

Exploring Issues Affecting the Morale of Florida Park Police Patrol Officers

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Abstract

The Florida Department of Environmental Protection (FDEP) is the states oldest law enforcement agency, founded in 1913. Over those 93 years, the Division of Law Enforcement has endured many changes. Core mission philosophy has changed little, however; individual officer duties, training, expectations and responsibility have evolved dramatically. This research examines how the FDEP patrol officers perceive their mission philosophies, the leadership styles of their supervisors, and view their organizational culture. By utilizing job satisfaction and organizational commitment survey questions, it is believed overall patrol officer morale can be measured.

Introduction

FDEP is Florida's oldest law enforcement agency, dating back to 1913, when the legislature created the Shellfish Commission to supervise the newly emerging commercial fishing industry. However, in 1969, the Governmental Reorganization Act was passed [Chapter 20.25] and this created a new department known as the Department of Natural Resources. Under this new agency, created in part to eliminate a number of redundant agencies, the Department combined the tasks of the former Outdoor and Recreational Development Council, the Board of Drainage Commissioners, the Florida Board of Conservation, the Canal Authority, the Suwannee River Development Authority, the State Park Service and part of the functions of the old Game and Fresh Water Fish Commission. After the reorganization the number of departments and commissions fell from over 100 to 22.

In 1975, further reorganization occurred when the Department of Environmental Regulation was created. Under this new reorganization, the Marine Patrol became the Division of Law Enforcement, separate from the Division of Marine Resources. Finally, in 1999 the law enforcement branch again divided between the Department of Environmental Protections' Division of Law Enforcement and the Fish and Wildlife Conservation Commission.

Currently, the FDEP Division of Law Enforcement (DLE) is divided into two major sworn law enforcement bureaus, the Bureau of Florida Park Police (FPP), and the Bureau of Environmental Investigations (BEI). The Bureau of Environment Investigations is comprised of approximately 30 Special Agents throughout the state, whose purpose is to conduct latent, protracted investigations concerning environmental crimes.

The major areas of responsibility for FPP patrol officers are park law enforcement. Park law enforcement duties include the enforcement of Florida State Criminal and Traffic Laws, specialized laws regarding actions inside of

state parks and managed properties, and various FDEP Administrative Rules and Codes pertaining to environmental regulations.

All FPP patrol officers are sworn state law enforcement officers with full powers of arrest. These officers patrol more than 723,000 acres, several hundred miles of sand beach, over 160 state parks, including countless miles of Greenways and Trails, and many thousands of acres of aquatic and land buffers.

Over the past 93 years, this agency has endured many changes. These changes included mergers and separations. With the latest change occurring in 1999, creating the current agency, combining law enforcement from the Florida Marine Patrol, and the former State Park Law Enforcement system.

It is important to note that prior to 1999, the previous state park law enforcement system was based upon civilian park rangers who became law enforcement certified. These officers/rangers were foundationally park rangers, whose mission was to provide resource-based recreation while preserving, interpreting and restoring natural and cultural resources. When needed, these officers could and did perform necessary law enforcement.

After the latest merger and since, the Division of Law Enforcement has been blended with former law enforcement officers from many other agencies from across the United States. Through attrition, a majority of the old park service law enforcement have retired or returned to pure civilian positions in the park service. Some still remain, inhabiting patrol and management law enforcement positions.

In addition, some of the former Florida Marine Patrol officers are employed with the Division of Law Enforcement, some also in management positions. A majority of the line patrol officers have come from other law enforcement agencies, in and out of the state.

In totality, this provides an interesting combination of varied backgrounds and past cultures, an organizational culture interwoven with various values, beliefs, norms and behaviors like no other.

Naturally, we all work within organizational cultures that define how we relate to our fellow officers, how work gets done, and how the public's needs are met. The organization culture is molded by many factors, including the leader, the history and initial successful ways of doing things. Over time, these factors may lose relevance, leaving a stale culture that is unresponsive to current imperatives. An organization can function with a misaligned culture, many do, but unless the leadership aligns the culture with current strategies, the organization will not reach its full potential.

