building a relationship with the community affects an officer’s ability to enforce order maintenance and exercised degrees of control functions. Officer Flo Properly replied, “No, because when you educate citizens regarding the law and they have a greater understanding that you are doing your job and if you don’t get into a very personal relationship with them, you will be able to do your job properly.”

The Investigator asked Officer Flo Properly if she had any personal experiences that she encountered that impacted her decision-making process regarding her duties. Officer Flo Properly remarked, “My personal experiences have been related to the elderly. I experienced many problems with my 87-year-old uncle when I assisted him with both Social Security and the State of Florida issues. As a result, I have greater respect for them, greater knowledge about their needs, and I am willing to assist them in the community. These outcomes have impacted my decision-making process when performing my duties.”

The Investigator asked Officer Flo Properly to describe what personal qualities should police officers have that will improve their relations with citizens. Officer Flo Properly stated, “Personal qualities are treating everyone with respect, be understanding and be human.”

The Investigator next asked Officer Flo Properly to describe the professional qualities police officers should have that will improve their relations with citizens. Officer Flo Properly responded, “Be professionals, have knowledge of the law, treat people with respect.”

The Investigator asked Officer Flo Properly if she would describe the attributes of police officers that impact their use of qualities of order maintenance and exercised degrees of control most. Officer Flo Properly stated, “Maintaining order and treating people with respect.”

The Investigator pointed out that next is the final section of the Interview Questionnaire for Police Officers, which contain the kinds of order maintenance and exercised degrees of control an officer would use in various scenarios. The investigator provided the scenarios and asked Officer Flo Properly to describe the steps she would
take to handle each situation. The Investigator proceeded with each scenario and Officer Flo Properly submitted the following responses:

Scenario: A group of young males have gathered and are loitering in an apartment complex and a call has been made to the police. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Flo Properly stated, “Well, I would ask for a backup unit. Once we get to the scene, we can find out what they are actually doing there. Then I would ask for identification from everyone. Then I would question if they live within the apartment complex and if they are creating any problems. If I find that everyone is in accordance with the law, I will tell them that you all are not allowed out here and you need to go inside of your apartment rather than hanging outside. If you they do not live, I would give them a warning and if I get called for the same situation, then I would return and issue a trespass warning.”

Scenario: A domestic dispute is occurring at a residence and a call has been made to the police that they hear loud screaming and sounds of loud bangs. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Flo Properly said, “Well, I will request a backup unit. Upon arrival, if there is anyone outside, then I need to find out if anybody is injured, screaming and hollering. If there are injuries, call Fire/Rescue, get the parties’ names, secure the person that is supposed to be the subject, and find out who the victim is and make an arrest. If I find out that no one was injured, I would explain why we were called.”

Scenario: A burglary is in progress at a residence and a call has been made to the police that a male is entering the front window of the residence. You have been dispatched to handle this call. Upon your arrival, the male screams to you, “I live here,” and continues to proceed through the window. Describe the steps you will take to handle this situation.

Response: Officer Flo Properly responded, “I will request a backup unit. We will ask him to come out of the window. Then we will find out if he actually lives there by having the dispatcher either run the address to see who is the homeowner or by getting someone to verify that he actually lives there. If he does not live there, then we will have to take him to jail. If he does live there, then we would have to be apologetic to him and explain to him why we were called.”

240
Scenario: Several young males have been previously warned to not trespass in a local shopping center, but proceed to do so. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Flo Properly stated, "Well, I will need a backup unit. I would ask them for identification. Sometimes the District has a list of people who have been warned. If their names are on the list, by all means, they will go to jail for trespassing after warning. But if their names do not appear on the list, I would issue my own trespassing warning and keep that in my own records. But, if they have been warned before, then they will go to jail for trespassing after warning."

Scenario: During routine patrol, you observe a female standing outside of a local convenience store who appears to be upset, angry, and speaking with a loud voice to others standing in the vicinity. You stop to find out what is occurring and the female begins to display anger towards you. You also find out that she is lashing out at the storeowner. Describe the steps you will take to handle this situation.

Response: Officer Flo Properly replied, "Well, first I will ask for a backup unit. Then I would try to find out why she is lashing at people and try to calm her down. If I cannot calm her down, then she will go to jail for disorderly conduct."

Scenario: During routine patrol, you observe a vehicle traveling ahead of you weaving in and out of traffic. You signal for the vehicle to stop. You notice the driver appears to be under the influence of an unknown substance. The driver says in blurred speech, “I am Chairperson of the District Advisory Board of this District.” Describe the steps you will take to handle this situation.

Response: Officer Flo Properly stated, "Well, I would put my lights and siren on and try to stop the person and ask for a backup unit. Once the person pulls over, I would have check and see if the person is on some type of medication. If the person is on medication, I will have Fire/Rescue to respond to check the person. If the person has been drinking, then I would have a DUI unit to respond. If the person is under the influence of alcohol, by all means, they will go to jail."

Scenario: Several young males are on a corner, vehicles are constantly stopping, they approach the vehicles, exchanges are being made which appear to be drugs for money, and the vehicles immediately leave. Several calls have been made to the police. Describe the steps you will take to handle this situation.
Response: Officer Flo Properly replied, “Well, if we have our Crime Special Team (CST) units available, I will ask for their assistance because they use unmarked vehicles and they should be able to take it from there. But, in the meantime, if I am observing the area alone, I could try and get the tag number of the vehicle that just left and probably get the person that is still there and check their identification. But, if the person does not have any drugs or anything on him, I will ask him to get off the corner.”

Officer Flo Properly was thorough and direct in her responses to the questions and scenarios. Officer Flo Properly does agree that higher education is very important because it helps your performance in many areas of police work. Officer Flo Properly also agreed that diversity training is an important factor in her decision-making when performing her duties because she serves different cultures. In contrast, Officer Flo Properly does not agree that building a relationship with the community affects an officer’s ability to enforce order maintenance and exercised degrees of control functions because if someone is committing a crime, you have to take action to make an arrest. Finally, Officer Flo Properly stated, “I am glad you to have participated in this research because my experiences, as well as others, will provide awareness of order maintenance and levels of degrees of control excised to other rookie and veteran law enforcement professionals, as we can all learn from experience.”

Interview of Officer Carl Sears

The interview of Officer Carl Sears occurred during the week, after working hours and in a private office. The Investigator and Officer Carl Sears held the interview in a private office to avoid any interruptions and/or distractions. Officer Carl Sears’s appearance was business casual as he was dressed in a pair of kaki pants, a polo shirt, and oxfords. Officer Carl Sears was basically articulate, yet lengthy with his responses throughout the interview. Officer Carl Sears is a 39 year-old-male with a high school diploma. He has been employed with MDPD for nine years. Officer Carl Sears’s previous assignment was road patrol working as a traditional police officer. Currently, Officer Carl Sears’s assignment is a community police officer. Officer Carl Sears appeared somewhat anxious at the onset of the interview, but later relaxed as the interview continued. Nonetheless, he was very focused regarding the subject matter being discussed. Officer Carl Sears consented to participate in this study because he wanted to assist the Investigator with the research. Officer Carl Sears did recall some experiences he encountered with citizens and their impact during order maintenance and exercised degrees of control, but provided what he learned from them. Officer Carl Sears’s responses to those experiences are shared and his descriptions as to how he would handle each scenario are reported. Officer Carl Sears, again, was very focused throughout the interview as he provided his responses to each question and scenario.

Again, Officer Carl Sears is a high school graduate and does feel that higher education is a significant factor in performance of police work. Officer Carl Sears stated, “In my opinion, higher education is significant in any form of work because it helps a
person to better understand their job and it helps a person perform their job in a more efficient manner.”

The Investigator asked Officer Carl Sears if diversity training was an important factor in his decision-making when performing his duties. Officer Carl Sears replied, “Yes, diversity training is an important factor in the decisions we make. I think the Department should place even more emphasis on diversity because in some decisions we have to make, if we understand the different cultural groups within the communities we serve, it will help us tremendously in understanding what is going on in the many situations we encounter.”

The Investigator asked Officer Carl Sears what professional trainings had he received which assists him in his decision-making process regarding his duties. Officer Carl Sears said, “The professional trainings I received were Human Diversity Training and Human Skills Training. Both of these trainings helped me to understand the many cultural groups I encounter during road patrol in the community. I also received training in community oriented policing which has greatly assisted me in dealing with police/community relations while performing my duties.”

The Investigator asked Officer Carl Sears if he felt that his experience affects his attitude toward performance of his duties. Officer Carl Sears responded, “Yes and in a positive way. My experience has helped me improve my performance in my duties in many ways. Being around for a while as a police officer has taught me about the things that I should or should not do. I have watched other officers do things, whether they have been good or bad, and it has helped me in my decision-making process in what to do and what not to do. Overall, I think experience is probably one of the most important factors an officer could have in performance of their police duties.”

The Investigator next asked Officer Carl Sears to state in his own words what does order maintenance and exercised degrees of control mean to him. Officer Carl Sears stated, “When I hear the words order maintenance, I am thinking get to the scene and take control of it. However, exercise degrees of control means once I arrive on the scene, I am to get everything in order and make a decision that would be in the best interest of that particular situation.”

