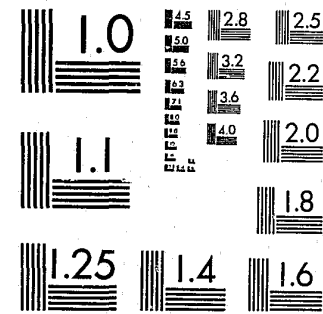


National Criminal Justice Reference Service



This microfiche was produced from documents received for inclusion in the NCJRS data base. Since NCJRS cannot exercise control over the physical condition of the documents submitted, the individual frame quality will vary. The resolution chart on this frame may be used to evaluate the document quality.



MICROCOPY RESOLUTION TEST CHART
NATIONAL BUREAU OF STANDARDS-1963-A

Microfilming procedures used to create this fiche comply with the standards set forth in 41CFR 101-11.504.

Points of view or opinions stated in this document are those of the author(s) and do not represent the official position or policies of the U. S. Department of Justice.

National Institute of Justice
United States Department of Justice
Washington, D. C. 20531

4-8-82

81111

U.S. Department of Justice
National Institute of Justice

This document has been reproduced exactly as received from the person or organization originating it. Points of view or opinions stated in this document are those of the authors and do not necessarily represent the official position or policies of the National Institute of Justice.

Permission to reproduce this copyrighted material has been granted by
John Hylton

to the National Criminal Justice Reference Service (NCJRS).

Further reproduction outside of the NCJRS system requires permission of the copyright owner.

JOB SATISFACTION IN THE
REGINA POLICE DEPARTMENT

By

Dr. John H. Hylton
Prairie Justice Research
Consortium
University Of Regina

Rae Matonovich
Project Co-ordinator
Special Projects Office
Regina Police Department

James Varro & Bijal Thakker
Research Assistants
Special Projects Office
Regina Police Department

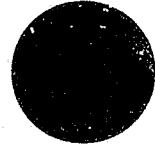
August 1979
Regina Police Department
Regina, Saskatchewan

NCJRS

SEP 22 1981

ACQUISITION

MF-1



i.

ACKNOWLEDGEMENTS

Resources for this study were received from the federal Ministry of the Solicitor General, the Regina Police Department, and the Prairie Justice Research Consortium at the University of Regina. Advice and assistance was provided by Dr. Bob Stirling, Department of Sociology; and Dr. Bob Ross, Department of Psychology, at the University of Regina. The staff of the Special Projects Office, Regina Police Department (Inspector Tom Savage and Sergeant Lawrence Warner) and Superintendent Vern New participated in the project from its inception. Our greatest debt, however, is to the nearly 300 police officers who agreed to participate in the study.

	ii.
<u>TABLE OF CONTENTS</u>	
	Page
Acknowledgements	i.
Table Of Contents	ii.
List Of Tables	iv.
List Of Figures	iv.
CHAPTER I	
Introduction	1
A. Background To The Study	1
B. What Is Zone Policing	2
C. Organization Of The Report	4
CHAPTER II	
The Study	5
A. Questionnaire Construction And Administration	5
B. The Sample	6
CHAPTER III	
Findings	16
A. Personal And Organizational Supports	16
B. Openness Of Personal Communication	22
C. Security Of Employment	25
D. Pride In Police Work	29
E. Co-operative Orientation	32
F. Encouragement	35
G. The Effects Of Police Work On Personal Relationships	37
H. Powerlessness	41
I. Practical Orientation	46
J. Attitudes Towards Natives	49
K. Overall Job Satisfaction	53
L. Miscellaneous	54
M. Comments	56
CHAPTER IV	
Summary And Conclusion	58
A. Summary Of Findings	58
B. Some Implications For Zone Policing	64
C. Concluding Comments	66

	iii.
	Page
References	68
Appendix A	70
Appendix B	84

LIST OF TABLES

	Page
Table 1 Sex By Marital Status	7
Table 2 Occupational Status On Blishen Scale	11
Table 3 Rank Of Respondents	13
Table 4 Divisional Responsibilities Of Respondents	14
Table 5 Personal And Organizational Supports	17
Table 6 Openness Of Personal Communication	23
Table 7 Security Of Employment	26
Table 8 Pride In Police Work	31
Table 9 Co-operative Orientation	33
Table 10 Encouragement	36
Table 11 Effects Of Police Work On Personal Life	39
Table 12 Powerlessness	42
Table 13 Practical Orientation	47
Table 14 Police Attitudes Towards Natives	51
Table 15 Miscellaneous Items	55

LIST OF FIGURES

Figure 9 Respondents' Place Of Residence	9
--	---

Chapter I

INTRODUCTION

A. Background to the Study

In the summer of 1978 the Chief of Police appointed a steering committee to study the feasibility of adopting a system of zone policing in the city of Regina. In collaboration with representatives of the Regina City Policemen's Association, the committee undertook an examination of the philosophical assumptions underlying the zone policing model, discussed the implications of the program with various government officials, and visited cities where zone policing was in operation. As a result of the committee's investigation it was recommended that a system of zone policing be adopted in Regina.

On March 1st, 1979 two members of the Regina Police Department were appointed to examine the implications of implementing zone policing for research, planning and training. It became evident that some method of evaluating the effectiveness of zone policing should be considered. In particular, it seemed important to monitor any changes in job satisfaction among members of the Department, and any changes in public attitudes towards the police that resulted from the implementation of the new policing strategy.

In order to monitor job satisfaction and public attitudes it was decided that two surveys should be conducted prior to the introduction of zone policing. The first survey would measure job satisfaction among the police, the second would

measure public attitudes towards the police. These surveys would constitute baseline data. By surveying a second time after the implementation of zone policing, it would be possible to determine whether or not any changes had occurred.

This report describes the results of the study on job satisfaction among the Regina Police Force. The results of the survey on public attitudes is described in a separate report entitled Public Attitudes Towards the Regina Police Force. It should be borne in mind that the present document sets out baseline data. The intention is to repeat the survey so that job satisfaction before and after the implementation of zone policing can be compared.

B. What Is Zone Policing?

Since some readers will not be familiar with the concept of zone policing, a brief description of this model and a discussion of how it differs from traditional policing strategies is felt to be appropriate.

There are two ultimate objectives of zone policing: (a) an improvement in police services and (b) a corresponding improvement in the level of job satisfaction experienced by police personnel. Zone policing is directed towards restructuring the organization and operation of the police force. Instead of the traditional, call-oriented enforcement approach, the emphasis is on prevention and service to the community.

In zone policing, a team of police officers is posted to a

particular geographic area and they provide police services in that area around the clock. By way of contrast, conventional policing usually envisions one large catchment area. Each shift is responsible for policing the entire area for a prescribed period of time and is then replaced by another shift. Wasson (1975) defines team policing as encompassing six key elements: (1) Stable geographic assignment; (2) Decentralized authority; (3) Emphasis on community relations; (4) Emphasis on crime prevention; (5) Improvement of internal police department communications; (6) Reduction of over-all reliance on the use of police department specialists, particularly those in centralized detective units. Analogously, Sherman, Milton and Kelly (1973) have identified a number of operational elements and organizational supports that distinguish zone policing from the more conventional patrol concept. The three operational elements are: (1) Geographic stability of the patrol (i.e. permanent assignment of police to small neighborhoods); (2) Maximum interaction among team members, including close internal communication among all officers assigned to an area during a 24-hour period; (3) Maximum communication among team members and the community. The key organizational supports are: (1) Unity of supervision; (2) Lower-level flexibility in policy-making; (3) Unified delivery of services; (4) Combined investigative and patrol functions.

Courtis (1974) has succinctly characterized the occupational insularity associated with the traditional police role.

He notes that the police, as a group, are highly cohesive, isolated and enmeshed in tension-producing interactions with citizenry. Zone policing has been perceived as a method of improving police-community relations and, concomitantly, reducing police insularity and citizen alienation.

C. Organization Of The Report

This report consists of four chapters. Chapter I (Introduction) has provided the background to the study, including a description of the zone policing model. Chapter II (The Study) discusses how the data collection instrument was developed and administered, and how the data were analyzed. This chapter also contains a detailed description of the study sample. Chapter III (Findings) describes the findings of the study with respect to job satisfaction. Chapter IV (Summary and Conclusions) summarizes the findings of the study and makes recommendations in light of these findings.

Chapter II

THE STUDY

The investigation of job satisfaction among the Regina Police Force entailed the administration of a questionnaire to police officers. In this chapter the design and administration of the questionnaire are discussed.

A. Questionnaire Construction And Administration

Items for the questionnaire were suggested by police personnel and by consultants to the project. In addition, a sizeable literature, discussing the measurement of job satisfaction, was reviewed. Some of these studies were specifically concerned with the police. Initially, several hundred potential questionnaire items were generated. Gradually, the wording and ordering of these items were fixed, ambiguous and irrelevant questions were excluded, and the instrument was reduced to a manageable length.

On June 19th the questionnaire was administered to a pretest group of seven police officers. An examination of the completed questionnaires and a discussion with the pretest respondents led to a few minor clarifications in wording. The questionnaire in its final form (see Appendix A) was administered by the research team to the sample between June 27th and July 10th, 1979.

Questionnaire items were generally concerned either with obtaining descriptive information or information about the

respondent's attitudes. The descriptive items concerned family background, demographic information, details about rank and years of service, educational background, and so on. The attitudinal items consisted of some 90 statements. For each statement, the respondent was asked to check one of four responses: 'strongly agree'; 'agree'; 'disagree'; or 'strongly disagree'.

B. The Sample

Of the 304 police officers employed by the Regina Police Department, 279 received questionnaires. Twenty-five officers did not receive questionnaires because they were on leave or out of town. Completed questionnaires were received from 278 of the 279 officers in the sample; a response rate of over 99%.

The characteristics of the sample will be discussed under the following headings: (1) Demographic characteristics; (2) Educational and occupational background; and (3) Police experience.

1. Demographic Characteristics

Of the 278 respondents, 267 (96.0%) were male and 11 (4.0%) were female. The majority of respondents (235, or 84.5%) reported being married. Twenty-five reported being single (9.0%) and the remainder were either widowed, separated, divorced or living common-law. As Table 1 indicates, over half

TABLE 1
Sex by Marital Status

	Single	Married	Other	Total
Male	19 (7.2%)	231 (87.5%)	14 (5.3%)	264 (100%)
Female	6 (54.5%)	4 (36.4%)	1 (9.0%)	11 (100%)
Total	25 (9.1%)	235 (85.5%)	15 (5.4%)	N=275 respondents

Chi Square = 31.1, $p < .0001$

the female respondents were single, while less than 10% of the male respondents were single.