The FPP are divided into five statewide districts. Each of the districts are diverse in population, socioeconomic conditions and geography. Certainly each district is unique to itself in that dimension and in need of special considerations; however, is there statewide uniformity and clarity of the agencies mission, and what are the officer's perceptions of "legitimate" leadership? To what extent do the past cultures influence the actions of the patrol officers and what, if any impact does this have on the officer's belief in their leaders?

Since the latest FDEP merger in 1999, the FPP has enjoyed many beneficial changes. The recruiting and hiring process has dramatically improved, as has the in-service training. Equipment has greatly improved for field use such as 800 mh statewide communications, in vehicles wireless capability and access

to FCIC and NCIC terminals. Uniforms, vehicles, vessels and ATV's have all been provided for in a timelier manner.

The duties of FPP Officers are somewhat specialized at times. Certainly general law enforcement duties such as answering calls for service and writing traffic citations can be specialized; however, the FPP Officers are more specialized at times when they investigate environmental crimes or work complaints which are specific to their mission. This type of specific task identify that some law enforcement officers' perform differentiates them from their more generalist colleagues. Officers who specialize are able to observe a visible outcome, to assume ownership of their labors. Those general duties officers, who are usually only one link in the chain of events surrounding the law enforcement process, may not be privy to the outcome. The concept certainly applies to some of the FPP duties that are specific to environmental crimes, but those duties are not in the majority of tasks completed by patrol officer.

Prosecutorial ambivalence regarding environmental crime prosecution has improved over the last several years but still has far to go. This factor also adds to issues of job satisfaction by the FPP officers. Poorly written environmental laws also create feelings of futility and pointlessness in officers. Often, criminal charges from most environmental crimes are reduced or dropped by prosecutors, citing insufficient evidence. Officer protests do little and the information about the criminal cases filters to headquarters in the form of supplement reports; however, nothing is done to correct or improve these conditions by the administrators, or at least if there is such an effort, the attempt is seldom conveyed to the field personnel.

Morale is certainly influenced by supervision. Top line supervisors must have their fingers on the pulse of the rank and file heartbeat. Upper management can employ two methods to address these issues. Each of them involves an open door policy. First, your door must be open to allow officers to stop in and talk with you. And, second as long as that door is open, supervisors need to step out and mingle with their officers. Inter-personal interaction with the rank and file is the key to being accurately informed.

A supervisor, who holes up in the office tending to administrative duties, soon loses touch. Without the guidance, support and leadership of upper management, negative attitudes among the rank and file can flourish and destroy morale. Efficiency will suffer and production will decrease.

Conflict within an agency is not always harmful. Controlling the conflict determines its impact. Also managed correctly, dissent can have a positive outcome. It is human nature to dissent or find fault. In particular, officers resist change. As well, dissent festers when it is perceived that changes are made without regard to the impact on personnel. (Johnson, 2006).

Public parks are in the business of selling their particular features and services to their customers. The parks success is measured in various ways, dependent on a pre-determined use plan. A parks success is also measured by its' visitation numbers. These numbers are simply the estimated number of people who utilize each park for various reasons. High visitation numbers in Florida State Parks equates to a greater amount of funding to that particular park for personnel, equipment and improvements.

With tourism being the leading industry in the state of Florida, the importance of satisfied customers (visitors to the parks) is of manifest importance in regards to park funding and services. Part of those services is visitor safety. Park or recreational law enforcement is an emerging field, still trying to find itself somewhere in the law enforcement community.

Law enforcement in Florida parks first began with the park personnel. To many if not most of these early law enforcers, it was a necessary evil; not what they really wanted to do, but what had to be done. Their passions were largely focused on the park service and resource management. Law enforcement philosophy was focused on education and warnings, which was in fact “soft law enforcement.” When “real” crimes occurred in the parks, the sheriffs’ offices were called to handle the situations.