The Investigator asked Officer Carl Sears if building a relationship with the community affects an officer’s ability to enforce order maintenance and exercised degrees of control functions. Officer Carl Sears replied, “Honestly speaking, yes it does, especially in community policing. A lot of people that we get information from are not always law abiding citizens and sometimes that affects exercising certain degrees of control we use from the standpoint of there are occasions when a particular person might have done something that an arrest should be made. But, in that particular situation, we did not make an arrest because that person may have offered some information to us that we needed at the time and an arrest would have interfered with the relationship. Thus, there are times when relationships that we build with the community affects whether or not we make an arrest and the use of degrees of control we exercise.”

243
The Investigator asked Officer Carl Sears if he had any personal experiences that he encountered that impacted his decision-making process regarding his duties. Officer Carl Sears remarked, “Well, I was arrested once as a police officer. It was for a domestic violence situation, although I never put my hands on my spouse. In any event, I was arrested. I paid a hefty price for that. I attended anger control classes, which cost me roughly $10,000 for something that I know did not do. Thus, when I stand around and I listen to people on the scene and they say officer I did not do whatever they are being accused of or they say I am tired of the police bothering with me when I have not done anything wrong, I listen a lot more because I know how it feels to pay the price for something that you did not do.”

The Investigator asked Officer Carl Sears to describe what personal qualities should police officers have that will improve their relations with citizens. Officer Carl Sears replied, “I think a lot of police officers need good communication skills. Bottom line is most of them do not know how to talk to people. I think that once a person becomes a police officer, especially in their rookie year, they have this macho attitude that it is all about me and forget that once they were a citizen before becoming a police officer. In essence, police officers need to remember they are still citizens, but they just have been given a little bit of power and authority. In addition, I think police officers need human diversity skills as well because they need to know how to deal with and understand the many cultural groups we have in our communities.”

The Investigator asked Officer Carl Sears to describe the professional qualities police officers should have that will improve their relations with citizens. Officer Carl Sears said, “I think, and this is just my opinion, that a lot of people just completing high school and people without college degrees newly hired as police officers are given a lot of authority to make decisions that impact other people lives. However, because of the amount of authority and power they are given, police departments should and need to raise the level of education required for new recruits to perform police work.”

The Investigator asked Officer Carl Sears if he would describe the attributes of police officers that impact their use of qualities of order maintenance and exercised degrees of control most. Officer Carl Sears responded, “The attributes are good communication skills and respect. I continue saying communication skills because I have been in so many situations that I was able to talk my way through simply by giving people respect. Also, respecting others and understanding people situations is very important. Thus, officers need to be able to communicate well and be courteous to citizens they encounter so that they can gain the cooperation needed to resolve any given situation they are handling.”

The Investigator advised Officer Carl Sears that next is the final section of the Interview Questionnaire for Police Officers which includes scenarios that contain various kinds of order maintenance and exercised degrees of control an officer would use in different situations. The Investigator advised Officer Carl Sears that for each scenario he is to describe the steps he would take to handle each situation. The Investigator supplied the scenarios and Officer Carl Sears presented his comments as follows:
Scenario: A group of young males have gathered and are loitering in an apartment complex and a call has been made to the police. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Carl Sears said, "The first thing I'd do when I approach these gentlemen is try and get a rapport with them. I would try to build a person-to-person relationship and not a police officer to citizen relationship. I would approach them and ask if any of them live in the area. Whatever the responses, I would explain to them that we were called to the scene, but are not there to harass them. Once, I find out they live there, I would personally give them instructions that we cannot continuously be called back to that scene because they are just hanging out. However, if they do not live in the area, I would tell them I would appreciate if they found somewhere else to hang out. Once that is understood, I would also tell them that I have to issue a trespassing warning so that they do stand a chance to be arrested if they returned and loitered and prowled in that area again."

Scenario: A domestic dispute is occurring at a residence and a call has been made to the police that they hear loud screaming and sounds of loud bangs. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Carl Sears stated, "The first thing I am going to do is make contact with the complainant, the person that called the police. I want to investigate what type of bangs they are heard and whether these bangs sound as if someone's knocking on a wall or gun shot bangs for my own safety. Once I make that determination, backup and I will approach the house and try to make contact with the people within the residence. Once I make contact with the people, I will immediately separate them and get the stories from each party while also finding out if there is a third party within the house that can offer additional information. My next step will be based on the information I get from them. However, I do know that I will not be able to leave the parties within that house if there has been sounds of loud banging and screaming as, obviously, there is a potential for violence."

Scenario: A burglary is in progress at a residence and a call has been made to the police that a male is entering the front window of the residence. You have been dispatched to handle this call. Upon your arrival, the male screams to you, "I live here," and continues to proceed through the window. Describe the steps you will take to handle this situation.

Response: Officer Carl Sears responded, "Being in uniform, I am sure the male is going to know that I am a police officer. I am going to try and build a
rapport with him. If he stops to talk with me, then I am going to try to get some form of identification which would tell me whether he resides within that residence or not. At the same time, I am going to have the dispatcher make contact with the neighbor or whoever made the call to see if they can identify him, the person entering the window. Now, if he continues to go through the window and refuses to talk to me, then I will use the necessary restraint to stop him until I am able to find out what is actually going on.”

Scenario: Several young males have been previously warned to not trespass in a local shopping center, but proceed to do so. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Carl Sears stated, “I have been a part of police warnings myself, and when you’re dealing with young males, I think you have to be a little more flexible if they are respectful individuals. I’m saying that to say after issuance of a trespass warning, we can actually make an arrest. But, I generally give an additional warning before I make the arrests, as that is just my way of building a positive police-community relationship with the citizens within the community. Now, if these young males have been identified as problem kids by me or other officers or other community members, then an additional warning will not be necessary and arrests will be made.”

Scenario: During routine patrol, you observe a female standing outside of a local convenience store who appears to be upset, angry, and speaking with a loud voice to others standing in the vicinity. You stop to find out what is occurring and the female begins to display anger towards you. You also find out that she is lashing out at the storeowner. Describe the steps you will take to handle this situation.

Response: Officer Carl Sears mentioned, “The first thing I am going to do is ask the backup unit to stay with her and I am going inside the store to make contact with the storeowner. I am going to identify myself and find out exactly what occurred. Once I get the storeowner’s version of the story, then I am going outside to the young lady and try to assure her that I am there to help the situation. I am going to try and build a rapport with her, if possible. If I cannot and if her behavior is becoming disruptive to the community and I do not have enough information from her to resolve the situation, then I am going to ask her to leave. If she refuses to leave, then I am going to give her a warning for disorderly conduct.”

Scenario: During routine patrol, you observe a vehicle traveling ahead of you weaving in and out of traffic. You signal for the vehicle to stop. You notice the driver appears to be under the influence of an unknown substance. The driver says in blurred speech, “I am Chairperson of the
District Advisory Board of this District.” Describe the steps you will take to handle this situation.

Response: Officer Carl Sears replied, “The first thing is it does not matter to me who they say they are. Thus, the first thing I am going to do is have that person pull over just like I would stop any other citizen. I am going to ask for their driver’s license and registration and I am going follow the same procedures that I would normally follow, if that person were being respectful and communicating with me. If that person is under the influence, they will be arrested. If the person were not under the influence, then I would just have someone pick them up and return to take the vehicle to his home. There have been times where I have stopped people who have been under the influence of alcohol and made a decision to not arrest.”

Scenario: Several young males are on a corner, vehicles are constantly stopping, they approach the vehicles, exchanges are being made which appear to be drugs for money, and the vehicles immediately leave. Several calls have been made to the police. Describe the steps you will take to handle this situation.

Response: Officer Carl Sears stated, “Basically, I will try and make contact with our Narcotic Units, who are plain clothed officers who perform proactive type activities where they would probably go to the scene and try to make a buy and see if they could resolve the problem at that particular location. But, if they are not available, I will request several other officers and we will go in the area from different directions and try to make contact with those individuals. We will, of course, make contact with the person that we saw making the hand-to-hand transactions and ask him questions like where do you live, what are you doing there, etc. Based on that interrogation, we would proceed from there. In most occasions, not all, we would assume that there is some type of drug activity going on and the reason we make these assumptions are for officer safety. Then we would do a safety check of the individuals to make sure that they are not holding any weapons or things of that nature. If we cannot prove or come up with evidence that show that these people are doing anything illegal, we would complete a Field Interview Card and issue a trespass warning.”

At the conclusion of the interview Officer Carl Sears appeared very excited and stated, “Wow, what a study. I think this research is phenomenal, as it provides insight for all law enforcement patrol professionals about policing on the community level and it gives insight of issues that I mentioned regarding police departments increasing their educational requirements for newly recruited police officers.” It is important to mention, Officer Carl Sears feels strongly about more emphasis being placed on diversity training for police officers because in some decisions they have to make, if they understood the
different cultural groups within the communities they serve, it will help them in many ways understand the issues of the many situations they encounter.”