The average age of respondents was 32.6 years. The youngest respondent was 20 years of age, while the oldest respondent was 59. Half the respondents were between 20 and 30 years of age.

The typical respondent reported having 2.3 dependents. Some 49 officers (17.6%) reported they had no dependents. Nearly 25% of the sample, however, reported supporting 4 or more dependents.

Figure I illustrates the area of the city in which respondents reported residing. Forty-five officers either did not respond to the question or they reported living outside the city. Of the remaining 233 respondents, very few reported residing in Areas 3, 9, or 10, and no one reported residing in Area 2. Generally, police officers appear to be under-represented in the downtown core area and areas adjacent to it.

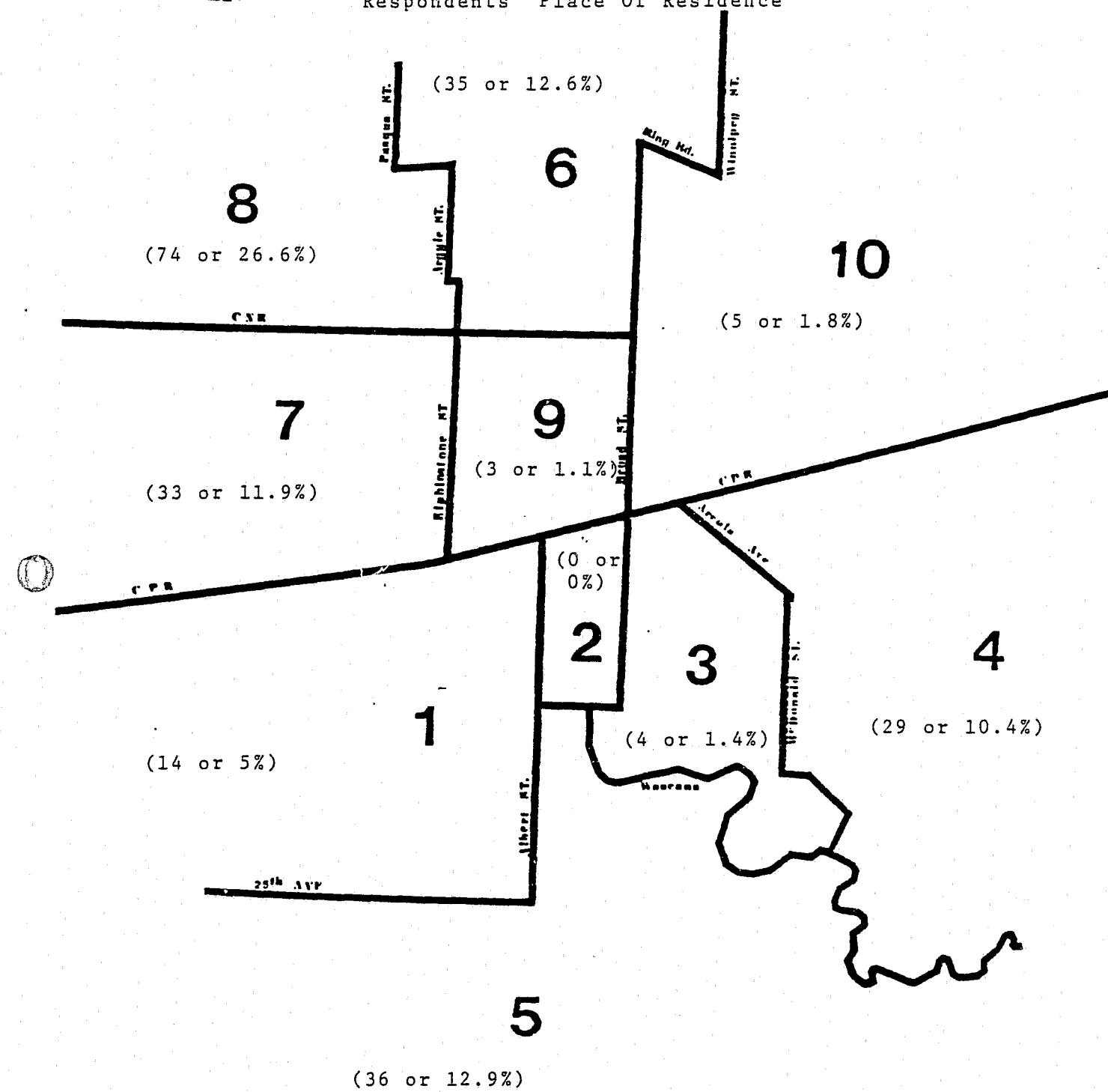
A number of racial and ethnic origins are represented on the Regina Police Department. The most common nationalities were English (49 or 17.6%), German (45 or 16.2%), Irish (24 or 8.6%), Scottish (26 or 9.4%), and Ukranian (19 or 6.8%).

2. Educational And Occupational Background

With the exception of one respondent, all respondents reported receiving at least some high school education. Some

FIGURE I

Respondents' Place Of Residence



141 respondents (50.7%) reported they had completed high school. Fifty-nine respondent, (21.2%) reported taking some university classes, and there were 7 university graduates.

Using the Blishen (1961) scale to code occupational status, respondents were asked what their occupation was before becoming police officers and what their parents' occupations were. The Blishen scale is an index of occupational status based on the average education and average income of persons in particular occupational groups. Higher scores on the index mean higher occupational status, while lower scores mean lower occupational status. Occupations scored in this manner fall between a low of 25 and a high of 80 on the index. The findings are set out in Table 2. Among the respondents, 46 (18%) reported that police work was their first occupation.

As Table 2 illustrates, the mean occupational status for respondents who had an occupation before going into police work was 38.8. This is virtually identical to the mean score for fathers' occupations. The types of jobs falling in this range of scores include: foremen in construction and industry; sales clerks; and machinists. In 188 cases (71%), respondents reported that their mothers did not work outside the home. The mean score for mothers' occupations was 43.3. The types of jobs falling in this range of scores include: clerical occupations; nursing; and telephone operators.

The findings suggest that the typical respondent is a high school graduate. He or she comes from a home where the

TABLE 2
Occupational Status On The
Blishen Scale

	Mean Score
Respondents' occupation before going into police work	38.8
Father's occupation	38.9
Mother's occupation	43.3

mother did not work outside the home and where the father was typically engaged in a skilled or semi-skilled "blue collar" occupation.

3. Police Experience

The typical respondent reported being engaged in police work for 11.04 years and the average length of service with the Regina Police Department was 10.27 years. While a few respondents had been police officers for less than six months, some 20% of the sample had over 20 years police service.

The distribution of respondents by rank is shown in Table 3. The largest single category of respondents, comprising nearly half the sample, was first-class constables. In all, nearly two-thirds of the sample were constables.

The average respondent reported he or she had been in their present rank between 4 and 5 years. As can be seen from Table 3, first-class constables, sergeants, and those with ranks of superintendent or higher, reported being in their present ranks much longer than other respondents. As one might expect, both age and the number of years of police experience increase significantly with the rank of the respondent (see Table 3).

The distribution of respondents by division is shown in Table 4. Over half the respondents were assigned to the Patrol division, while about 10% reported being assigned to each of the Support and Traffic divisions. Less than 2% were from each of

TABLE 3

The Rank Of Respondents

Rank	Number	Percent	Years In* Present Rank	Years Of* Police Service	Years Of* Service With Regina Police	Age*
Probationary Constable	18	6.5	.06	1.56	.78	24.18
Fourth Class Constable	7	2.5	.00	1.43	2.00	22.29
Third Class Constable	15	5.4	.73	3.40	2.13	25.27
Second Class Constable	22	7.9	.77	4.71	3.36	26.68
First Class Constable	119	42.8	5.68	8.22	7.71	30.43
Corporal	21	7.6	1.14	12.86	12.67	33.24
Sergeant	48	17.3	7.35	18.98	18.32	40.76
Staff Sergeant	15	5.4	1.93	23.27	23.20	44.36
Inspector	5	1.8	1.80	24.60	24.60	45.00
Superintendent or Higher	7	2.5	3.36	31.43	26.43	52.20

N = 277
respondents

F = 2.51,
p < .009

F = 107.80,
p < .001

F = 109.67, F = 54.64,
p < .001 p < .001

*Rounded to the nearest year

TABLE 4
Divisional Responsibilities
Of Respondents

	Number	Percent	Years in Present Division*	Years of Police Service*	Years of Service With Regina City Police*	Age*
Administration	5	1.8	4.20	28.00	21.00	50.50
Criminal Investigation	47	16.9	3.28	16.39	15.81	37.74
Headquarters	4	1.4	2.00	18.00	17.75	40.00
Patrol	154	57.2	3.07	7.29	6.70	29.29
Support Services	24	8.6	1.50	15.13	14.63	35.83
Traffic	32	11.5	1.59	13.00	18.87	35.29

N = 266
respondents

F=3.78,
p<.003

F=26.40,
p<.001

F=22.73,
p<.001

F=19.73
P<.001

*Rounded to the Nearest Year.

the Administration and Headquarters divisions.

Both the length of police service and the age of respondents were associated with divisional assignment. Respondents from Administration were older and had more police experience. Respondents from Criminal Investigation, Headquarters, Support Services and Traffic were somewhat younger and had somewhat less police experience. On the average, respondents from the Patrol division were the youngest and had the least police experience.

Chapter III

FINDINGS

In this chapter, the findings respecting job satisfaction among the police are presented. Respondents were asked to react to some 86 statements about crime and crime control by indicating whether they: 'strongly agreed'; 'agreed'; 'disagreed'; or 'strongly disagreed'. Responses to the questions were the subject of a factor analysis. This statistical procedure permitted the grouping of questions along various dimensions of job satisfaction. Ten such dimensions were identified and each of these will be discussed in a separate section in this chapter.

The items which converged around the ten dimensions of job satisfaction were used to create simple additive scales. This technique involves adding the scores of all the relevant items together to create a total score which can then be used to investigate respondent characteristics correlated with job satisfaction. One scale was created for each of the ten dimensions of job satisfaction identified in the factor analysis. The method of creating these scales is discussed in Appendix B.

A. Personal And Organizational Supports

Ten questionnaire items asked respondents about the personal and organizational supports they felt were available to them in their job. These items are set out in Table 5. Some of the items (see items 1 through 5) referred to organizational supports.