Beginning in the 1970’s, general law enforcement began to professionalize. This evolution in law enforcement was slow to reach the Florida State Parks law enforcement system for many reasons, one of which was the conflict between long time park service law enforcers and the new professional “law enforcement only” concept. Soon would be gone when the park service ranger wore two hats. These conditions regarding law enforcement in public parks and lands were not exclusive to Florida, as can be seen in the following literature from Michael Pendleton:

- Historically the Canadian Warden Service has been dominated by the view that our job was to help visitors have a pleasant experience. Consequently we are guided by the view that we should give information, and help people and not ruin their trip by giving them a ticket. (Pendleton, 1997b, P 336)

Yet crime is a part of the leisure setting. Recognizing the need to overcome the professional and intellectual ambivalence that precludes understanding is an important first step toward research-based public policy.

In 1996, the Florida Park Service ended the dual hat responsibilities of the park rangers. Full time law enforcement only positions were then established. This change created some natural skepticism and resentment among some of the rangers, and this attitude would continue with some personnel as they rose through the non-sworn park service ranks into management positions. These attitudes have greatly diminished among the park service management and are slowly being phased out by retirements of the senior personnel.

The working relationship challenge between park service personnel and professional full time law enforcement has been an ever evolving, challenging endeavor. FPP Officers on the front lines have done much to collapse this buffer between the two groups. Their understanding of this specialty type of law enforcement governs their individual success in policing parks. Seasonal crime trends are common in recreational law enforcement and its’ understanding is of manifest importance. The analogy is of the parks being the African Serengeti plains, the visitors to the parks being the wildebeests entering and using the plains, and the criminals being the predators laying in wait, and choosing the right opportunity to prey upon a weak or pre-disposed victim.

The first challenge to pursuing the study of leisure crime and enforcement is the intellectual ambivalence that precludes such a study. When taken together the contrasts between leisure crime and the use of force to secure safety underscore a fundamental paradox of our civility: the dependence of a civil way of life on the willingness or not to use force (uncivil means) to guarantee it. Inherent in the paradox of civility is a distaste toward coercion as a feature of our life. Arguably the study of leisure, recreation and sport has precluded the inclusion of crime and enforcement because of the antithetical character of such an intellectual pursuit. Conventional views of crime shape views of crime and response to such in a leisure setting. Conventional urban views of crime and enforcement have been applied to leisure setting crime resulting in inaccurate operational polices. (Pendleton, 2000).

Crime is a result of symbiotic relationships that are shaped by the structure and meanings of the settings where offenders prey on victims and where victims and guardians in turn use the experience to adjust their behavior and so on. (Cohen and Felson, 1979).

The clash of culture between the former sworn park rangers and newer law enforcement officers has for the most part ended in the FPP. Through attrition, full time law enforcement officers from other agencies have now occupied most management positions within the FPP, and rendered the holdouts from the park service virtually ineffective.

Another important point to consider in determining the morale and culture of the FPP is by the selection of supervisory personnel just after the last agency split in 1999. How the selection process occurred is only for history to answer, however, the selection of the management teams and supervisory staffs certainly determined the initial direction of the entire DLE, as well as its' cultural foundation.

The initial mission of the BEI was to conduct protracted environment investigations. These investigations were to involve search warrants, records retrieval utilizing subpoena power, surveillance, and other clandestine and detailed investigative processes. The lieutenants assigned to supervise these investigator positions were all former Marine Patrol officers with very little, if any prior experience with detailed protracted investigative techniques of this type. The original concept was ingenious; however, the front line management personnel were unfamiliar with the type and style of the investigations, as well as unable to successfully and professionally manage the investigations and investigators. The former Marine Patrol managers had many problems adjusting to these types of crimes and investigations and the true success of the BEI was impaired by the failure to relate to other law enforcement practices relevant to their specific mission function.