**Interview of Officer Stan Dailey**

The interview of Officer Stan Dailey occurred during the evening hours after both parties completed their work schedules. The Investigator and Officer Stan Dailey held the interview in a private office to avoid any interruptions and/or distractions. Officer Stan Dailey’s appearance was professional, as he was dressed in a brown and beige Miami-Dade Police Department (MDPD) uniform with the complete uniform gear. The Investigator was also dressed in his brown and beige MDPD uniform with complete uniform gear. Officer Stan Dailey was re-advised of the Consent Form at which time he informed the Investigator that you have my complete participation. Officer Stan Dailey was very talkative and long-winded throughout the interview. Officer Stan Dailey is a 30 year-old-male with a high school diploma and has been employed with MDPD for eight years. Officer Stan Dailey has been with the Uniform Division throughout his career as a traditional police officer and as of two years ago, is a community police officer. Officer Stan Dailey has worked all of his eight years in the Carol City District. Officer Stan Dailey was very attentive to the subject matter under discussion of the interview. Officer Stan Dailey, again, consented to participate in the study and mentioned it is because of his belief and love for community policing. Officer Stan Dailey did recall some experiences he encountered with citizens and their impact during order maintenance and exercised degrees of control and provided the details. Officer Stan Dailey’s responses to those experiences are presented and his descriptions to the scenarios are recorded in the final section of the Interview Questionnaire for Police Officers. Officer Stan Dailey was very focused throughout the interview, as he responded to each question and scenario.

As previously mentioned, Officer Stan Dailey is a high school graduate, but does not feel that higher education is always a significant factor in performance of police work. Officer Stan Dailey stated, “Education depends on an individual, which can sometimes be significant. It depends on an individual’s ability to communicate what they have attained from higher education. Police work does not necessarily require higher education, but it does require officers who have the ability to deal with people and their situations. As higher education can help in some aspects of police work, for the most part, we are just day-to-day dealing with people and their problems and the way they relate to the legal system. Thus, higher education is not a necessity in police work, but it can help.”

The Investigator asked Officer Stan Dailey if diversity training was an important factor in his decision-making when performing his duties. Officer Stan Dailey said, “It is something to always be cognitive of when dealing with people because everyone has a different ethnic background. Just because you come from one background does not necessarily mean that other people of different backgrounds respond the same way and what seems a little bit odd or alien to one, maybe perfectly normal for others. Thus, being aware of that can help you as an officer make proper decisions as to whether someone is behaving oddly to you or normally within their own set of cultural values.”

248
The Investigator asked Officer Stan Dailey what professional trainings had he received which assists him in his decision-making process regarding his duties. Officer Stan Dailey replied, “DUI Training, Traffic Enforcement Training, and so forth. But, the trainings I’ve received have equipped me with the knowledge to apply the laws to all situations I encounter. However, an officer does need their own personal experiences to help them deal with citizens and to decipher what is going on in the different situations.”

The Investigator asked Officer Stan Dailey if he felt that his experience affects his attitude toward performance of his duties. Officer Stan Dailey responded, “The more experience you have the better your attitude is because you respond to situations differently from the time you first begun your career. Because of experiences, you have witnessed more things and you understand how and why people behave the way they do. Also, after a period of time, you can predict the outcome of some situations because of their similarities to others you’ve dealt with.”

The Investigator asked Officer Stan Dailey to state in his own words what does order maintenance and exercised degrees of control mean to him. Officer Stan Dailey stated, “Order maintenance is the way you control a situation; the different styles you use to control a situation before it gets out of control. Exercised degrees of control are use of police presence, verbal skills and arrest powers.”

The Investigator next asked Officer Stan Dailey if building a relationship with the community affects an officer’s ability to enforce order maintenance and exercised degrees of control functions. Officer Stan Dailey stated, “Absolutely. The better relationship you have with the community, the more information an officer can obtain from the citizens of that community. Therefore, you develop an understanding with members of the community you serve. In other words, building relationships with the community provide you opportunities to exercise lesser degrees of control or give citizens’ a break. In addition, the citizens of the community will assist you in seeking your problem areas are and where your problem people are located.”

The Investigator asked Officer Stan Dailey if he had any personal experiences that he encountered that impacted his decision-making process regarding his duties. Officer Stan Dailey said, “Yes. My mother suffers from a mental illness. Thus, when I get a call that involves someone that has mental illness problems, I am a lot more sympathetic and can understand where they are coming from. Furthermore, the legal system really does not have a whole lot to offer to mental illness patients. Therefore, an officer can Baker Act the subject or ask them to seek counseling. Baker Act is when you involuntarily take someone to a mental facility for observation so that they can be treated. However, to reach the criteria of involuntarily transporting someone to a mental facility, the person has to be a threat to him or herself or to someone else. Most people that suffer from mental illness normally display odd and bizarre behavior, but it is not a threat to them self or anybody else, it is just typical behavior. However, because of my experience with my mother’s situation, I understand the behavior of a mental ill person.”
The Investigator asked Officer Stan Dailey to describe what personal qualities police officers should have that will improve their relations with citizens. Officer Stan Dailey responded, “They need to be patient and be a good listener. If you are a good listener, then you will hear what the person is saying and provide the best solution to resolve the situation. Officers need to exhibit patience because people will calm down and freely communicate their problems.”

The Investigator next asked Officer Stan Dailey to describe the professional qualities police officers should have that will improve their relations with citizens. Officer Stan Dailey replied, “Once again, police officers should be excellent communicators with citizens so that they can offer the most appropriate solutions to their problems. Citizens provide a lot of information to officers and you have to be able to process that information. Therefore, having the training and possessing the ability to understand situations will help officers to utilize the proper methods to resolve situations.”

The Investigator asked Officer Stan Dailey if he would describe the attributes of police officers that impact their use of qualities of order maintenance and exercised degrees of control most. Officer Stan Dailey stated, “Decision-making is most important because depending on the decision an officer makes in a situation, determines the outcome for the citizen. However, if an officer makes a careless or improper decision, the community suffers tremendously. That is what’s most important.”

The Investigator stated following is the final section of the Interview Questionnaire for Police Officers. It contains the kinds of order maintenance and exercised degrees of control an officer would use in various scenarios. The Investigator provided the scenarios and asked Officer Stan Dailey to describe the steps he would take to handle each situation. The Investigator presented each scenario and Officer Stan Dailey responded as follows:

Scenario: A group of young males have gathered and are loitering in an apartment complex and a call has been made to the police. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Stan Dailey replied, “I will make contact with the young males and attempt to find out if they live in the apartment complex. I would then question them as to why they are hanging out in that particular location. I would explain to the young males the concerns of the citizens in the apartment complex and suggest a better location for them to gather.”

Scenario: A domestic dispute is occurring at a residence and a call has been made to the police that they hear loud screaming and sounds of loud bangs. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.
Response: Officer Stan Dailey stated, “I have to make contact with the parties in the house. Once contact is made, I want to separate the parties and find out exactly what is going on. Next, I want to determine if anyone is injured or a crime has been committed. Then, I will question the parties concerning the problem and seek a solution.

Scenario: A burglary is in progress at a residence and a call has been made to the police that a male is entering the front window of the residence. You have been dispatched to handle this call. Upon your arrival, the male screams to you, “I live here,” and continues to proceed through the window. Describe the steps you will take to handle this situation.

Response: Officer Stan Dailey responded, “I would order him out of the window and have him identify himself and prove that he actually live there. If he does not live there, then I will take him into custody and find out why he is entering into the window. If he does live there, I will find out why is he breaking into his own house. Overall, I would get to the root of the problem to make sure that no crime has actually been committed.”

Scenario: Several young males have been previously warned to not trespass in a local shopping center, but proceed to do so. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Stan Dailey commented, “If the males were previously warned and they were given a trespass warning by an officer, I would make an arrest. However, I would first make sure that the males understand that they were previously warned and an officer issued a trespass warning. If they were not previously warned, I would take the time to explain that they will be issued a trespass warning and that they must leave the premises and if they return, they will be arrested.”

Scenario: During routine patrol, you observe a female standing outside of a local convenience store who appears to be upset, angry, and speaking with a loud voice to others standing in the vicinity. You stop to find out what is occurring and the female begins to display anger towards you. You also find out that she is lashing out at the storeowner. Describe the steps you will take to handle this situation.

Response: Officer Stan Dailey replied, “I would maintain my composure and try and calm her down. I would then say to her, I understand that you are angry, but I am here to help so you must calm yourself and allow me to assist you with the problem. Depending on the response she gives will determine my actions. If she does not cooperate with me, I will speak with the storeowner to find out the problem. After speaking with the storeowner, I would try and speak with her again and see if I could provides a solution to the problem.”
Scenario: During routine patrol, you observe a vehicle traveling ahead of you weaving in and out of traffic. You signal for the vehicle to stop. You notice the driver appears to be under the influence of an unknown substance. The driver says in blurred speech, "I am Chairperson of the District Advisory Board of this District." Describe the steps you will take to handle this situation.