TABLE 5

Personal And Organizational Supports

	Strongly Agree	Agree	Disagree	Strongly Disagree	Total N
1. I haven't had enough training on how to deal with people.	5 (1.8)	65 (23.5)	179 (65.3)	25 (9.1)	274 (100%)
2. I am satisfied with the training I received as a recruit.	8 (2.9)	125 (46.0)	99 (36.4)	40 (14.7)	272 (100%)
3. I am required to work excessive amounts of overtime.	0 (00.0)	4 (1.4)	218 (78.7)	55 (19.9)	277 (100%)
4. Members are in good physical shape	2 (0.7)	73 (26.4)	151 (54.7)	50 (18.1)	276 (100%)
5. Members will be disciplined if they don't obey the rules.	18 (6.5)	196 (71.0)	55 (19.9)	7 (2.5)	276 (100%)
6. Most of my friends are police officers.	16 (5.8)	110 (39.9)	137 (49.6)	13 (4.7)	276 (100%)
7. When members first arrive on this force, someone shows them around and explains how things operate.	12 (4.4)	207 (75.8)	49 (17.9)	5 (1.8)	273 (100%)
8. Members help new members get acquainted on this force.	10 (3.6)	220 (80.0)	43 (15.6)	2 (0.7)	275 (100%)

TABLE 5 (Continued)

	Strongly Agree	Agree	Disagree	Strongly Disagree	Total N
9. The more capable members on this force help take care of the less capable ones.	12 (4.3)	149 (53.8)	107 (38.6)	9 (3.2)	277 (100%)
10. Police on this force care about each other.	34 (12.0)	191 (69.5)	46 (16.7)	4 (1.5)	275 (100%)

N = number of respondents

These concerned respondents' perceptions of the adequacy of training, the physical shape of the Force, the hours of work required, and the rigidity of Departmental policies and procedures. Other items (see items 6 through 10) referred to personal supports within the Department. These concerned respondents' perceptions of the number of friends they had on the Force, the extent to which new members were welcomed into "the group", and the extent to which members helped each other out. The presence of personal and organizational supports of this type constitute one dimension of job satisfaction.

As Table 5 indicates, only one-quarter of the respondents felt they did not receive enough training on how to deal with people, although half the respondents felt their recruit training was inadequate. Virtually no one agreed that members were required to work excessive amounts of overtime. Only one-quarter of the respondents could agree that members of the Force were in good physical shape. Nearly 80% of the respondents acknowledged the existence of rules which they had to obey in view of disciplinary procedures.

In terms of personal supports on the job, nearly half the respondents agreed that most of their friends were police officers. Over 80% of the respondents agreed that members helped new members get acquainted, and an equal number agreed members got an explanation of how things operated when they first arrived in the Department. About half the respondents felt that more capable members helped take care of less capable

members. Over 80% of the respondents agreed that members of the Force cared about one another.

The ten items set out in Table 5 were used to construct a simple additive scale. The scale was created in such a way that high scores would be associated with the perception of strong personal and organizational supports, while low scores would be associated with the perception of weak personal and organizational supports.

The analysis indicates that respondents had different perceptions of support depending on the division to which they were assigned. Strongest supports were perceived among personnel in Headquarters and Patrol divisions. Personnel in Criminal Investigation, Support and Traffic divisions perceived supports as being somewhat weaker. Supports were perceived weakest among personnel in Administration. These findings were statistically significant ($F = 3.59, p < .004$).

Perceived personal and organizational supports were also correlated with the rank of the respondent. In general, constables perceived the strongest supports, while the more senior officers perceived weaker supports. There were, however, exceptions. Second-class constables scored lower than other constables, and inspectors had the highest scores. Corporals, sergeants, staff sergeants, superintendents and more senior officers scored lower than constables. Interestingly, the highest ranked officers (superintendents and higher) perceived the weakest personal and organizational supports.

The perception of personal and organizational supports was also correlated with police experience. The longer respondents reported being involved in police work, the less likely they were to perceive supports ($r = -.250, p < .001$). Similarly, the longer respondents reported working for the Regina Police Department, the less likely they were to perceive supports ($r = -.295, p < .001$). Older respondents were also less likely to perceive supports ($r = -.278, p < .001$).

Scores on the personal and organizational supports scale were not correlated with the following variables: marital status; number of dependents; sex; education; occupational status of respondent's previous job; occupational status of father's usual job; occupational status of mother's usual job; and place of residence.

Taken together, these findings would seem to suggest that more senior members on the Department perceive fewer personal and organizational supports than more junior members. Administrative staff and senior officers scored lowest on the scale. Moreover, age and length of police experience, which are closely associated with rank and divisional assignment, were also associated with low scores. It appears that those who "move up" in the police organization may experience a reduction in personal and organizational supports.

The findings also suggest that personal supports are generally perceived as stronger than organizational supports.

Thus, most respondents felt close personal ties with their colleagues, while questions were raised about the adequacy of recruit training and the extent to which the Force is in good physical shape. Interestingly, recruit training was seen as more adequate by those with less years police service ($F = 6.47$, $p < .001$), and by those with less years service with the Regina Police Department ($F = 8.60$, $p < .001$). This would suggest that recruit training has been more satisfactory in recent years than in the past.

B. Openness Of Personal Communication

Six questionnaire items asked respondents about the openness of personal communications. These items are set out in Table 6 and concern the extent to which respondents believe there is open communication about the personal problems experienced by themselves and others. Openness of personal communication is one dimension of job satisfaction.

As Table 6 indicates, a variety of opinions were expressed about the openness of personal communications. As many respondents agreed as disagreed with the statement that "It is difficult to get help with personal problems." Interestingly, 58 respondents (22%) strongly agreed with this statement. Similarly, as many respondents agreed as disagreed that members rarely talk about personal problems. Half agreed that members

TABLE 6

Openness Of Personal
Communication

	Strongly Agree	Agree	Disagree	Strongly Disagree	Total N
1. It is difficult to get help with personal problems.	58 (22.0)	91 (34.5)	106 (40.2)	9 (3.4)	264 (100%)
2. Members rarely talk about their personal problems with each other.	12 (4.3)	120 (43.3)	130 (46.9)	15 (5.4)	277 (100%)
3. Members tend to hide their feelings from each other.	13 (4.7)	120 (43.6)	138 (50.2)	4 (1.5)	275 (100%)
4. Members say how they feel about each other.	7 (2.6)	118 (43.2)	138 (50.5)	10 (3.7)	273 (100%)
5. Personal problems are openly talked about.	1 (0.4)	22 (8.0)	226 (82.5)	25 (9.1)	274 (100%)
6. With all the countermanded orders, supervisors are not really given a free hand to carry out their duties.	28 (10.3)	155 (57.0)	85 (31.3)	4 (1.5)	272 (100%)

N = number of respondents

tend to hide their feelings, while half could not agree that this was the case. Half agreed that members say how they feel about each other, while half could not agree such communication occurred. Only 10% of respondents felt that personal problems were openly talked about, while 90% felt that this was not the case. Nearly 70% of the respondents felt confusion in communication occurred because of countermanded orders.

The six items set out in Table 6 were used to construct a simple additive scale. The scale was constructed in such a way that high scores would be associated with perceived openness of communication, while low scores would be associated with perceived limitations on the openness of personal communication.

The analysis indicates that respondents had differing perceptions of openness of communication, depending on their rank. Probationary constables, fourth-class constables, third-class constables and inspectors perceived high levels of openness around personal communications. The scores of first-class constables, sergeants, and staff sergeants indicate they perceived somewhat less openness of personal communication ($F = 2.96, p < .002$). Respondents with many years of police service ($r = -.102, p < .05$), those with many years service with the Regina Police Department ($r = -.136, p < .020$), and respondents with more dependents ($r = -.182, p < .002$) were less likely to perceive open communication around personal problems.

Scores on the openness of personal communication scale were not correlated with the following variables: divisional

assignment; amount of education; occupational status of respondent's previous job; occupational status of father's usual job; occupational status of mother's usual work; marital status; sex; and place of residence.

Taken together, the findings would seem to suggest that older and more senior members of the Department experience the greatest difficulty in finding opportunities for discussing personal problems, but openness of personal communication would seem to be a problem throughout the Department. Younger or more junior members seem to perceive greater opportunities for communication around personal problems. More junior members of the Department may have more opportunities for developing close personal relationships and these, in turn, would permit communication around personal problems. Such opportunities may become more limited, however, as one moves up the hierarchy of the Department.

C. Security Of Employment

Ten questionnaire items asked respondents about the extent to which they perceived themselves having security in their employment. These ten items are set out in Table 7. Security, as used here, does not refer only to the prospects for continued employment; it also involves perceptions about the chances of getting ahead and about the adequacy of salary and fringe benefits. It is also concerned with one's ability to get the

TABLE 7

Security Of Employment

	Strongly Agree	Agree	Disagree	Disagree	Total N
1. Promotions are handled unfairly.	64 (24.2)	91 (34.3)	102 (38.5)	8 (3.0)	265 (100%)
2. The chances for promotion are good.	3 (1.1)	108 (40.1)	127 (47.2)	31 (11.5)	269 (100%)
3. The Department wants to give everyone a chance to get ahead.	3 (1.1)	71 (26.1)	157 (57.7)	41 (15.1)	271 (100%)
4. Members are encouraged to plan for the future.	4 (1.5)	80 (29.1)	169 (61.5)	22 (8.0)	275 (100%)
5. My salary adequately compensates me for my position and duties.	11 (4.0)	151 (54.9)	87 (31.6)	26 (9.5)	275 (100%)
6. I am satisfied with the fringe benefits on this job.	16 (5.8)	188 (68.1)	67 (24.3)	5 (1.8)	276 (100%)
7. I am satisfied with my job security.	8 (2.9)	193 (70.2)	61 (22.2)	13 (4.7)	275 (100%)
8. Supervisors are always changing their minds around here.	68 (25.0)	121 (44.5)	79 (29.0)	4 (1.5)	271 (100%)
9. Things are sometimes very disorganized around here.	76 (27.7)	156 (56.9)	40 (14.6)	2 (0.7)	274 (100%)
10. Being in the new building makes it easier for me to do my job.	23 (8.4)	141 (51.6)	93 (34.1)	16 (5.9)	273 (100%)

N = number of respondents

job done, given physical surroundings, supervisors, the orderliness of the workplace, and so on. Thus, while there are differences in the subject areas probed by the ten items set out in Table 7, each item can be understood in terms of security of employment, broadly defined. A sense of security is one dimension of job satisfaction.

As Table 7 indicates, a substantial number (close to 60%) of the respondents felt that promotions were not handled fairly and one in four respondents strongly agreed that promotions were handled unfairly. Nearly 60% of the respondents felt that the chances for promotion were not good. Only one in four respondents felt that the Department was interested in giving everyone a chance to get ahead. More than two-thirds of the respondents felt that members were not encouraged to plan for the future.