Conflict is the process of social interaction in which two or more persons struggle with one another for some commonly prized object or value. The opposite of cooperation, defeat of an opponent is considered essential for achieving the desired goal. Conflicts arise because the benefits and rewards of a society are relatively limited. In pursuing these scarce resources, the interests of individuals clash; each individual tries to subdue the others as much as necessary to satisfy his own desires. Although these are several types of conflict, these work environment conflicts, "clashes of impersonal ideals" are often the

most merciless and destructive. The conflict over ideals rather than over some desired material possession. (Simmel, 1955)

Ethnocentrism is the tendency to view the world through the perspective of your own culture, to think that your culture acts as the model of all cultures. Ethnocentrism can serve a valuable function. When members believe their norms and values are right, they will be more likely to subscribe to them. It can also pose danger and lead to the inhibition of cultural exchanges that promote development and growth. Some culture exchange occurred within the DLE and continues between the remaining managers.

The conflict between objective judgments of protracted, detailed investigations conflicting with their emotional commitment to their own past culture created problems. Some of the lieutenants were able to adapt and somewhat succeed, while others became derogatory and their successes suffered, along with morale and reputation. These attitudes traveled quickly through the bureau, division, and to other regulatory branches of the 3000 plus member department, eventually trickling down to the FPP.

One cannot truly understand or evaluate cultural, social, and other facts meaningfully unless they are looked at in terms of the larger culture and society of which they are a part. The conflict between objective judgment of another culture and emotional commitment to one's own culture is always somewhat problematic. This can be observed by reading and excerpt from the personal diary of Franz Boas, a social scientist that was researching the Bella Coola Indians of the Canadian Northwest in 1886, he wrote:

"Then I went to the Bella Coolas, who told me another idiotic story...The fact that I obtain these stories is interesting but the stories themselves are more horrible than some of the Eskimo stories." (Diary entry, October 3, 1886).

"In the meantime, screaming dirty children run about, sometimes a meal is eaten. Dogs and children force their way between the people; fires smoke so that one can hardly see...in short, the whole thing is a test of patience." (November 8, 1886). (Yamphory, 1958).

The same type of application was applied to FPP. Most patrol lieutenants and captains were from the former Marine Patrol as well as the park service. These supervisors were to manage line personnel whose functions were to patrol state parks and conduct general law enforcement as well as specialized park law enforcement.

Although the various lieutenants and captains had previous experience, few were familiar with basic law enforcement patrol principles involving calls for service. Certainly the former Marine Patrol supervisors had extensive knowledge in fishery and vessel law enforcement. Certainly the former park service law enforcement had extensive knowledge regarding resource protection and park rules and practices. Certainly few of them had real experience in handling calls for service in general law enforcement such as homicide, sexual offenses, domestic violence and so on, nor did either have much of a concept in the management of law enforcement officers coming from other states or other agencies in state.

Some of this interaction created conflicts between the two sub-groups of supervisors. The former park service supervisors looked upon the former Marine Patrol as lazy and unconcerned about the true welfare of the state parks. The

former Marine Patrol supervisors looked upon the former park service supervisors as inexperienced and not really law enforcement.

Structural functionalism is the theoretical orientation in sociology that studies society as a complex organization of parts that function to fulfill the requirements and promote the needs of the whole. This orientation is one of the most popular techniques used in the analysis of culture. Functionalism points to the fact that a culture is not simply a random collection of traits, but a complicated system in which the different parts must fit together for proper functioning. (Davis, 1959).

Method

The research completed in this paper will focus upon the 67 FPP uniformed patrol officers throughout the state of Florida. The method of my research was survey. The twenty-one question survey was mailed via USPS to all of the 67 statewide FPP patrol officers. No supervisors were surveyed. To measure the patrol officer's morale, questions were composed to gauge perceptions regarding leadership, professionalism, organizational commitment, job satisfaction and mission issues. The survey instrument was formatted to seek responses to specific questions as well as permitting the target group to furnish additional comments for each question. A personal introductory statement accompanied each survey from this researcher to each respondent. The purpose of the survey was outlined as well as a requested return date.