Response: Officer Stan Dailey stated, I would speak with the driver and try to determine if they have a medical condition. Some medical conditions can cause a person to appear as if they are under the influence of a substance. If that is not the case, I will contact my supervisor and have them report to the scene provide assistance regarding the decision to arrest or not to arrest. If the driver is violating the law, specifically DUI, an arrest will be made. However, it does not have to be and I will leave it to the supervisor to decide.”

Scenario: Several young males are on a corner, vehicles are constantly stopping, they approach the vehicles, exchanges are being made which appear to be drugs for money, and the vehicles immediately leave. Several calls have been made to the police. Describe the steps you will take to handle this situation.

Response: Officer Stan Dailey responded, “I would make contact with the young males, assuming they do not leave the scene. I will speak with them and to learn their reasons for being at the location. I would also speak with them concerning the information received by dispatcher. If I observe what I consider to be an actual hand-to-hand transaction, I will conduct a drug investigation. However, during the investigation, if probable cause is discovered, then I will make the proper arrests. If I do not have anything that rises to the level of probable cause to make an arrest, I would inform them that the area will continue to be under investigation until the problem is resolved.”

At the conclusion of the interview, Officer Stan Dailey stated, “Thank you for allowing me to participate in this research project, I look forward to the final product. I have learned a lot over the years and this research is most definitely a great study that will interest most law enforcement professionals.” It is important to note that Officer Stan Dailey does not feel that higher education is always a significant factor in performance of police work because police work does not require higher education, but it does require officers possess the ability to deal with people in varying situations. Also, it is important to note that Officer Stan Dailey strongly agrees that building a relationship with the community does affect an officer’s ability to enforce order maintenance and exercised degrees of control function because the better the relationship with the community, the more assistance and cooperation you will receive in gathering information to correct problem areas that need correcting.
Interview of Officer Sonny Hart

The interview of Officer Sonny Hart occurred on a Friday, after working hours and in a private office. The interview was held in a private office to avoid any interruptions and/or distractions. Officer Sonny Hart arrived at the interview approximately 15 minutes early dressed in beach gear, swimming shorts and a Hawaiian shirt. Officer Sonny Hart was also wearing a large straw hat, as he was going to the beach to relax in the warm sand. Officer Sonny Hart appeared very relaxed. Officer Sonny Hart communicated in a very articulate manner. The Investigator was very impressed with the information shared by Officer Sonny Hart, as it seemed he put his heart and soul into his expressions. Officer Sonny Hart consented to participate in the research study because he expressed interest in being a part of positive changes in patrol work within the Miami-Dade Police Department (MDPD). Officer Sonny Hart is a forty-year-old male with a Bachelor’s degree and has been employed with the MDPD for 20 years. Officer Sonny Hart is presently a uniform patrol officer and worked previously as a community police officer. Officer Sonny Hart shared experiences he encountered with citizens, which impacted his use of order maintenance and exercised degrees of control. His experiences are shared as well as his responses to questions and scenarios presented by the Investigator.

Officer Sonny Hart was asked if he feels higher education is a significant factor in performance of police work. Officer Sonny Hart replied, “Yes, as I think it broadens your horizon, as well as gives you with more insight into handling many situations. Higher education also expands a person’s perception and allows them to view situations from different perspectives.”

Officer Sonny Hart was asked if he feels diversity training is or should be an important factor in the performance of his duties. Officer Sonny Hart stated, “I feel that it can be. The Diversity Training that MDPD provides has been extremely important to officers in terms of how they deal with the many cultural groups in our community. As a result of his training in diversity, Officer Sonny Hart mentioned he has developed a strong insight on how to deal with Haitian people in the community and has learned through diversity to understand their behavior as well as how they respond to the police.”

Officer Sonny Hart was asked what professional training had he received that assists him in his decision-making process regarding his duties. Officer Sonny Hart stated, “Within MDPD, all the training I’ve received has been an asset to us in the performance of our duties. Some of the trainings, which I rely on more than others, are Diversity Training, Traffic Enforcement, and Community Oriented Policing Training. These trainings have definitely contributed to the success of my career over the past 20 years.”

Officer Sonny Hart was asked if he felt that his experience affects his attitude towards performance of his duties. Officer Sonny Hart responded, “Yes, of course it does. As a 20-year veteran, I bring to the job different points of view as I have probably lived through more experiences than any of the younger officers have ever done. As an
experienced officer, I probably relate to older citizens on a different level than a rookie officer would and am able to understand their frustrations a lot better. Thus, having a little history under you belt makes all the difference."

The Investigator next asked Officer Sonny Hart to state in his own words what order maintenance and exercised degrees of control meant to him. Officer Sonny Hart replied, "It's how you maintain order, the steps you take to maintain order, and sometimes it consists of making positive steps toward working with the community. In addition, order maintenance and exercised degrees of control consist of developing programs to make the community a better place for the youth as well as older citizens, as one has to go beyond police work to utilize other resources within and outside of the Department. With regards to arrest powers, officers have to be discretionary in their decisions depending on the circumstances involving the situation."

Officer Sonny Hart was asked to explain if building a relationship with the community affects his ability to enforce order maintenance and exercised degrees of control functions. Officer Sonny Hart said, "Building a relationship with the community does affect my ability to enforce order maintenance and exercised degrees of control. However, there are times when it affects it in a positive manner and sometimes a negative manner. For example, I am familiar with an apartment complex that involves large groups of juveniles residing in it. When I am called to handle situations at the complex, my approach is normally to speak with the individuals involved and bring immediate resolution to whatever the problem is. However, having this type of relationship does affect how I handle the crisis situations involving the juveniles because I know them, their families, and the other residents living within the apartment complex and they trust the decisions I make regarding law enforcement. Therefore, having a relationship with the community and knowing the juveniles and their individual families normally dictate me seeking counseling for the juveniles rather than making arrests."

The Investigator asked Officer Sonny Hart if he had any personal experiences that he encountered that impacted his decision-making process regarding his duties. Officer Sonny Hart responded, "Yes. While working with many of the civic leaders and other citizens of the community who put a lot of effort into improving the community and so much of their heart into making improvements in the community, whether its street lighting, removing abandoned cars, or just cleaning up trash, touched my heart both as I witnessed and experienced this joint effort. It inspired me to work harder towards assisting the community with every possible resource I have because of their heart and earnest effort to restoring some quality of life back into their community."

Officer Sonny Hart was asked to describe what personal qualities he thought police officers should have that will improve their relations with citizens. Officer Sonny Hart remarked, "I think that every police officer has to be open minded and not be stuck on being a police officer. Officers must place their minds into a problem-solving mode and remember that not all situations they encounter can be solved by legal means or by taking law enforcement action. As I described previously, sometimes it needs to be that officers need to keep their ears and eyes open to develop solutions that would aid the
citizens of the community. Develop a mind-set about riding in the community seeking opportunities to improve the citizens lives.”

The Investigator asked Officer Sonny Hart if he would describe what professional qualities he thought police officers should have that will improve their relations with citizens. Officer Sonny Hart responded, “Police officers should always maintain a neat appearance. They must communicate well. They should refrain from using slang or vulgar language and police officers should always be cognitive of the information given to members of the community.”

Officer Sonny Hart was next asked to provide his thoughts of what attributes of police officers impact their use of qualities of order maintenance and exercised degree of control most. Officer Sonny Hart said, “Their ability to assess situations and make the most appropriate decision. If a situation calls for harsh actions, you need to use the maximum exercised degree of control to deal with that situation. Also, an officer needs to keep their personal feelings from interfering with their professional decision-making.”

The Investigator informed Officer Sonny Hart that next is the final section of the Interview Questionnaire for Police Officers, which consists of the kinds of order maintenance and exercised degrees of control an officer would use in various scenarios. The Investigator also advised Officer Sonny Hart that he would provide the scenarios and Officer Sonny Hart would describe the steps he would take to handle each situation. Officer Sonny Hart responses are as follows:

Scenario: A group of young males have gathered and are loitering in an apartment complex and a call has been made to the police. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Sonny Hart said, “Of course, first I would meet with the complainant, gather as much information from as possible in an attempt to identify the names of the males as well as their parent’s names. Then, I would confront the young males to determine why they are loitering in the area. I would gather their information and seek an alternative method for them to utilize their time more constructively. I would determine how many of them live in the complex and meet with each of their families in an attempt to resolve the problem. Further, I would explain the apartment complex’s policies regarding loitering. If the young males were uncooperative, I would complete a Field Interrogation Form. Arrest actions would be a last resort for me in this situation.”

Scenario: A domestic dispute is occurring at a residence and a call has been made to the police that they hear loud screaming and sounds of loud bangs. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.
**Response:** Officer Sonny Hart stated, “I will request a backup unit. I would go to the door and listen for a minute or two because sometimes you can gain a lot of information as to what is going on by just listening for a minute. After determining the situation, I will try and resolve this situation by offering counseling whatever other assistance they would need to help the parties resolve their situation. However, if a crime has occurred, I will take the appropriate action.”

**Scenario:** A burglary is in progress at a residence and a call has been made to the police that a male is entering the front window of the residence. You have been dispatched to handle this call. Upon your arrival, the male screams to you, “I live here,” and continues to proceed through the window. Describe the steps you will take to handle this situation.