Sixty percent of the respondents felt they were being adequately paid. Over seventy percent felt the fringe benefits were satisfactory, and an equal number were satisfied with their job security.

Eighty-five percent of the respondents agreed that things were sometimes very disorganized in their work place, and two-thirds indicated supervisors were always changing their minds. Surprisingly, only 60% reported their job was made easier by the new police headquarters. Forty percent felt their job had not been made easier as a result of the move.

The ten items set out in Table 7 were used to construct a

simple additive scale. The scale was created in such a way that high scores would be associated with a feeling of security and low scores would be associated with a feeling of insecurity.

The analysis indicates that respondents in Administration and Headquarters reported a much higher level of job security than other members. While respondents in Criminal Investigation and Support scored in the middle range, the least job security was reported by respondents in the Patrol and Traffic divisions ($F = 2.31, p < .05$). Interestingly, the highest scores were reported by more senior members (corporals and higher) and junior members (probationary and fourth-class constables), while members in the middle ranks (first-, second-, and third-class constables) reported the lowest scores ($F = 12.4, p < .001$).

Not surprisingly, a sense of security was correlated with the number of years of police experience ($r = .276, p < .001$), the number of years service with the Regina Police Department ($r = .263, p < .001$), and age ($r = .191, p < .001$). Job security was notably higher among respondents who reported living in the suburban areas than it was among respondents living in the downtown core (Areas 2, 3, 9 and 10) or adjacent areas ($r = -.167, p < .006$).

Scores on the security of employment scale were not correlated with the following variables: length of service in current division; length of service in current rank; number of dependents; education; occupational status of respondent's previous employment; occupational status of father's usual job;

occupational status of mother's usual job; marital status; and sex.

Taken together, the findings suggest that many members see promotion as out of reach, even though they are satisfied with their current salary, fringe benefits and the possibility of continued employment. Many members also report a lack of organization in their work place and this is associated with a sense of insecurity. Members with more years of experience and those in administrative positions report feeling more secure than other members. The fact that job security appears to be associated with place of residence may be simply due to more senior, and hence more highly paid, members living in better off areas of the city.

Interestingly, new members of the Department report higher levels of security than corporals or first-, second-, or third-class constables. It may be the case that new members have heightened expectations while some members who have been working for several years, on the other hand, may perceive themselves as "locked into" a certain rank. They would then see their chances for promotions more pessimistically than the new recruits.

D. Pride In Police Work

Six questionnaire items centered around the respondents' pride in police work. The items concern pride in the Department, group spirit, relations with the public and the media, and a

willingness to work with men or women to get the job done. Pride in police work is one dimension of job satisfaction.

As Table 8 indicates, over 80% of the respondents agreed that members were proud of the Force although 45% agreed there was little group spirit on the Force. In terms of relations with the public and the media, 70% of the respondents felt relations between the police and the public were getting better, 75% could not agree that people look down on police work as a profession, and less than 40% felt the media made police work more difficult. Nearly 70% of the respondents indicated it made no difference to them whether they worked with men or women.

A simple additive scale was created from the six items in Table 8. The scale was constructed so that high scores would be associated with high levels of pride while low scores would be associated with low levels of pride.

The analysis indicates that there were significant differences in the perceptions of respondents when broken down by rank. As with security of employment, the highest scores were reported by senior and junior members, while those in the middle ranks (between third-class constables and sergeants) had somewhat lower scores ($F = 2.05, p < .035$). More highly educated respondents were also more likely to report high levels of pride ($r = .112, p < .04$).

Scores on the pride in police work scale were not correlated with the following variables: length of police experience; age; divisional assignment; sex; marital status; number of dependents;

TABLE 8

Pride In Police Work

	Strongly Agree	Agree	Disagree	Strongly Disagree	Total N
1. Members are proud of this force.	51 (18.4)	186 (67.1)	30 (10.8)	10 (3.6)	277 (100%)
2. There is very little group spirit on this force.	24 (8.8)	103 (37.6)	128 (46.7)	19 (6.9)	274 (100%)
3. Relations between the police and the public are getting better.	8 (2.9)	188 (68.6)	73 (26.6)	5 (1.8)	274 (100%)
4. People look down on police work as an occupation.	8 (2.9)	60 (21.8)	179 (65.1)	28 (10.2)	275 (100%)
5. Crime reports on television, on the radio, and in the newspapers make the work of the police more difficult.	21 (7.6)	84 (30.3)	151 (54.5)	21 (7.6)	277 (100%)
6. It makes no difference whether I work with men or women.	21 (7.7)	163 (59.7)	68 (24.9)	21 (7.7)	273 (100%)

N = number of respondents

occupational status of respondent's previous job; occupational status of father's usual job; occupational status of mother's usual job; and place of residence.

These findings would seem to indicate that members go through a period of disenchantment after they have been with the Department for a few years. Thus, while new members and members at a senior level score high, members in the middle range of ranks seem to have some doubts. It is not clear why amount of education is associated with amount of pride, but it may be related to the self-image of members such that more highly educated members may have a better self-image and this disposes them to see their work in a more positive manner.

E. Co-operation Orientation

Five questionnaire items asked respondents about the extent to which they perceived their work as being a co-operative enterprise. The items concern the extent of a team approach as opposed to one that emphasizes leadership, the opportunities for group problem solving, and perceived co-operation from civilian staff, witnesses, and the public. The perception of a co-operative approach is one dimension of job satisfaction.

As can be seen from Table 9, three-quarters of the respondents indicated that members are expected to take leadership. While nearly 90% of the respondents agreed that they were satisfied with the help they received from civilian staff, only

TABLE 9
Co-operative Orientation

	Strongly Agree	Agree	Disagree	Strongly Disagree	Total N
1. Members are expected to take leadership.	16 (5.8)	193 (70.4)	59 (21.5)	6 (2.2)	274 (100%)
2. I am satisfied with the help I get from the civilian staff.	26 (9.4)	216 (78.0)	30 (10.8)	5 (1.8)	277 (100%)
3. Police usually get co-operation from witnesses.	2 (0.7)	140 (51.3)	116 (42.5)	15 (5.5)	273 (100%)
4. The public is often unwilling to help police in their work.	29 (10.5)	166 (59.9)	80 (28.9)	2 (0.7)	277 (100%)
5. Members are expected to share their personal problems with each other.	4 (1.5)	50 (18.5)	172 (63.5)	45 (16.6)	271 (100%)

N = number of respondents

half reported they were usually successful in getting co-operation from witnesses, and nearly 70% agreed the public is often unwilling to assist the police. Only 20% of the respondents reported that members were expected to share their personal problems with each other.

From the five items in Table 9, a simple additive scale was constructed. The scale was constructed so that high scores would be associated with a co-operative orientation while low scores would be associated with a more individualistic orientation.

The analysis suggests that the extent of a co-operative orientation is not related to amount or type of police experience; age; sex; marital status; number of dependents; education; or place of residence. Respondent's occupational status for the job they had prior to going into police work ($r = .107, p < .046$) and the occupational status of father's job ($r = .149, p < .011$) were both positively correlated with a co-operative orientation. Those who reported higher occupational status also reported a co-operative orientation.

The findings suggest that the extent to which respondents do their job using a co-operative approach, and the success they experience in co-operating with others, is primarily a function of previous work experience and family background rather than rank or police experience. The findings also suggest that most respondents see their jobs in "individualistic" rather than "co-operative" terms.

F. Encouragement

Five questionnaire items asked respondents' views about the extent to which they felt they were encouraged in doing police work. The items refer to personal relationships among staff, the perceived orderliness of the work place, and the extent to which expectations of police work had been fulfilled. A sense of encouragement is one dimension of job satisfaction.

As can be seen from Table 10, some 40% of the respondents agreed that supervisors gave little responsibility to members. Only a third of the respondents agreed that the Department was well-organized. Over 60% indicated that police work was what they had expected it to be. Over 90% indicated that members sometimes argue with each other. More than half indicated that members have very little time to encourage one another.

The five items in Table 10 were used to construct a simple additive scale. The scale was constructed so that high scores would be associated with a sense of encouragement while low scores would be associated with a sense of discouragement.

The analysis indicates that members assigned to Headquarters scored significantly higher in terms of a sense of encouragement than did members assigned to other divisions ($F = 2.42, p < .036$). There were also differences among respondents with different ranks. While higher-ranked respondents generally reported high levels of encouragement, first-class constables and corporals scored lower than the more junior constables. Respondents

TABLE 10

Encouragement

	Strongly Agree	Agree	Disagree	Strongly Disagree	Total N
1. Supervisors give members very little responsibility.	22 (8.0)	83 (30.3)	153 (55.8)	16 (5.8)	274 (100%)
2. This is a very well organized force.	8 (2.9)	92 (33.6)	127 (46.4)	47 (17.2)	274 (100%)
3. My experience in police work is what I expected it to be.	8 (2.9)	165 (59.8)	96 (34.8)	7 (2.5)	276 (100%)
4. Members sometimes argue with each other.	7 (2.5)	253 (91.3)	17 (6.1)	0 (0.0)	277 (100%)
5. Members have very little time to encourage each other.	5 (1.8)	126 (46.3)	138 (50.7)	3 (1.1)	272 (100%)

N = number of respondents

with more years police service ($r = .173$, $p < .003$), those having longer service with the Regina Police Department ($r = .156$, $p < .006$), and older respondents ($r = .113$, $p < .036$) also scored higher than other respondents.

Scores on the sense of encouragement scale were not correlated with the following variables: length of time the respondent had served in his/her current division or rank; marital status; number of dependents; amount of education; occupational status of respondent's previous job; occupational status of father's usual job; occupational status of mother's usual job; sex; and place of residence.

The findings suggest that members with seniority and those with more senior positions are more encouraged than other members. Once again, it is interesting to note that members in the middle ranks (first-class constables and corporals) are an exception to this rule since they scored lower than their more junior colleagues. This same pattern, it will be recalled, also emerged in relation to security of employment and pride in police work. It would appear that a substantial number of the respondents experience some discouragement from their work.

G. The Effects Of Police Work On Personal Relationships

Seven questionnaire items converged around effects of employment on personal relationships. Taken together, these items identify the extent to which the job permits satisfying

personal relationships to develop, or the extent to which the job interferes with the establishment or maintenance of such relationships. At one extreme would be the respondent who can not see the results of his/her work, gets no sense of accomplishment from working, feels all the decisions about his/her work are made without his/her input, feels isolated from the community, and finds the job interferes with his/her life while off the job. At the other extreme would be the respondent who is happy with his/her work and who does not see his/her job interfering with his/her general well-being. The effects of police work on personal relationships is one dimension of job satisfaction.