As previously discussed, the questionnaire contained a total of twenty-one questions. The first ten questions required rating the overall effectiveness of the DEP/DLE/FPP (Tallahassee Leadership) in each of the areas, which concerned overall organizational commitment. The answers were rating scaled as very effective, somewhat effective, somewhat ineffective and very ineffective. The ratings were also assigned numerical values from 4 (very effective) to 1 (very ineffective). The ratings scales were presented using logical (natural) ordering, positive higher numbers indicating greater effectiveness.

Questions eleven through eighteen focused on the officer's satisfaction with their assigned district's supervision, mission philosophies, and communications. The answers were rating scaled as strongly agree, somewhat agree, somewhat disagree and strongly disagree. These ratings were also assigned the identical numerical values from 4 (strongly agree) to 1 (strongly disagree), as well as the presentation utilizing logical (natural) ordering, positive higher numbers indicating greater effectiveness.

The FPP patrol officers were assured that their individual responses would not be revealed to agency management, but only combined with all others in order to learn about total overall attitudes. Return envelopes were included with the survey, which were pre-stamped and pre-addressed to return back to the researchers' home address. The mailings were personally addressed to the residence of each officer.

The three demographic questions were located at the end of the survey. The questions were open ended and included: total years in law enforcement; total years with FDEP/DLE; and assigned district. These questions were included

in order to determine whether profiles are unique to subgroups in the target group or of concern to the group as a whole. The entire survey instrument that was mailed to the respondent population can be found in Appendix A.

Other informational data and historic findings were collected from numerous interviews of senior and retired members of the Division of Law Enforcement. Other information resources included retired and senior Division of Recreation and Parks employees of the department.

Comment sections were provided after questions 1 through 10. The respondent provided comments are listed in Appendix B.

Results

Surveys were mailed to all 67 FPP patrol officers. Two surveys were returned because of officers moving and failing to change their addresses with the department.

Sixteen surveys (24.6%) were completed and returned. The rate of return per district was 18.7% for the Northwest District; 9.1% for the Northeast District; 8.6% for the Central District; 48% for the Southeast District and 15.6% for the Southwest District.

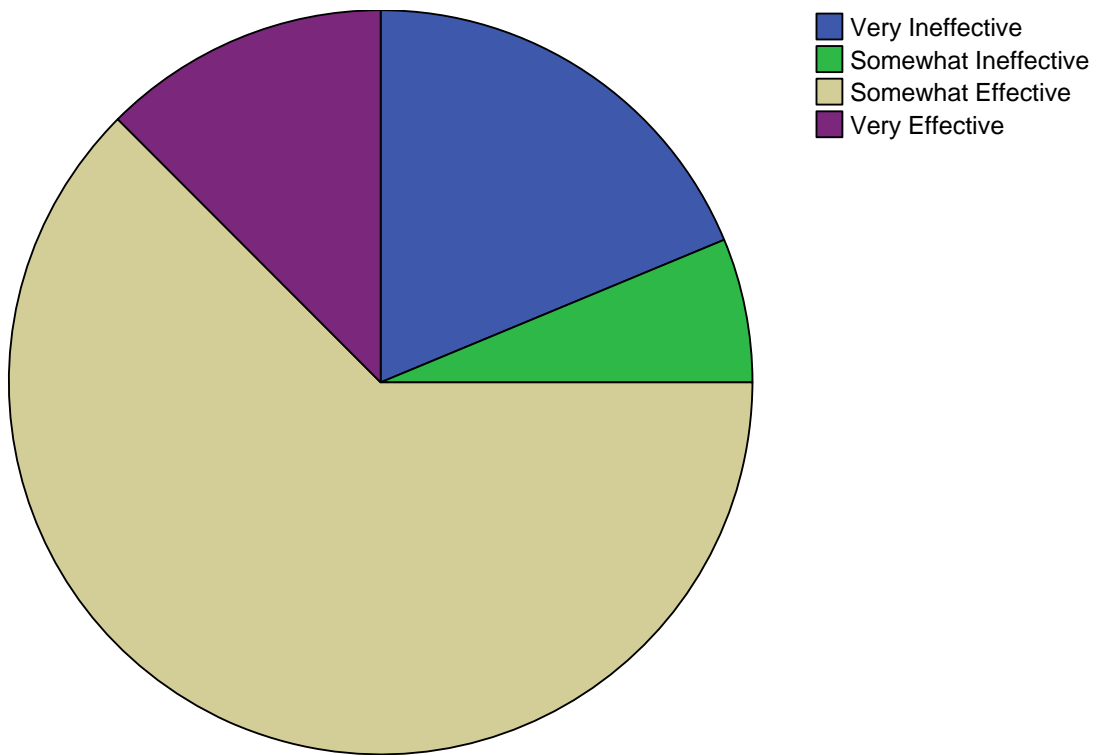
The demographic findings showed that the average total years in law enforcement for the respondents was 13.4 years. The average years with FDEP law enforcement was 7.06 years.