**Response:** Officer Sonny Hart replied, “I would arrive with a backup unit and make contact with the subject advising him that he cannot enter the residence until we resolve whether or not this is his residence. I would request identification and conduct an area canvass by speaking with the neighbors to determine identification of the subject and if he does live in that residence. If it were determined that he does live there, I would complete an Information Report and leave the subject in possession of the residence. If it is determined that the subject does not live there, the appropriate arrest will be made and the General Investigations Unit will be notified to conduct a follow up investigation. Finally, I would inform the community members that the incident did occur in their community and the subject was arrested.”

**Scenario:** Several young males have been previously warned to not trespass in a local shopping center, but proceed to do so. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

**Response:** Officer Sonny Hart stated, “The order maintenance and exercised degree of control that I would use regarding this incident is I would first meet with the young males and explain to them that trespassing is a crime and we will get them involved in some other activities rather than trespassing at the shopping center. I would gather as much information on them as possible their likes and dislikes and the type of activities their interested in. I would then inform them that they have to leave the shopping center and someone will be contacting them regarding joining a team to use their time in a productive manner.”

**Scenario:** During routine patrol, you observe a female standing outside of a local convenience store that appears to be upset, angry, and speaking with a loud voice to others standing in the vicinity. You stop to find out what is occurring and the female begins to display anger towards you. You also
find out that she is lashing out at the storeowner. Describe the steps you will take to handle this situation.

Response: Officer Sonny Hart remarked, “In this situation, I will calm the young lady down and let her know even though she is angry, that is not the way to behave. I would talk to her about her concerns and problems. I would also speak with the storeowner in an attempt to resolve the situation. Next, I will inform the young lady that she needs to leave the area. If she cooperates, no arrest will be made. If she does not cooperate, then an arrest will be made.”

Scenario: During routine patrol, you observe a vehicle traveling ahead of you weaving in and out of traffic. You signal for the vehicle to stop. You notice the driver appears to be under the influence of an unknown substance. The driver says in blurred speech, “I am Chairperson of the District Advisory Board of this District.” Describe the steps you will take to handle this situation.

Response: Officer Sonny Hart mentioned, “After stopping the vehicle, I would request the subject’s drivers license. I would also counsel the subject about driving under the influence. After determining that the subject is the Chairperson of the District Advisory Board, I would inform my supervisor and then notify one of the subject’s family members to come and transport the subject home and return and remove the subject’s vehicle.”

Scenario: Several young males are on a corner, vehicles are constantly stopping, they approach the vehicles, exchanges are being made which appear to be drugs for money, and the vehicles immediately leave. Several calls have been made to the police. Describe the steps you will take to handle this situation.

Response: Officer Sonny Hart replied, “I will respond to the area and speak with the subjects. I will inform them that the community and the police will not tolerate any type of drugs possession or selling of drugs in the area. I will conduct a pat down of subjects and if any illegal substances are found, then the subjects will be arrested. If no illegal substances were found, I will then complete Field Interview Cards and take photographs of the subjects and advise them to stay out of the area.”

At the end of the interview, Officer Sonny Hart enthusiastically expressed, “I am very impressed with this research study because it reflects insight into patrol work that I’ve experienced in both traditional and community policing. As I previously mentioned, I am interested in being a part of some of the positive changes that will take place in patrol work, in the very near future, within MDPD and this study, will assist them because it demonstrates positive methods that can be incorporated into such changes.” Overall, the Investigator was very impressed with Officer Sonny Hart’s professionalism.
and experience as a veteran officer because he’s compassionate about his job and the citizens he’s able to assist.
APPENDIX F

Follow Up Interviews of Participants
Follow Up Interviews of Participants

Follow Up Interview of Officer Art deTelous

The Investigator met with Officer Art deTelous to review his transcript for accuracy and at that time, Officer Art deTelous was selected as an outlier. Officer Art deTelous reported on some interesting concepts in his initial interview that required a follow up. Therefore, the follow up interview was held with Officer Art deTelous to seek meaning from the responses he provided to both the questions and scenarios given by the Investigator in his initial interview. The meeting, as well as the follow up interview, occurred during the week, after working hours and in a private office. The Investigator and Officer Art deTelous held the meeting and follow up interview in a private office to avoid any interruptions and/or distractions. Officer Art deTelous reviewed the transcript and consented to its accuracy and, again, consented to participate in the study because he enjoys his work as a police officer and would like to add some insight regarding his patrol work to this research. Officer Art deTelous is a traditional police officer, with a high school diploma and has been employed with Miami-Dade Police Department for seven years. Officer Art deTelous’s previous and current assignments are Uniform Patrol. Officer Art deTelous was prepared and focused throughout the follow up interview, as he eagerly and enthusiastically provided meaning to some of his initial responses to the questions and scenarios asked and provided in the initial interview.

As stated above, Officer Art deTelous is a high school graduate and reported in his initial interview that he does not feel that higher education is a significant factor in performance of police work. Officer Art deTelous said, “Higher education is not important because in police work it is more of experience, upbringing, common sense and good judgment.” The Investigator asked Officer Art deTelous to explain what he meant by this statement. Officer Art deTelous replied, “I’m not knocking higher education, as I think everyone should have higher education. However, I do think higher education is a factor, but it is not a significant factor in traditional or community police work. I know a lot of officers who have either a Bachelor and Masters Degree in Criminology and when they are on the scene, they handle it different from an officer who does not have a college degree because they try and use book sense and the outcome is not always favorable or in the best interest of the citizen in that situation. On the other hand, officers that I know who do not have college degrees, like myself, handle that very same scene a whole lot better than officers who have attended college and attained either a Bachelor or Masters Degree in Criminology. The officers without college degrees are street smart and when they are dealing with street people who have not necessarily been to college, they need related to these officers because they understand them. Thus, when a street person deals with other street people, they can relate to them much better than someone with a higher education because they will not necessarily be able to relate and will obviously handle street situations differently. This is not to say higher educated officers cannot handle street people, but they just relate to them differently. I was not raised in the streets, but I know what the street offers and what the street is about. I also know that some officers who have higher education knows nothing about the streets and those are the very same officers who either get injured or killed while performing their
duties. In sum, I would rather have an officer who has a high school diploma and knows the streets than someone with a higher education who does not."

In the initial interview, Officer Art deTelous was asked if diversity training was an important factor in his decision-making when performing his duties. Officer Art deTelous said, "Yes, it is extremely important because we deal with so many ethnic groups and you have to know how to relate on all levels to the different cultures of people." In this follow up interview, Officer Art deTelous was asked to explain this response and he stated, "I think diversity training is so vital that it should be given to all officers at least once a year because of new and emerging cultures. For instance, there is a culture known as the Hip-Hop culture. That culture is intertwined with African Americans and Puerto Ricans. Everyone within this cultures dresses similar, but not necessarily the same. The Caucasian officers that I know who are unfamiliar with this culture see the Hip-Hop culture as "thugs (bad people)." Some African Americans can make the distinction between who is a bad person and who is an every day working person because of their style of dress. Like myself, I dress in the Hip-Hop style everyday. Thus, the Hip-Hop culture needs to be added in the Diversity Training the Department offers so that all officers can be trained to understand what is going on and how to handle this group of people. I think after receiving training about the Hip-Hop culture, officers will overall be able to make more informed decisions on how they yield to the people of this culture and will not necessarily base their decisions solely on appearance alone." With regards to the problem of distinguishing between a "thug" and an "everyday working person," the Investigator asked Officer Art deTelous if it seemed to occur more in younger, rookie Caucasian officers or more in older, experienced Caucasian officers? Officer Art deTelous replied, "I see this problem occurring more with younger, rookie Caucasian officers. I think because the older, experienced Caucasian officers are more experienced and because they have been around longer, they know the distinction between who is a "thug" and who is an "everyday working person." Besides, these are your racial officers, the hard-head officers, that just do not care about citizens' rights."

In the initial interview, the Investigator asked Officer Art deTelous what professional trainings had he received which assists him in his decision-making process regarding his duties. Officer Art deTelous responded, "Human Diversity Training. However, all other trainings I received specifically taught me how to protect myself in law enforcement and how to handle situations and certain calls more efficiently." In the follow up interview, Officer Art deTelous was asked to elaborate on this statement by providing any suggestions he, as an African American traditional police officer, could offer to correct and reduce racial profiling. Officer Art deTelous said, "The Department needs more interactive diversity training. That is, invite real criminals versus the everyday working person to stage a live scenario to determine if Caucasian officers can make the distinction between who is a good citizen or not. I've met officers from many places, especially from the Central Region of the United States, who were raised to think that if an African American person dresses a certain way they are bad. That places officers from the Central Region of the United States in another category altogether. Obviously, it will be more difficult to deal with this type of officer versus someone who..."
is a native of South Florida because this type of does not know the culture here and has to
learn the ways of the people living here. This is what has led me to suggest that
additional diversity training is needed. For now, I think that it should be the
responsibility of the African American officers to educate other officers regarding the
Hip-Hop culture so that they will be able to distinguish between a good person and a bad
one. As an African American officer, I have the responsibility to inform my Caucasian
partner about African Americans in the Hip-Hop culture because, just as I am responsible
for my actions, they are equally responsible for theirs when interacting with citizens. In
sum, additional interactive diversity training and African American officers’ taking the
responsibility to inform and educate other officers about the Hip-Hop culture when
situations arise, will reduce some of the racial profiling placed on African American and
Puerto Rican citizens.”