As Table 11 indicates, three-quarters of the respondents indicated they felt that all the decisions were being made by supervisors and not by members. Over a third of the respondents conceded they felt isolated from the community. Half the respondents could not agree that they usually saw the results of their work. One in four reported that police work seriously interfered with relationships off the job. Three-quarters of the respondents agreed that their jobs gave them a sense of accomplishment. Over two-thirds conceded being a police officer made it harder to lead a normal life.

The seven items in Table 11 were used to construct a simple additive scale. The analysis indicates that the negative effects of police work on personal relationships is experienced most acutely by Administration and Headquarters personnel.

TABLE 11
Effects Of Police Work
On Personal Life

	Strongly Agree	Agree	Disagree	Strongly Disagree	Total N
1. All decisions about the force are made by the supervisors and not by the members.	66 (24.4)	133 (49.1)	60 (22.1)	12 (4.3)	271 (100%)
2. As a police officer, I tend to feel isolated and set apart from the community.	18 (6.5)	91 (32.9)	138 (49.8)	30 (10.8)	277 (100%)
3. I can usually see the results of my work.	7 (2.5)	132 (48.0)	108 (39.3)	28 (10.2)	275 (100%)
4. Being a police officer seriously interferes with my personal relationships off the job.	16 (5.8)	61 (22.1)	169 (61.2)	30 (10.9)	276 (100%)
5. My job gives me a sense of accomplishment.	16 (5.8)	199 (72.1)	56 (20.1)	5 (1.8)	276 (100%)
6. People treat me differently in social situations once they learn I am a police officer.	47 (17.1)	148 (53.8)	77 (28.0)	3 (1.1)	275 (100%)
7. Being a police officer makes it harder to lead a normal life.	34 (12.3)	139 (50.2)	94 (33.9)	10 (3.6)	277 (100%)

N = number of respondents

Support personnel report somewhat less interference, while members in Criminal Investigation, Traffic, and Patrol report the least amount of interference ($F = 3.77, p < .003$). The senior officers, particularly staff sergeants and upwards, experienced the greatest interference, while first-, second-, and third-class constables experienced the least interference ($F = 2.91, p < .003$). Consistent with these findings, respondents with more years policeservice ($r = -.252, p < .001$), those having more years service with the Regina Police Department ($r = -.250, p < .001$), and older respondents ($r = -.217, p < .001$) all reported more interference. Males were more likely than females ($r = -.115, p < .032$) and married respondents were more likely than single respondents ($r = -.115, p < .031$) to report effects on personal relationships.

Scores on the scale were not correlated with the following variables: length of service in current rank; length of service in current division; number of dependents; amount of education; occupational status of respondent's previous job; occupational status of father's usual work; occupational status of mother's usual work; and place of residence.

The findings indicate that new members go through an initial period when adjustments in personal relationships have to be made. Although this stabilizes in time, senior staff still experience the greatest interference. This is most likely due to the increased demand and increased pressures which accompany greater responsibilities. In all, however, a

substantial number of respondents indicated their work affected their personal life.

H. Powerlessness

Twelve questionnaire items seemed to converge around a powerlessness dimension. The questions concerned the extent to which respondents felt criminals were treated appropriately, the extent to which they felt police had sufficient powers to do their job, and their perceptions about the nature of offenders. At one extreme would be the respondent who felt there was too much emphasis on the rights of offenders, the courts were too lenient, police didn't have enough powers, the public did not understand police work, police work placed too much emphasis on counselling, offenders had criminal personalities, and offenders must be treated with authority. At the other extreme would be the respondent who felt there was not enough emphasis on offenders' rights, the courts dealt fairly with offenders, the police had enough powers, and it was not necessary to adopt a punitive approach in dealing with criminals. A sense of powerlessness is one dimension of job satisfaction.

As Table 12 indicates, 85% of the respondents felt there was too much emphasis on the rights of offenders. An equal number believed the courts were too lenient with juveniles. Nearly 90% believed convicted offenders should get longer sentences.

TABLE 12

42.

Powerlessness

	Strongly Agree	Agree	Disagree	Strongly Disagree	Total N
1. There is too much emphasis on the rights of offenders.	99 (35.7)	138 (49.8)	39 (14.1)	1 (0.4)	277 (100%)
2. The courts are too lenient with juvenile offenders.	89 (32.2)	146 (52.9)	36 (13.0)	5 (1.8)	276 (100%)
3. Convicted offenders should get longer sentences.	98 (36.0)	148 (54.4)	25 (9.2)	1 (0.4)	272 (100%)
4. Police should have more discretionary powers.	30 (10.9)	186 (67.6)	59 (21.5)	0 (0.0)	275 (100%)
5. Police do not have enough powers to do their job adequately.	46 (16.6)	125 (45.1)	104 (37.5)	2 (0.7)	277 (100%)
6. The public doesn't understand what police work is all about.	59 (21.3)	180 (65.0)	38 (13.7)	0 (0.0)	277 (100%)
7. With all the counselling we do, there is hardly any time left over for law enforcement.	3 (1.1)	46 (16.7)	211 (76.4)	16 (5.8)	276 (100%)
8. Police should be able to look after problems involving juveniles without consulting social agencies.	6 (2.2)	79 (28.7)	172 (62.5)	18 (6.5)	275 (100%)

43.

TABLE 12 (Continued)

	Strongly Agree	Agree	Disagree	Strongly Disagree	Total N
9. The police should be able to use any method they think necessary to combat crime.	34 (12.3)	74 (26.7)	140 (50.5)	29 (10.5)	277 (100%)
10. If you don't treat suspects with authority they will think you are weak.	18 (6.6)	100 (36.8)	143 (52.6)	11 (4.0)	272 (100%)
11. Most criminals have criminal personalities.	12 (4.4)	138 (50.5)	120 (43.9)	3 (1.1)	273 (100%)
12. If it were not for the threat of punishment, crime would be out of control in our society.	84 (30.5)	128 (46.5)	52 (18.9)	11 (4.0)	275 (100%)

N = number of respondents

The respondents generally felt they needed greater powers. Nearly 80% felt police should have more discretionary powers. Sixty percent felt that present police powers were inadequate for the job that needed to be done. Over 85% felt the public didn't understand the problems faced by the police. Nearly one in five respondents felt they were so involved in counselling that there was hardly any time left over for law enforcement. A third of the respondents felt the police should be able to make decisions about juveniles without having to consult with social agencies.

Forty percent of the respondents felt the police should be able to use any method to combat crime. An equal number agreed that suspects had to be treated with authority or they would think the police were weak. Over half the respondents agreed that most criminals have criminal personalities. Nearly 80% of the respondents felt crime would be out of control in society if it were not for the threat of punishment.

From the twelve items in Table 12, a simple additive scale was constructed. The scale was constructed so that high scores would be associated with a sense of powerlessness, while low scores would be associated with the absence of such a sense.

The analysis indicates that respondents' orientations were correlated with their divisional assignment. Respondents having the most direct contact with offenders (i.e. those in Patrol, Traffic and Criminal Investigation) were more likely to report a sense of powerlessness than respondents with more limited

contact (i.e. those in Support, Administration or Headquarters) ($F = 4.63, p < .001$). Consistent with these findings, higher ranked respondents were significantly less likely to report a sense of powerlessness than lower ranked respondents ($F = 4.93, p < .001$). Respondents with more years of police service ($r = -.362, p < .001$), with more years of service with the Regina Police Department ($r = -.363, p < .001$), those who reported being in their current rank for some time ($r = -.130, p < .02$) and older respondents ($r = -.367, p < .001$) were less likely to feel powerless. Respondents living in the core city area or adjacent areas (Areas 2, 3, 9 and 10) were also more likely to feel powerless ($r = .126, p < .027$), as were respondents who reported their fathers worked at jobs with higher occupational status ($r = .162, p < .007$).

Scores on the powerlessness scale were not correlated with the following variables: length of time in current division; number of dependents; amount of education; occupational status of respondent's previous job; occupational status of mother's usual job; marital status; and sex.

Taken together, the findings indicate that those who have the greatest line contact with crime and offenders, by virtue of rank, divisional assignment or place of residence, are more likely to feel powerless than those with more limited line contact. Because rank and divisional assignment are associated with age, younger respondents generally reported feeling more powerless than older respondents. It is not clear why father's

occupational status proved significant, however, it may be the case that middle-class family background heightens initial expectations, thereby increasing the likelihood that the respondent would later experience a feeling of futility or powerlessness.

The findings suggest that most respondents feel the police do not have adequate powers. Moreover, the rights of offenders are perceived as being too great. The general sentiment is that the police and courts should adopt a "tougher" approach.

I. Practical Orientation

Nine questionnaire items converged around a practical orientation dimension. These items concern the extent to which the respondent feels he/she is encouraged to act in a practical way, and the extent to which the respondent perceives others in the organization as acting in a practical manner. At one extreme would be the respondent who perceived few incentives for acting practically and who saw communications as not contributing to the solution of practical problems. At the other extreme would be the respondent who generally perceived practical considerations as being adequately dealt with. Practical orientation is one dimension of job satisfaction.

As Table 13 indicates, nearly half the respondents felt the supervisors were not aware of the practical problems of members. Less than one in four respondents agreed that members

TABLE 13

Practical Orientation

	Strongly Agree	Agree	Disagree	Strongly Disagree	Total N
1. Supervisors are aware of the practical problems encountered by the other members in their daily work.	9 (3.3)	122 (44.2)	113 (40.9)	32 (11.6)	276 (100%)
2. If a member's assignment is changed, a supervisor always tells him/her why.	7 (2.6)	58 (21.2)	165 (60.2)	44 (16.1)	274 (100%)
3. Members are encouraged to learn new ways of doing things.	2 (0.7)	106 (38.5)	142 (51.6)	25 (9.1)	275 (100%)
4. The Department is interested in knowing why members leave the force.	7 (2.6)	83 (31.1)	133 (49.8)	44 (16.5)	267 (100%)
5. Members have a say about whom they work with.	4 (1.5)	62 (22.5)	167 (60.7)	42 (15.3)	275 (100%)
6. Members are encouraged to show their feelings.	1 (0.4)	39 (14.2)	200 (72.7)	35 (12.7)	275 (100%)
7. If members want to, they can criticize supervisors to their faces.	3 (1.1)	44 (16.1)	130 (47.4)	97 (35.4)	274 (100%)
8. There is very little emphasis on making members more practical.	10 (3.7)	175 (64.1)	86 (31.5)	2 (0.7)	273 (100%)
9. Supervisors act on members' suggestions.	1 (0.4)	96 (35.0)	138 (50.4)	39 (14.2)	274 (100%)

N = number of respondents

would get an explanation if their assignment was changed. Less than 40% felt that there were incentives for members to learn new ways of doing things. Only one in four respondents agreed they had a say about whom they worked with. Eighty-five percent of the respondents could not agree they were encouraged to show their feelings. Over 80% of the respondents felt they couldn't criticize supervisors to their faces, even if they wanted to. Nearly 70% agreed there was very little emphasis on making members more practical. Sixty-five percent could not agree that supervisors act on members' suggestions.