The raw survey data was analyzed utilizing a statistical software system by the Statistical Package for the Social Sciences (SPSS). Assistance in the analyzing of this research data was provided by Ms. Gwendolyn Mobley, presently enrolled in the Masters of Criminal Justice program at Saint Leo University.

Provides leadership

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Very Ineffective	3	18.8	18.8	18.8
Somewhat Ineffective	1	6.3	6.3	25.0
Somewhat Effective	10	62.5	62.5	87.5
Very Effective	2	12.5	12.5	100.0
Total	16	100.0	100.0	

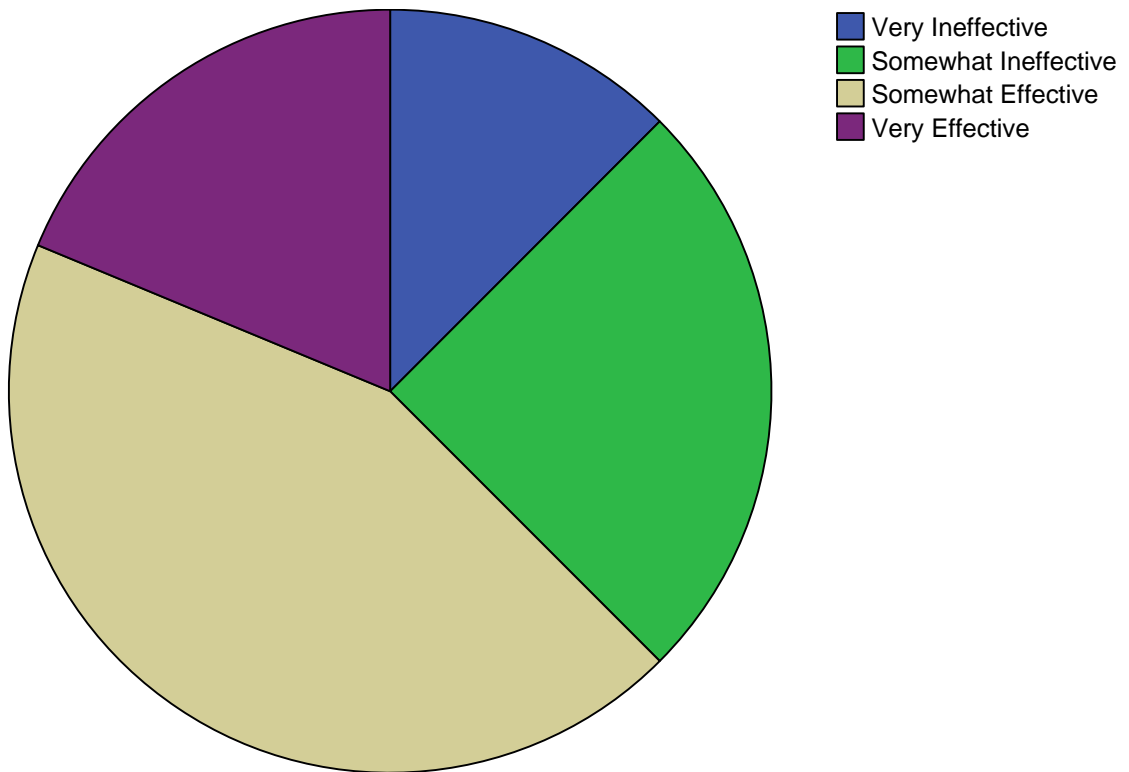