In the initial interview, the Investigator asked Officer Art deTelous if he had any
personal experiences that he encountered that impacted his decision-making process
regarding his duties. Officer Art deTelous responded, “When I was a rookie, I took
everyone to jail and it did not matter if they broke the law or not.” In the follow up
interview, Officer Art deTelous was asked to explain what he meant by this statement
and he replied, “In the beginning stages of my police career, I was trained to have no
regard for the citizens of the community and to just do my job. Over the years, however,
I no longer hold that philosophy. I have worked for many supervisors and did what
they’ve asked of me and now my attitude has changed to me now doing whatever it takes
to help the citizens of my community because I live and grew up in the very same
community that I patrol. Over the years, I have come to realize what is going on in our
communities is wrong and it is racial. This is a result of one style of policing is done in
one community and a different style of policing is done in another community. In my
opinion, that is totally wrong and, as a result, I simply refuse to have that same working
mentality that I had when I began as a rookie. In addition, I do not care what anyone
says; this job is racial as there are still some Caucasian and Hispanic officers that do not
like African American officers and African American citizens. Further, when I was a
rookie officer, I was chosen to work the District that I lived, which was predominantly
Black, because I related to the citizens and because I was able to either educate and/or
take them to jail without a problem because that was my job. However, if they did not
want to be educated and they broke the law, then they forced me to do my job, which was
make an arrest. In sum, this is the mentality I currently hold and it is totally different
from when I was a rookie officer. Also, by being an African American officer, these
experiences have influenced my decision making-process regarding my duties. I
remember how I was before I was a police officer and I know I was in the same position
as the citizens I apprehend. Therefore, to just take people to jail and give out citations at
will just because that is what police officers do, I think, is simply wrong, as I do not think
that is what our job is. Our job as an officer is to first educate and then enforce the law
where necessary. However, if you educate citizens and they do not listen, of course,
proceed to enforce the law.”

In the initial interview, the Investigator asked Officer Art deTelous to describe
what personal qualities should police officers have that will improve their relations with
citizens. Officer Art deTelous replied, “Personal qualities that come to mind are sincerity, listening, using a level head and a good attitude. Officers need to be sincere, use a level head, approach each situation with an open mind, and have a listening ear because you will impact someone’s life in some fashion. Another important personal quality is good communication skills because we are going to have situations with professionals and we will need to be able to speak to them on a certain level. Therefore, because we deal with different groups of people daily, officers should be sincere about their job, possess a good attitude, listen to a person’s problem, use a level head to make the most appropriate decisions for each situation, and lastly, use good communication skills in order to elicit cooperation with citizens.” In the follow up interview, Officer Art deTelous was asked to elaborate on additional qualities he thought police officers should have to deal effectively with the community. Officer Art deTelous stated, “In addition to my prior response, I think of all the personal qualities, the most important one is police officers should have some knowledge of street life. As I previously mentioned, I did not grow up in the streets, but I still know what goes on in the streets and I’m in tuned with what is going on in the streets. In addition, I am in tuned as to what is going on in the Hip-Hop world and I recognize that this group is highly misunderstood, as it is a billion dollar industry ranging from music to clothing and everything else and it also consists of African Americans and Puerto Ricans. Thus, I think officers need to be in tune with the streets and with all cultures of people, including the Hip-Hop culture, and they need to be down to earth officers who are willing to help citizens improve their lives. Since taking on the philosophy of helping citizens first, my stat numbers have decreased and I’m receiving a lot of questions about my productivity because I’m not producing a certain number of tickets and arrests. Sometimes, it is like I really do not know what to do as a police officer.”

In the final section of the Interview Questionnaire for Police Officers, it contains the kinds of order maintenance and exercised degrees of control an officer would use in various scenarios. The Investigator provided the scenarios and Officer Art deTelous described the steps he would take to handle each situation. In the follow up interview, the Investigator asked Officer Art deTelous to provide additional responses for meaning to some of the scenarios as follows:

**Scenario:** A burglary is in progress at a residence and a call has been made to the police that a male is entering the front window of the residence. You have been dispatched to handle this call. Upon your arrival, the male screams to you, “I live here,” and continues to proceed through the window. Describe the steps you will take to handle this situation.

**Response:** Officer Art deTelous responded, “I will be going through the window after him.” The Investigator asked Officer Art deTelous to explain this statement.

**Response:** Officer Art deTelous replied, “Just because someone tells you that, “I live here,” that’s not good enough for me because this could be my next door neighbor’s house and a guy could be entering into the window and could
be telling me the very same thing. I know that this person is just going to have to show me proof that he lives there because it is my job as an officer to make sure no crime is being committed at any point and his actions, continuing through the window, suggests that he’s in the process of committing a crime. Bottom line, if it is his house, he needs to show me some proof that it is. Just a mere “I live here” is not going to do it for me. If you live here, that’s okay. If you locked yourself out, I can deal with that. However, you need to show me that you live here so it justifies why you are entering through a window. Now, if the male totally disregards me and continues through the window, again, I’m going in right behind him.”

Scenario: Several young males are on a corner, vehicles are constantly stopping, they approach the vehicles, exchanges are being made which appear to be drugs for money, and the vehicles immediately leave. Several calls have been made to the police. Describe the steps you will take to handle this situation.

Response: Officer Art deTelous mentioned, “I will request backup units. We will heavily surround the area, search the young males involved, and if they are in possession of large amounts of cash and it falls within the guidelines of forfeiture of money, we will proceed to handle that.” The Investigator asked Officer Art deTelous to explain this statement.

Response: Officer Art deTelous said, “Obviously, with the situation being legal, we can go into the area and search the young males if we witnessed any exchanges, vehicles leaving and things that are conducive to drug transactions. In addition, we can find out from the people on the corner why are so many cars repeatedly coming and going from that area. This is obviously the beginning stage of deterioration of a community and those things that I just mentioned are used to stop this type of situation from escalating. Other ways we can attempt to defuse this situation are to stop all of the cars for traffic violations just to deter them from returning and doing whatever illegal things they might be doing.”

Follow Up Interview of Officer Carl Sears

The Investigator met with Officer Carl Sears to review his transcript for accuracy and at that time, Officer Carl Sears was selected as an outlier, as he reported some interesting concepts in his initial interview that required a follow up interview. The follow up interview was held with Officer Carl Sears to seek meaning from responses he provided to the questions and scenarios given by the Investigator in the initial interview. The meeting, as well as the follow up interview, occurred during the week, after working hours and in a private office. The Investigator and Officer Carl Sears held the meeting and following up interview in a private office to avoid any interruptions and/or distractions. Officer Carl Sears reviewed the transcript and consented to its accuracy and,
again, consented to participate in the study because he wanted to assist the Investigator with this research. Officer Carl Sears was focused throughout the follow up interview as he gladly provided additional meaning to some of his initial responses to the questions and scenarios asked by the Investigator in the initial interview.

As stated in the initial interview, Officer Carl Sears is a community police officer and a high school graduate and, does feel that higher education is a significant factor in the performance of police work. Officer Carl Sears stated, “In my opinion, higher education is significant in any form of work because it helps a person to better understand their job and it helps a person perform their job in a more efficient manner.” The Investigator asked Officer Carl Sears to explain this statement in detail and Officer Carl Sears replied, “Higher education in general helps an individual grow in many areas. When I was in Basic Training, we had a Human Skills course that I had to take which was basically about dealing with the public, how to communicate with the public, and what to do and what not to do with the public. In police work, because our job is dealing with the public, there are, obviously, a lot of situations we have to deal with that includes education. We have to write reports. We have to stipulate in those reports exactly what happened because the writing of that report impacts a person’s life and career as it relates to the criminal justice system. In addition, we have to be able to articulate in writing exactly what happened so that the detective or specialized unit that is investigating that situation can follow up that investigation. Therefore, what an officer writes directly impacts the citizens in the community and that, itself, requires higher education. Additionally, police work is not only law enforcement, it is getting involved in community oriented policing. As a part of community policing, we sometimes get involved with younger children. We put on events for them. We set up programs for them where we might end up in a classroom where it’s hard to sit as an adult and try and tell kids what’s best for them and talk about educational things and you not have a general education yourself. Thus, as a police officer, if you genuinely care about the people that you deal with in the public, you are going to have to do and say things that will help them outside of police work. Some of those things you will need are proper grammar, proper etiquette, etc. These are the very things that one will acquire from attaining a higher education.”