The nine items in Table 13 were used to construct a simple additive scale. The scale was constructed so that high scores would be associated with the perception of a practical orientation, while low scores would be associated with a perceived absence of such an orientation.

The analysis reveals a familiar pattern in that both the most senior and most junior members perceived more of a practical orientation than corporals and first-, second-, and third-class constables ($F = 7.26, p < .001$). Respondents with ranks of inspector or higher scored highest on the practical orientation scale. Consistent with these findings, respondents with the longest police experience ($r = .335, p < .001$), those with the longest service with the Regina Police Department ($r = .330, p < .001$), and older respondents ($r = .277, p < .001$) perceived the highest levels of practical orientation. In addition, males were more likely than females to score high

($r = .116, p < .033$).

Scores on the practical orientation scale were not correlated with the following variables: division; length of time in current rank; length of time in current division; number of dependents; amount of education; occupational status of respondent's previous employment; occupational status of mother's usual employment; occupational status of father's usual employment; marital status; and place of residence.

Taken together, the findings indicate that many respondents did not perceive their work place as organized around practical concerns. Those very high or very low in the organizational hierarchy were most likely to see themselves and their colleagues as oriented around practical affairs. The highest scores were obtained by senior officers, members with lengthy police experience, and older respondents. Among the new recruits (i.e. probationary and fourth-class constables) there appears to be a perception of practical orientation which does not carry over to more senior constables and corporals. It is not until one looks at sergeants that perceptions of practical orientation begin to get higher again.

J. Attitudes Towards Natives

Estimates of the number of Native people residing in Regina have been as high as 30,000 or one-fifth of the total population. Crime among the Native peoples has been the subject of much discussion in the city and, moreover, whereas the total Native

population in the province is less than 15% of the total population, incarcerated Natives constitute some 60% of all those incarcerated in the province. A substantial number of these are committed from Regina. Therefore, it was felt important to gauge police attitudes regarding police-Native relations. Those relations are one dimension of job satisfaction.

As Table 14 indicates, while there is a diversity of opinion respecting Natives, nonetheless many police officers clearly hold negative attitudes. Two-thirds of the respondents don't agree that most Natives respect the law. Nearly nine out of ten don't agree that Natives are basically hardworking. Nearly half agree that most Natives go out of their way to make the job of the police more difficult. Sixty percent agree Natives don't help each other. Two-thirds of the respondents agreed that the importance of Native culture and history was exaggerated.

In terms of concrete action, 40% of the respondents agreed that Natives should not be allowed to drink. There was support for more Native police; half the respondents indicated they agreed Natives should have more responsibility for providing police services to Natives, and an equal number agreed that there should be more Natives on the Police Department. It is interesting to note, however, that one in five respondents strongly disagreed with the idea of having more Native police on the Department.

From the nine items in Table 14, a simple additive scale

TABLE 14

Police Attitudes
Towards Natives

	Strongly Agree	Agree	Disagree	Strongly Disagree	Total N
1. Most Natives respect the law.	1 (0.4)	84 (30.3)	122 (44.0)	70 (25.3)	277 (100%)
2. Natives should have more responsibility for providing police services to Natives.	14 (5.1)	123 (44.7)	103 (37.5)	35 (12.7)	275 (100%)
3. Natives should not be allowed to drink.	44 (16.1)	62 (22.6)	155 (56.6)	13 (4.7)	274 (100%)
4. Natives are basically hardworking.	1 (0.4)	34 (12.4)	150 (54.7)	89 (32.5)	274 (100%)
5. Most Natives go out of their way to make the job of the police more difficult.	46 (16.8)	83 (30.3)	140 (51.1)	5 (1.8)	274 (100%)
6. All things considered, the best place for Natives is on reservations.	50 (18.5)	81 (30.0)	136 (50.4)	3 (1.1)	270 (100%)
7. We should have more Natives on the police force.	11 (4.1)	123 (45.7)	76 (28.3)	59 (21.9)	269 (100%)
8. Natives don't help each other.	41 (15.1)	120 (44.1)	103 (37.9)	8 (2.9)	272 (100%)
9. The importance of Native culture and history is really exaggerated.	63 (22.7)	117 (42.2)	88 (31.8)	9 (3.2)	277 (100%)

N = number of respondents

was created. The scale was constructed in such a way that high scores would be associated with positive attitudes towards Natives (eg. that Natives respect the law, are hardworking, don't obstruct the police, etc.), while low scores would be associated with negative attitudes.

The analysis indicates that attitudes were more positive among respondents in the Administration, Headquarters and Traffic divisions than in the Support, Criminal Investigation, and Patrol divisions ($F = 3.45$, $p < .005$). Constables had consistently lower scores (more negative attitudes), while senior officers (eg. staff sergeants, inspectors and superintendents) had consistently higher scores (more positive attitudes) ($F = 3.65$, $p < .001$). Both the age of the respondent ($r = .275$, $p < .001$) and the number of years of police service ($r = .292$, $p < .001$) were positively correlated with favorable attitudes. In addition, respondents with dependents ($r = .129$, $p < .02$) and married respondents ($r = .130$, $p < .02$) were more likely to report positive attitudes.

Scores on the Native attitudes scale were not correlated with the following variables: sex; place of residence; the occupational status of respondent's previous job; occupational status of father's usual job; occupational status of mother's usual job; and amount of education.

The findings would seem to suggest that the older, more stable (in terms of family life), and more senior members of the Department are most likely to hold positive attitudes

towards Natives. In contrast, the younger, less stable, and more junior members of the Department are most likely to hold negative attitudes. It is noteworthy that it is those with the most positive attitudes who are least likely to come into contact with the Native population on a day-to-day basis. It is possible that the nature of police-Native contacts is such that negative attitudes are reinforced.

K. Overall Job Satisfaction

Generally, it was assumed that each of the ten scales discussed in the previous sections formed a continuum such that scores at one extreme could be viewed as positive in terms of job satisfaction, whereas scores at the other extreme could be viewed as negative. Therefore, it was possible to construct a measure of overall job satisfaction from the ten scale scores.

An analysis of the data was undertaken to determine the correlates of overall job satisfaction. The analysis suggests that the rank of the respondents was significantly correlated with overall job satisfaction. In general, the higher the rank of the respondent, the more likely he or she was to report being satisfied with work ($F = 6.25$, $p < .001$). There was, however, an exception to this rule.

Respondents in the middle range of ranks (between third-class constables and sergeants) reported less overall job satisfaction than lower or higher ranked members. Consistent with these findings, overall job satisfaction was higher among

respondents with more police experience ($r = .365, p < .001$), those having longer service with the Regina Police Department ($r = .350, p < .001$) and older respondents ($r = .294, p < .001$).

There was no significant relationship between overall job satisfaction and the following variables: division; length of service in current rank; length of service in current division; number of dependents; amount of schooling; occupational status of respondent's previous job; occupational status of father's usual job; occupational status of mother's usual job; marital status; sex; and place of residence.

L. Miscellaneous

Four questionnaire items could not be grouped with the other questions because the factor analysis indicated each item stood on its own. These four items, which concern the Regina City Policemen's Association; the need for prevention; communication with the public; and the availability of equipment, are set out in Table 15.

Table 15 indicates that over 80% of the respondents felt the Regina City Policemen's Association was doing a good job.

Two-thirds of the respondents agreed or strongly agreed that there should be more emphasis on prevention and less on detection and apprehension.

Nearly 60% of the respondents felt that the police weren't doing a very good job of communicating with the public about police roles and objectives. Only two individuals strongly

TABLE 15
Miscellaneous Items

	Strongly Agree	Agree	Disagree	Strongly Disagree	Total N
1. The Regina City Policemen's Association does a good job for its members.	80 (29.0)	177 (64.1)	13 (4.7)	6 (2.2)	276 (100%)
2. We need to be more involved in prevention than detection and apprehension.	33 (12.0)	153 (55.8)	78 (28.5)	10 (3.6)	274 (100%)
3. When a procedure is outlined for a member, he/she must follow it.	21 (7.6)	201 (72.8)	53 (19.2)	1 (0.4)	276 (100%)
4. The police don't do a very good job of informing the public about police roles and objectives.	18 (6.5)	144 (52.0)	113 (40.8)	2 (0.7)	277 (100%)
5. I have enough equipment to do my job.	15 (5.4)	187 (67.5)	56 (20.2)	19 (6.9)	277 (100%)

N = number of respondents

disagreed with the statement.

Over 70% of the respondents agreed or strongly agreed they had enough equipment to do their job.

M. Comments

The last section of the questionnaire invited comments from the respondents regarding aspects of police work they felt might be influenced by zone policing. This was an "open-end" question which permitted respondents to make any comments they wanted. This section discusses these comments.

Of the 278 respondents, 146 (52.5%) made comments. The most frequent comments included:

- a. Zone policing will result in better police-community relations and/or police services (29 respondents, 19.9%);
- b. Zone policing viewed negatively (for reasons unspecified) (21 respondents, 14.4%);
- c. Regina is too small to have zones (19 respondents, 13.0%);
- d. Zone policing will result in better public co-operation and/or better crime prevention (18 respondents, 12.3%);
- e. Zone policing will allow more individual input and/or job satisfaction (16 respondents, 11.0%);
- f. Don't know enough about zone policing to comment (15 respondents, 10.3%);
- g. The Administration won't be able to carry off zone policing effectively (14 respondents, 9.6%);

- h. Zone policing will isolate members and/or decrease team work (11 respondents, 7.5%).

The comments indicate that there is a wide variation among respondents' opinions about zone policing. While some believe it will be an improvement over current practices, a substantial number have reservations about the advantages of the new system. The diversity of opinion may be due, in part, to a lack of information about how zone policing will be organized and how it will operate. Many respondents indicated they could not comment because of lack of information.

Chapter IV
SUMMARY AND CONCLUSION

This study was undertaken to establish baseline data respecting job satisfaction among the Regina Police Force. The intent is to conduct a similar survey after the implementation of zone policing so that the effects on job satisfaction can be monitored. Although this report represents only the first stage of this larger study, nonetheless it has been possible to identify respondents' concerns about their jobs. In this final chapter, these concerns are summarized and some implications are examined.