In the initial interview, the Investigator asked Officer Carl Sears if building a relationship with the community affects an officer’s ability to enforce order maintenance and exercised degrees of control functions. Officer Carl Sears replied, “Honestly speaking, yes it does, especially in community policing.” The Investigator asked Officer Carl Sears to explain this statement and Officer Carl Sears said, “In community oriented policing, you generally build a bond with the people within your specific area. A lot of the times you have to build a bond with some of those very same people who are not doing the right thing and you know that. This is because when you need information to resolve an issue, they can assist in providing you that information you need. Sometimes in community oriented policing, if you get involved in your community like you should, you build really close relationships. However, because of the close relationships, when a situation gets a little too personal and you have to do certain things to enforce the law, you have to have another colleague handle it because you are too personally involved.
with that particular individual. This situation happens often when you really get involved in the community while you are working in Community Oriented Policing.”

In the last section of the Interview Questionnaire for Police Officers, it contains the kinds of order maintenance and exercised degrees of control an officer would use in various scenarios. The Investigator provided the scenarios and Officer Carl Sears described the steps he would take to handle each situation. In the follow up interview, the Investigator asked Officer Carl Sears to provide additional responses for meaning to some of the scenarios as follows:

Scenario: A group of young males have gathered and are loitering in an apartment complex and a call has been made to the police. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Carl Sears said, “The first thing I’d do when I approach these gentlemen is try and get a rapport with them. I would try to build a person-to-person relationship and not a police officer to citizen relationship.

The Investigator asked Officer Carl Sears to explain this statement.

Response: Officer Carl Sears replied, “I think communication is the key. I think a lot of people in the community think that police officers think that they are better than everyone else because they have power. Thus, the first thing I like to do in dealing with any situation as a police officer is try and build a person-to-person relationship. This is because I have found it to be effective especially since working in community oriented policing. That is within certain are communities because in some communities, you unfortunately end up in some communities that poverty stricken. As a result, the citizens already do not trust the police and in order for me to do my job, I have got to gain some kind of trust and I find the only way to do that is to build a person-to-person relationship first. In this attempt, that particular individual is going to feel more comfortable talking to me and it is overall going to help whatever assistance you are going to offer. It is important that you build some form of a personal relationship with people especially when you are trying to work towards a goal and you need those people to help you.”

Scenario: Several young males have been previously warned to not trespass in a local shopping center, but proceed to do so. You have been dispatched to handle this call. Describe the steps you will take to handle this situation.

Response: Officer Carl Sears stated, “I generally give an additional warning before I make the arrests, as that is just my way of building a positive police-community relationship with the citizens within the community.”
The Investigator asked Officer Carl Sears to explain this statement.

Response: Officer Carl Sears replied, “Sometimes you can be firm and its too firm. Sometimes you got to give a little and take a little bit from the community. When I’m performing my job, I always personalize situations by asking what if that were I? There have been people that have been given one warning, but there are times when a second one is warranted. There are also times when I’ve given a third warning, as this depends on the significance of what has taking place. However, as a police officer, I normally go beyond the call of duty to try and do the right thing or to try to make a positive impact instead of a negative impact with the community. In a given situation, the citizen might say, “yes officer you did tell me once about this very same thing, but officer I’ll tell you what, give me one more chance and you want have to deal with me again.” Thus, I take each individual situation and assess it. Further, I made these remarks because I sincerely feel like most of the time an additional chance should be given to citizens if you can give it.”

Scenario: Several young males are on a corner, vehicles are constantly stopping, they approach the vehicles, exchanges are being made which appear to be drugs for money, and the vehicles immediately leave. Several calls have been made to the police. Describe the steps you will take to handle this situation.

Response: Officer Carl Sears stated, “Basically, I will try and make contact with our Narcotic Units, who are plain clothed officers who perform proactive type activities.”

The Investigator asked Officer Carl Sears to explain this statement.

Response: Officer Carl Sears said, “A lot of times when you are working in community oriented policing you have to outline steps for resolving crisis type situations in your community. These crises may be drug selling, drag racing, etc. However, when dealing with narcotics, it’s a fine line between building a positive relationship within the community and then turning around and enforcing certain laws within that very same community. Thus, what we’ve felt was an effective way of handling drug situations were to outline or get the information on the various problems and past them on to the narcotics units that deals specifically with these types of problems. Again, as a community police officer, you have built a rapport in the community with certain people where you have had to tap into one source of information to get information on another situation. As it relates to this particular scenario, because of the drugs, which is considered a major issue, we’ve always dealt with this by placing the narcotics officers
on this situation so that they take the necessary steps to make sure they cover all of the issues to make sure everyone is safe. Therefore, for the officers, the innocent people in the communities, and the innocent people that may be within the residences i.e., children, it’s best to let the narcotics detectives deal with these situations for safety reasons.”

Follow Up Interview of Officer Sonny Hart

The Investigator met with Officer Sonny Hart to review his transcript for accuracy and at that time, Officer Sonny Hart was selected as an outlier because he reported on some interesting concepts about police work in his initial interview that required a follow up or second interview. The follow up interview was held with Officer Sonny Hart to seek meaning from the responses he provided to the questions given by the Investigator in the initial interview. The meeting, as well as the follow up interview, occurred during the week, after working hours and in a private office. The Investigator and Officer Sonny Hart held the meeting and follow up interview in a private office to avoid any interruptions and/or distractions. Officer Sonny Hart reviewed the transcript and consented to its accuracy and, again, consented to participate in the study because he has an interest in being a part of some positive changes that will take place within the Miami Dade Police Department and because the Investigator was impressed with the information he shared in the initial interview. Officer Sonny Hart was attentive throughout the follow up interview and excitedly and willingly provided additional meaning to some of his initial responses to the questions asked in his initial interview.

As mentioned in the initial interview, Officer Sonny Hart was asked if he felt diversity training is or should be an important factor in the performance of his duties. Officer Sonny Hart previously stated, “I feel that it can be.” The Investigator asked Officer Sonny Hart if he would explain this statement. Officer Sonny Hart replied, “The problem that I have with the diversity training we (officers) have is it is so glossary in its nature. There aren’t enough interactive exercises and they do not spend enough time teaching it. There should be more group work ethics wherein you have to get together as diverse groups and come up with answers to questions or work towards a solution to a problem, instead of just receiving diversity training as a third person. This is because so many officers, when attending this training, just tune out the information being taught and they do not pay attention to what they are being told. However, if they pay attention and use the training, it will help them. Also, I think diversity training would be more effective if it were given as a separate class and not just an adjunct to Defensive Tactics Training. I think some real time spent with group efforts consisting of officers of different ethnicities will prove effective. I would also suggest, during the training session, letting these diverse groups of officers go out in the communities to solve a real life problem. By utilizing this method, it would be much more effective because as a group, everyone can put all of their different perspectives into practice and conclude with a great solution to any situation. For this reason, I feel more emphasis should be placed on diversity training.”
In the initial interview, Officer Sonny Hart was asked if he felt that his experience affects his attitude towards performance of his duties. Officer Sonny Hart responded, “Yes, of course it does. I bring to the job different points of view as I have probably lived through more experiences than any of the younger officers have ever done.” The Investigator asked Officer Sonny Hart to explain this statement and Officer Sonny Hart stated, “I have more life and college experiences. Through these experiences, I’ve met many different groups of people both at work and attending college and met a lot of other people through knowing and being around these people. As a result, I have learned to take a little extra time to be a little more patient with people. I’ve learned that your opinion is not always the only opinion and what’s right for you, isn’t always what’s right for someone else. With regards to college experience, I feel it makes a difference if you paid attention and if you learned to accept different points of view and different ways of thinking. This is because if you go out in the world and find resources and you find a point of view or you defend that point of view, even if it is not your own, you learn introspection through that process and how to put yourself in other people shoes. Overall, these experiences make a difference in your attitude when you perform your patrol duties. Further, if you are open minded and place yourself in other people shoes, these experiences will teach you to take each individual as such and teaches you to exercise patience and try and learn what is going on before hastily making a decision that you may later regret.”

In the initial interview, Officer Sonny Hart was asked to explain if building a relationship with the community affects his ability to enforce order maintenance and exercised degrees of control functions. Officer Sonny Hart said, “Building a relationship with the community does affect my ability to enforce order maintenance and exercised degrees of control. However, there are times when it affects it in a positive manner…” The Investigator asked Officer Sonny Hart to explain this statement in further detail. Officer Sonny Hart stated, “If you build a relationship with your community through civic groups, through knowing the kids, and by getting out of your car and meeting people, when problems arise, you have the backing of the whole community. I made it a practice not to just sit in my car, but I get out and actually knock on doors and meet people. I got to know my businesses, all of the owners of the businesses, as well as I attended every community meeting that I possibly could. I tried to be as active as I could. I participated in toy drives. I participated in a lot of functions we had at schools where we would do career days or we would just go into the schools and make presentations when the teachers asked. Thus, any positive things that we could do with the community we did and it came back to us ten-fold when we needed their help. For that reason, I feel it’s of the utmost importance to have a good relationship with the community you serve.”

During the initial interview, Officer Sonny Hart was asked to describe what personal qualities he thought police officers should have that will improve their relations with citizens. Officer Sonny Hart stated, “I think that every police officer have to be open minded and not be stuck on being a police officer. Officers must place their minds into a problem-solving mode and remember that not all situations they encounter can be solved by legal means or by taking law enforcement action.” The Investigator asked
Officer Sonny Hart to explain this statement and Officer Sonny Hart responded, “Citizens come to you with a variety of problems that has no affect on law enforcement. For instance, a citizen comes to you and they are trying to organize a clean up. Down the road, if you can clean up that neighborhood and keep it clean, it’s going to affect the way people view their neighborhood. It’s going to affect the way people act in their neighborhood. They will have more respect for their neighborhood. Now, this isn’t a law enforcement situation per say, but anything you can do to help by calling other squads, contacting solid waste, getting rakes, gloves, etc. to clean up or getting whatever assistance you can get and be there for those citizens, it’s going to make a better community and it’s going to suggest to people who disrespect that community that they need to take any bad behavior somewhere else because this is a respectful community and the citizens have a lot of pride in this community. That’s just one example, but if business owners want you to help with any derelicts in the parking lot or anything like that, you have to be open minded and help to do whatever it takes without, of course, abridging anyone’s rights because a business owner has the right to expect that their business will be free from people who are bothering citizens that are trying to support their businesses. In addition, as a police officer, you have every right to take action, if and where it’s necessary. In essence, not all things are police related actions and there are other ways to persuade people to conduct themselves accordingly without necessarily taking any law enforcement action.”
APPENDIX G

Second Follow Up Interviews of Participants
Second Follow Up Interviews of Participants

Second Follow Up Interview of Officer Dan Fish

The Investigator met with Officer Dan Fish to seek meaning to the personal experiences he encountered that impacts his decision-making process regarding his duties. The follow up interview occurred during the week, after working hours and in a private office. The Investigator and Officer Dan Fish held the follow up interview in a private office to avoid any interruptions and/or distractions. Officer Dan Fish reviewed his transcript, consented to its accuracy and, again, consented to participate in the study because he enjoys his job and wanted to share his experiences and offer insight as an experienced police officer. Officer Dan Fish is a traditional police officer, with a high school diploma and has been employed with Miami-Dade Police Department for seven years. Officer Dan Fish’s previous and current assignments are Uniform Patrol. Officer Dan Fish was prepared and focused throughout the follow up interview, as he enthusiastically provided succinct meaning to personal experiences he encountered, which impacts his decision-making process regarding his duties.

In this follow up interview, Officer Dan Fish was asked to elaborate on how his personal experiences impacts his decision-making process regarding his duties. Officer Dan Fish stated, “I’ve encountered many experiences that have impacted my decision-making process while doing police work. However, the one thing that I learned to do as a result of them is to treat people fairly. One of many personal experiences I encountered happened before I became a police officer where I was issued a ticket for a missing taillight. The police officer pulled me over with his lights and sirens. When he approached my vehicle, I was polite and courteous and asked him why did he pull me over? Now, I don’t know if he had experienced a bad day or not, but he was using profanity and told me that he’s to ask the questions and I’m to answer them and he issued the citation. However, as I became older and looked back at this experience, as well as others, I encountered with the police, I imagined how other individuals felt who had encountered a similar type of situation and treatment. Because of this, when I became a police officer, I decided that I would not display that type of behavior towards anyone that I stop and I would not allow that situation I encountered to happen to any other officer or any other individual I encounter on the streets.”

Second Follow Up Interview of Officer Carl Sears

The Investigator met with Officer Carl Sears to seek meaning to the personal experiences he encountered that impacts his decision-making process regarding his duties. The second follow up interview occurred during the week, after working hours and in a private office. The Investigator and Officer Carl Sears held the second follow up interview in a private office to avoid any interruptions and/or distractions. Officer Carl Sears reviewed his first follow up transcript, consented to its accuracy and, again, consented to participate in the study because he wanted to assist the Investigator with this research. Officer Carl Sears is a community police officer with a high school diploma and has been employed with Miami-Dade Police Department for nine years. Officer Carl
Sears’s previous assignment was road patrol as a traditional police officer and currently he is a community police officer. Officer Carl Sears was, again, prepared and focused throughout the second follow up interview, as he provided additional meaning to the personal experiences he encountered, which impacts his decision-making process regarding his duties.

In the second follow up interview, Officer Carl Sears was asked to expand on how his personal experiences impacts his decision-making process regarding his policing duties. Officer Carl Sears responded, “On several occasions, I encountered situations with the law prior to becoming a police officer. I was harassed and stopped by the police, but wasn’t doing anything wrong. I was arrested and know I was not guilty of the crime. Nonetheless, I grew up in low-income housing. During that time, the police constantly harassed me because I was hanging out on the corner. There were times when I’d be standing in front of my own house and the police would harass me. There were times when I witnessed some of my friends and family members be harassed by the police. However, if the truth be told, many officers believe that within themselves they are always right, that no one else is right, and that everybody is lying. In my opinion, throughout police officers’ job experiences, they tend to have the perception of being right all the time instead of taking each individual situation and assessing it on an individual basis. Nevertheless, because of my experiences and being a police officer, I always look back at the reality of my situations and when I stop citizens, I ask myself, “What if this individual is not doing anything wrong? What if they are telling the truth? I tell you, being a law enforcement officer and experiencing some of those things I previously mentioned, has impacted my decision-making process and the way I perform my job, especially, in the way I enforce certain rules and certain laws because in everything we deal with in life, there are rules and guidelines, but ultimately you have to use common sense. Although that is the case, a lot of times, we as police officers, forget about the common sense aspect of our job. Therefore, when I am policing, I assess each situation I encounter on an individual basis and I give the person involved several chances to correct the situation, which is a few more than another police officer would, because of my experiences with the law. I do not think, however, there’s anything wrong with giving more chances because, as I mentioned prior, as police officers, we think we’re right, but there is always a possibility that we are sometimes wrong which helps me to not forget the human aspect of myself as a law enforcement officer. There are occasions when I issue a warning and then the next time the incident takes place, I’m supposed to make an arrest, but I will issue a second or third warning to that person to give them yet another chance to correct the situation. Again, this is a result of my previous experiences with the police. There are also times when I stop citizens who should be issued a ticket, but if they appear to me to be low-income citizens and appear as though they can’t afford the ticket, I won’t issue a ticket. This makes me think back to the time when I was growing up and lived in low-income housing and had a car and I couldn’t afford a ticket. So, the human nature in me comes out when I encounter certain situations such as these makes me exercise lesser degrees of control. I’m just one of those officers who believe in giving a person a chance. In summary, my experiences have taught me that I am human, I have to be reasonable, I have to deal with every situation on an individual basis, and I have to use common sense when making decisions.
and executing my duties as a law enforcement officer. That’s how I feel about police work and my personal experiences and how they’ve impacted my decision-making process in performance of my duties.”

Second Follow Up Interview of Officer Doris Free

The Investigator met with Officer Doris Free to seek meaning to the personal experiences she encountered that impacts her decision-making process regarding her duties. The follow up interview occurred during the week, after working hours and in a private office. The Investigator and Officer Doris Free held the follow up interview in a private office to avoid any interruptions and/or distractions. Officer Doris Free reviewed, again, her first transcript, consented to its accuracy and, again, consented to participate in the study because she wanted to share her experiences as an officer in this research. Officer Doris Free is a traditional police officer with a high school diploma and has been employed with the Miami-Dade Police Department for seven years. Officer Doris Free’s previous and current assignment is uniform patrol. Officer Doris Free was focused throughout the follow up interview, as she enthusiastically provided additional meaning to the personal experiences she encountered, which impacts her decision-making process regarding her duties.

In the follow up interview, Officer Doris Free was asked to expand on how her personal experiences impacts her decision-making process regarding her duties as a police officer. Officer Doris Free responded, “When I was growing up, my grandmother lived with us and I was taught early on by my parents to respect your elders because they’ve been around longer and have a lot of experience. In my grandmother’s latter years, she was experiencing memory loss and was diagnosed with Alzheimer. Early one day, she left the house and got on a Metro-Dade bus, but had not idea where she was going. However, she did have her purse with her. The bus driver realized that she was not getting off the bus and after he made his last stop, asked her where did she live and she said she did not know. The bus driver contacted his station and advised them that he had an elderly person on the bus who did not know where she lived. The bus driver said he asked her for identification and she said she did not have any and he decided to call the police. When the officer arrived, the officer asked my grandmother the same questions the bus driver asked, “Where do you live and if she had any identification?” And, she said she didn’t know where she lived and that she did not have any identification. At that time, the officer, a female police officer, decided she would look in my grandmother’s purse for identification (ID). The officer found her ID and our telephone number was clipped to it. The officer called the number, my mother answered and the officer told my mother that she had an elderly person who was lost and provided her name. My mother confirmed that it was my grandmother and the officer brought her home. My grandmother was okay, but just did not know where she was. We thanked the officer for contacting us and bringing my grandmother home to us. As a result of this personal experience, I am very patient and compassionate towards the elderly and am teaching my son to be the same. As such, these experiences have impacted my decision-making process when I’m performing my duties as I realize that one day I’m going to be an elderly person and will want others to be patient with me and to treat me with respect.
So, my approach to policing is to exercise patience, respect each individual, and assess each situation I encounter on its own merit and to use the most appropriate degree of control warranted for that situation."