A. Summary Of Findings

Regarding personal and organizational supports on the job, results indicate some respondents feel problems exist. While the level of personal supports (e.g. friends on the Department, looking out for one another, a feeling of caring, etc.) was generally quite high, several organizational supports (eg. recruit training and the physical condition of the Force) were felt to be problem areas. Generally, the more senior members perceived fewer personal and organizational supports than the more junior members of the Department.

Most respondents felt the lack of openness of personal communication also presented a problem area. Generally, respondents reported there was little effort to deal with personal problems and it would be difficult to get help with

personal problems if needed. Senior officers reported more limited opportunities for open personal communication than junior officers.

Regarding security of employment, a variety of responses were evident. Many members felt there was little emphasis on career planning, and a majority felt promotions weren't handled fairly. On the other hand, respondents were generally satisfied with salary and fringe benefits and the prospects of continued employment. Many members felt insecure in the sense that they perceived their workplace as sometimes being quite disorganized. Problems related to security of employment were experienced most acutely by junior members of the Department.

Results suggest that pride in police work and in the Regina Police Department is not a problem area. Both senior and junior members of the Department report high levels of pride. Scores among some of the middle-ranked officers were lower, however, and there was some concern expressed about the amount of "group spirit".

Regarding a co-operative orientation to police work, a number of problems were identified. The rewards for "leadership" were perceived as much greater than the rewards for "group problem solving". In addition, respondents generally saw difficulties in getting co-operation from witnesses and from the public. Taken together, it would seem the respondents see police work largely in "individualistic" rather than "co-operative" terms. Interestingly, the presence or absence

of a co-operative orientation was not related to rank or amount of police experience.

Consistent with the findings respecting co-operation, many respondents felt they did not receive much encouragement in their work. Members, it appears, sometimes argue with each other, but they have little time to offer encouragement. For some members, the prevailing feeling is that the Department is rather disorganized. Problems related to encouragement are experienced most acutely by middle-ranked and junior members of the Department, and least acutely by the senior members.

Many respondents reported being negatively influenced in their personal lives as a result of police work. In some instances the effects occurred because it was difficult to obtain a sense of accomplishment from police work. In other cases the problems seemed to occur because of unsatisfying personal relationships with other members of the Department. In still other cases, respondents reported being treated "differently" in social situations. For over one-quarter of the Force, personal relationships off the job were being seriously interfered with. These problems were reported most frequently by the highest-ranked officers.

Many respondents also reported feeling powerless in their jobs. In some instances this appeared to be associated with a "hard line" approach to offenders. Most members felt the "system" was too lenient, that offenders had too many rights, and that the police often had their hands tied. Most seemed to

feel offenders and the public generally had to be deterred by authority and punishment. An alarming number felt there should be no controls on the methods used by police to combat crime. The feeling of powerlessness was experienced most acutely by the junior members of the Department.

Most members expressed concerns about the manner in which practical problems were dealt with. Respondents did not believe supervisors understood what practical problems were being encountered, nor did they believe supervisors would act on their suggestions. To criticize supervisors was out of the question for most respondents. The majority of respondents reported feeling left out of decision-making in areas which affected them. Problems related to a practical orientation were reported more frequently by junior members of the Department.

A majority of respondents had some negative stereotypes about Natives who were seen as not only lazy and unco-operative, but as conspiring against the police to make their job more difficult. Many respondents advocated extreme solutions such as forbidding Natives to drink. On the positive side, there was support for having more Native police officers on the Department. The most negative attitudes towards Natives were held by members most likely to come into contact with Natives on a daily basis.

Although respondents identified many concerns related to their job satisfaction, the same problems were not experienced by all respondents. Three categories of respondents can be discerned and the problems experienced by each are somewhat

different.

Among the new recruits (probationary constables, fourth-class constables and some third-class constables) the following problems were reported:

1. Low security of employment;
2. Lack of encouragement;
3. A feeling of powerlessness;
4. Lack of a practical orientation; and
5. Negative effects of police work on personal life.

On the other hand, these more junior members of the Department reported experiencing much personal and organizational support in their work, a good deal of pride and much openness of personal communication. Despite the problems, it appears there is a lot of close collegial support in the lower echelons of the Department.

More senior officers (sergeants and above) reported the following problems oftener than other respondents:

1. Few personal and organizational supports;
2. Few opportunities for open communication around personal problems; and
3. Negative effects of police work on personal relationships.

On the other hand, senior officers reported they felt secure in their employment, had pride in police work, perceived police work in co-operative terms, felt a sense of encouragement, believed there was a practical orientation, and had control over

conditions in their work place.

Members in the middle of the rank structure (second-class constables and first-class constables, and some corporals and sergeants) seem to be caught in a dilemma. They report few of the benefits enjoyed by either more junior or more senior members of the Department. Among the problems reported by these respondents are:

1. Few personal and organizational supports;
2. Low security of employment;
3. Lack of practical orientation;
4. Lack of encouragement; and
5. Low pride.

Of all members of the Department, the respondents in this category appear least satisfied with their work. About the only area where these members seem more satisfied is in terms of the effects of police work on personal relationships.

Many of the problems reported by the new recruits are similar to those one might expect to experience when setting out in any new career. Similarly, more senior members in many organizations are cut off from sources of job satisfaction that are experienced by those who have not yet risen in the organization. These are the kinds of problems reported by senior police officials.

Among the middle-ranked officers, there appears to be a

good deal of disenchantment. Many seem frustrated and some are even bitter. From Table 3, it can be noted that first-class constables and sergeants reported being in their present rank longer than other respondents. It may be the case that some of these members feel "locked into" their present position in the police organization. This might account for some of the problems they reported.

B. Some Implications For Zone Policing

The findings of this study have implications for the manner in which zone policing is implemented. Given the concerns that have been identified by the respondents, it is possible to conceive ways in which zone policing could make conditions better or worse. Attention must be paid to the concerns raised by the respondents if the likelihood of a successful implementation is to be maximized.

It is clear from the findings which have been reported that steps must be taken to provide a forum for the communication of a variety of personal and practical problems. The areas of dissatisfaction that have been identified relate not to equipment, pay, or other tangible items, but to people, personal relationships, and the quality of communication. It is beyond the scope of this report to recommend the kinds of strategies that would prove most useful for achieving improvement in these areas, however, it is clear these matters warrant careful examination.

While zone policing has the potential to improve job satisfaction among members the findings reported herein suggest careful planning will be essential. It is clear, for example, that information-sharing about the objectives of zone policing and the way in which it will be organized are urgently required. It appears there is a need for members to feel they are part of the experiment and it is unlikely such group spirit can be engendered without a good deal more information-sharing and discussion.

In addition, however, zone policing may have the unanticipated consequence of severing members from their traditional sources of support within the police organization. At the same time, some members of the Department will be called on to play new roles where the need for communication will be great. The potential for a successful implementation of zone policing can be maximized by a full consideration of these potential problems and an open discussion with those effected.

A word must also be said about police-Native relations. It is evident that many members of the Department have negatively stereotyped the entire Native community and, unfortunately, it is those members who are most likely to come into contact with Natives on a daily basis who have the most negative attitudes. With the increased contact and familiarity that is likely to accompany zone policing the possibility will exist for significantly improving relations. If this objective is to be realized, however, it will be necessary to begin work now to

develop more positive attitudes. The involvement of the Native community in this process would seem to be essential.

C. Concluding Comments

It is quite evident from the present study that police work poses many problems of a personal and organizational nature. Zone policing provides a unique opportunity to enhance the satisfaction of members while, at the same time, improving the quality of police services. Yet the idea of zone policing has met with some resistance by members of the Department and resistance to changes in traditional policing practices can likely be expected in the future.

Clearly, one problem is lack of information. More information is required since most members don't know what is planned and in the absence of concrete facts many seem inclined to "think the worst". It is also clear that lack of information has led some to question the ability of the Administration to implement zone policing.

The concerns expressed about zone policing are remarkably similar to the concerns most commonly expressed by respondents about their current work situation. These refer not to organizational charts, procedural manuals, official police policies, and the like. Rather, they refer to the more personal dimensions of work: the opportunities for developing friendships, the quality of relationships with supervisors, pride in police work, a sense of accomplishment, and so forth. It is in

these areas, not pay and equipment, where respondents have expressed the greatest concerns about their current work situation and where questions have been raised about zone policing. These more personal dimensions of job satisfaction will have to be considered if zone policing is to result in improved job satisfaction and better police services.

REFERENCES

Blishen, Bernard (1961). A Socio-Economic Index For Occupations In Canada. In Bernard Blishen, et al., eds., Canadian Society: Sociological Perspectives, 3rd ed. Toronto: MacMillan.

Courtis, M.C. (1974). The Police And The Public. In C. Boysell and P. Whitehead, eds., The Administration Of Criminal Justice In Canada. Toronto: Holt, Rinehart and Winston, pp. 115-157.

Sherman, Lawrence W., Milton, Catherine H. and Kelley, Thomas V. (1973). Team Policing: Seven Case Studies. Washington, D.C.: Police Foundation.

Wasson, David K. (1975). Community-Based Preventative Policing: A Review. Toronto: John D. Crawford & Company Ltd.

APPENDICES

APPENDIX A
REGINA POLICE DEPARTMENT

We are conducting a survey of attitudes on various issues concerning police work. We want to know what problems you face as police officers, and we hope to be able to determine if some of these problems can be resolved as a result of instituting zone policing. This questionnaire is being completed by all members of the Department.

Please do NOT think of this as a "test". There are no "right" or "wrong" answers. Your opinions provide us with valuable information. Therefore, it is important that you answer every question as frankly and accurately as possible.

Your responses to the questions will be COMPLETELY CONFIDENTIAL. Please do NOT write your name on the questionnaire. Under NO circumstances will any effort be made to determine your identity. The results of this survey will be presented in a statistical report in which it will be impossible to identify individual respondents.

Thank you very much for your assistance to us in conducting this study. We look forward to sharing the results with you.

I. TO BEGIN WITH, WE WOULD LIKE TO ASK YOU A FEW QUESTIONS ABOUT YOUR POSITION.

1. How many years have you been engaged in police work? (If less than six months, check here).

— — Years

2. How many years have you been employed by the Regina City Police? (If less than six months, check here).

— — Years

3. What is your current rank? (CHECK ONE)

Constable Probationary	<input type="checkbox"/>	Sergeant	<input type="checkbox"/>
Constable 4th Class	<input type="checkbox"/>	Staff Sergeant	<input type="checkbox"/>
Constable 3rd Class	<input type="checkbox"/>	Inspector	<input type="checkbox"/>
Constable 2nd Class	<input type="checkbox"/>	Superintendent, Deputy Chief, Chief	<input type="checkbox"/>
Constable 1st Class	<input type="checkbox"/>		
Corporal	<input type="checkbox"/>		

4. How many years have you been at your present rank? (If less than six months, check here).

— — Years

5. In which Division do you presently work? (CHECK ONE)

Administration	<input type="checkbox"/>
Criminal Investigation	<input type="checkbox"/>
Headquarters	<input type="checkbox"/>
Patrol	<input type="checkbox"/>
Support Services	<input type="checkbox"/>
Traffic	<input type="checkbox"/>

6. How many years have you been in your present Division? (If less than six months, check here).

— — Years

II. NOW, WE WOULD LIKE TO KNOW WHAT IT IS LIKE TO WORK FOR THE REGINA POLICE DEPARTMENT. FOR EACH OF THE FOLLOWING STATEMENTS, PLEASE INDICATE WHETHER YOU STRONGLY AGREE, AGREE, DISAGREE, OR STRONGLY DISAGREE. (CHECK ONE)

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
7. All decisions about the force are made by the supervisors and not by the members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. It is difficult to get help with personal problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Members are expected to share their personal problems with each other.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Members are proud of this force.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. As a police officer, I tend to feel isolated and set apart from the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Crime reports on television, on the radio, and in the newspapers make the work of the police more difficult.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Members rarely talk about their personal problems with each other.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. I can usually see the results of my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. The Regina City Policemen's Association does a good job for its members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Supervisors give members very little responsibility.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
17. Promotions are handled unfairly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. Members tend to hide their feelings from each other.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Supervisors are aware of the practical problems encountered by the other members in their daily work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. Most criminals have criminal personalities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. I haven't had enough training on how to deal with people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. Members are expected to take leadership.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. The chances for promotion are good.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. Relations between the police and the public are getting better.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. There is very little group spirit on this force.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. If you do not treat suspects with authority, they will think you are weak.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. This is a very well organized force.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. I am satisfied with the training I received as a recruit.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
29. Being a police officer seriously interferes with my personal relationships off the job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. The Department wants to give everyone a chance to get ahead.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. Supervisors are always changing their minds around here.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. It makes no difference whether I work with men or women on the job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. The police should be able to use any method they think necessary to combat crime.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. My job gives me a sense of accomplishment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. We need to be more involved in prevention than detection and apprehension.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. Members say how they feel about each other.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. Things are sometimes very disorganized around here.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. Most of my friends are police officers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. When a procedure is outlined for a member, he/she must follow it.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40. I am satisfied with the help I get from the civilian staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
41. I am required to work excessive amounts of overtime.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42. People treat me differently in social situations once they learn I am a police officer.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43. There is too much emphasis on the rights of offenders.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44. When members first arrive on this force, someone shows them around and explains how things operate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45. My experience in police work is what I expected it to be.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46. If a member's assignment is changed, a supervisor always tells him/her why.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47. Members are in good physical shape.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48. Members are encouraged to learn new ways of doing things.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49. Members will be disciplined if they don't obey the rules.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50. Members sometimes argue with each other.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
51. Being in the new building makes it easier for me to do my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
52. The Department is interested in knowing why members leave the force.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
53. The courts are too lenient with juvenile offenders.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
54. Members have a say about whom they work with.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
55. Members are encouraged to show their feelings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
56. I have enough equipment to do my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
57. People look down on police work as an occupation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
58. The more capable members on this force help take care of the less capable ones.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
59. The public doesn't understand what police work is all about.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
60. Personal problems are openly talked about.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
61. The police don't do a very good job of informing the public about police roles and objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
62. If members want to, they can criticize supervisors to their faces.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
63. With all the counselling we do, there is hardly any time left over for law enforcement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
64. My salary adequately compensates me for my position and responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
65. With all the countermanded orders, supervisors are not really given a free hand to carry out their duties.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
66. Police on this force care about each other.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
67. If it were not for the threat of punishment, crime would be out of control in our society.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
68. Members have very little time to encourage each other.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
69. Members are encouraged to plan for the future.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
70. People say what they really think around here.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
71. Police can count on co-operation from the social agencies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
72. There is very little emphasis on making members more practical.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
73. Police should be able to look after problems involving juveniles without consulting social agencies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
74. Supervisors act on members' suggestions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

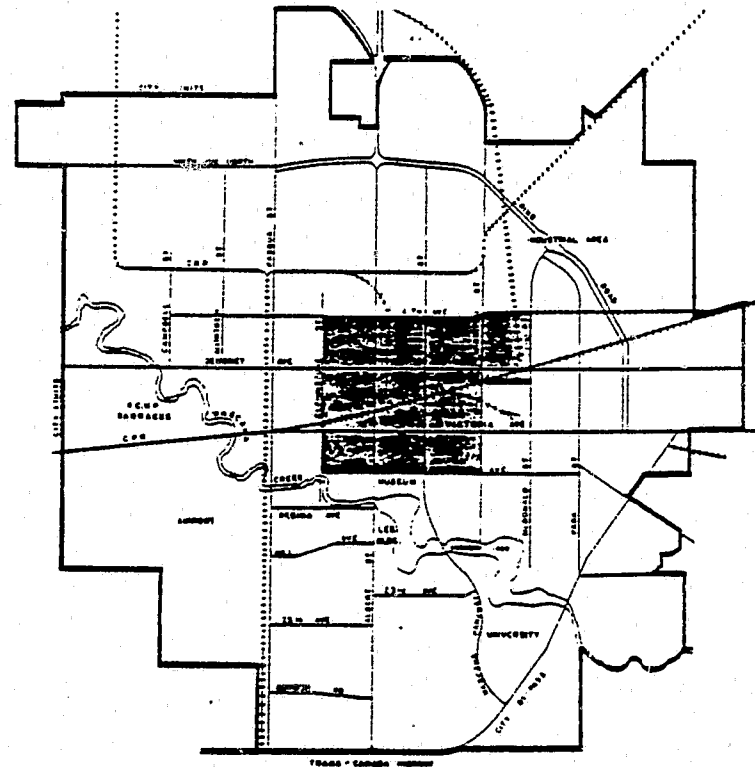
	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
75. I am satisfied with my fringe benefits on this job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
76. Police should have more discretionary powers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
77. Police usually get co-operation from witnesses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
78. I am satisfied with my job security.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
79. Members help new members get acquainted on this force.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
80. Being a police officer makes it more difficult to lead a normal life.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
81. Convicted offenders should get longer sentences.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
82. The public is often unwilling to assist the police in their work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
83. Police do not have enough powers to do their job adequately.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

III. AS YOU KNOW, THERE IS A LOT OF INTEREST IN NATIVES AND THE LAW. THE FOLLOWING QUESTIONS ARE CONCERNED WITH YOUR VIEWS ON THIS MATTER. (CHECK ONE)

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
84. Most Natives respect the law.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
85. Natives should have more responsibility for providing police services to Natives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
86. Natives should not be allowed to drink.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
87. Natives are basically hardworking.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
88. Most Natives go out of their way to make the job of the police more difficult.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
89. All things considered, the best place for Natives is on reservations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
90. We should have more Natives on the police force.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
91. Natives don't help each other.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
92. The importance of Native culture and history is really exaggerated.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

IV. TO FINISH OFF, WE WOULD LIKE TO ASK YOU A FEW QUESTIONS ABOUT YOUR BACKGROUND.

93. Using the map, place an X in the area in which you live.



94. What is your age?

— — Years

95. What is your sex? (CHECK ONE)

Male
Female

96. What is your marital status? (CHECK ONE)

Single
Married
Common-law
Widowed
Separated
Divorced

97. How many people depend on you for financial support? (If none, check here).

— Dependent(s)

98. What is the highest level of education you have completed? (CHECK ONE)

Grade 8 or less
Some High School
Completed High School
Some Technical/Trade or Professional School
Completed Technical/Trade or Professional School
Some University or College
Completed University or College
Post Graduate Training

99. What is/was your father's nationality?

100. Could you briefly describe the main kind of work you did immediately before going into police work? Please be as specific as possible. For example: welder's assistant at Ipsco, or high school counsellor for the Regina Separate School Board. (If police work was your first job, check here).

101. Could you briefly describe the kind of work your father usually does? Please be as specific as possible. For example: farmer, or carpenter for Crown Construction Co. Ltd. (If your father is retired or dead, what kind of work did he normally do when he was working?)

102. Could you briefly describe the kind of work your mother usually does? Please be as specific as possible. For example: housewife, or sales clerk for The Bay. (If your mother is retired or dead, what kind of work did she normally do when she was working?)

WE WOULD APPRECIATE ANY ADDITIONAL COMMENTS ON ASPECTS OF POLICE WORK YOU FEEL MAY BE INFLUENCED BY ZONE POLICING.

THANK YOU AGAIN FOR YOUR CO-OPERATION

APPENDIX B

Scale Construction*

<u>Scale</u>	<u>Constructed From</u>
1. Personal and Organizational Supports	V21+V28(-)+V38(-)+V41+V44(-)+V47(-)+V49(-)+V58(-)+V66(-)+V79(-).
2. Openness of Communication	V8+V13+V18+V36(-)+V60(-)+V65.
3. Security of Employment	V17+V23(-)+V30(-)+V31+V37+V51(-)+V64(-)+V69(-)+V75(-)+V78(-).
4. Pride in Police Work	V10(-)+V12+V24(-)+V25+V32(-)+V57.
5. Co-operative Orientation	V9(-)+V22+V40(-)+V77(-)+V82.
6. Encouragement	V16+V27(-)+V45(-)+V50+V68.
7. Effects of Police Work on Personal Relationships	V7(-)+V11(-)+V14+V29(-)+V34+V42(-)+V80(-).
8. Powerlessness	V20(-)+V43(-)+V53(-)+V63(-)+V67(-)+V73(-)+V76(-)+V81(-)+V83(-)+V26(-)+V33(-).
9. Practical Orientation	V19(-)+V46(-)+V48(-)+V52(-)+V54(-)+V55(-)+V62(-)+V72(-)+V74(-).
10. Attitudes Towards Natives	V84(-)+V85(-)+V86+V87(-)+V88+V89+V90(-)+V91+V92.
11. Overall Job Satisfaction	Personal and organizational supports+ openness of communication+ security of employment+ pride in police work+ co-operative orientation+ effects of police work on personal relationships(-)+ powerlessness(-)+ practical orientation+ native attitudes+ encouragement

* Variable numbers correspond to questionnaire item numbers (see APPENDIX A). Unless indicated by "(-)" variables have been scored in a positive direction.

END