Provides leadership



Advocates for your needs

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very Ineffective	2	12.5	12.5	12.5
Somewhat Ineffective	4	25.0	25.0	37.5
Somewhat Effective	7	43.8	43.8	81.3
Very Effective	3	18.8	18.8	100.0
Total	16	100.0	100.0	

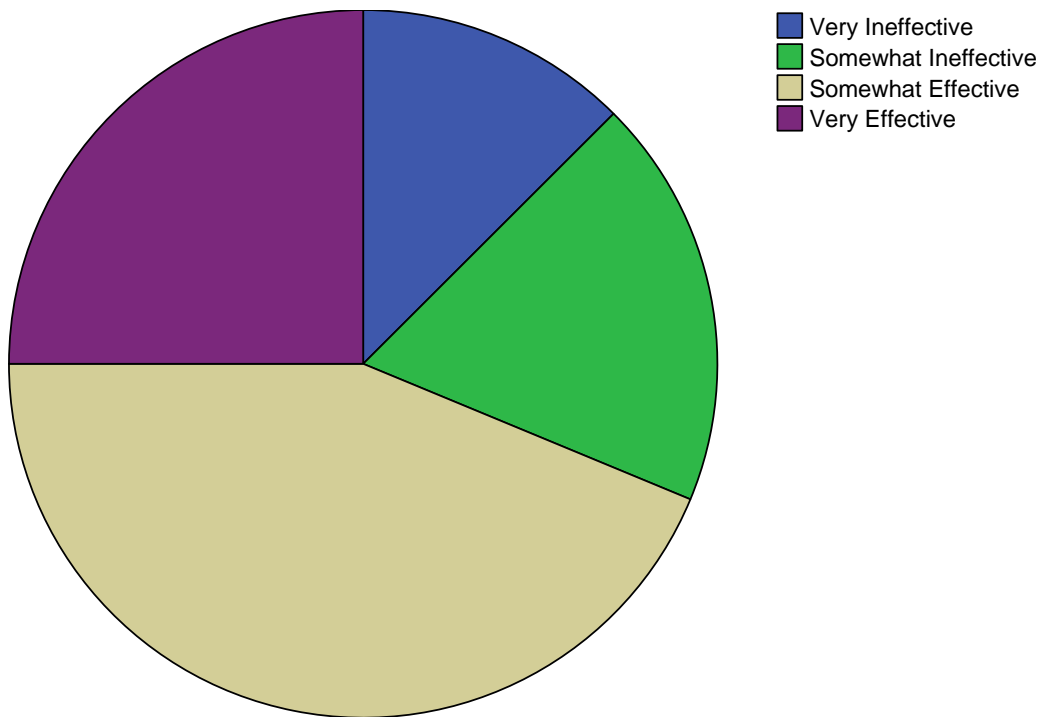
Advocates for your needs



Fosters effective FPP/Community relations

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Very Ineffective	2	12.5	12.5	12.5
Somewhat Ineffective	3	18.8	18.8	31.3
Somewhat Effective	7	43.8	43.8	75.0
Very Effective	4	25.0	25.0	100.0
Total	16	100.0	100.0	

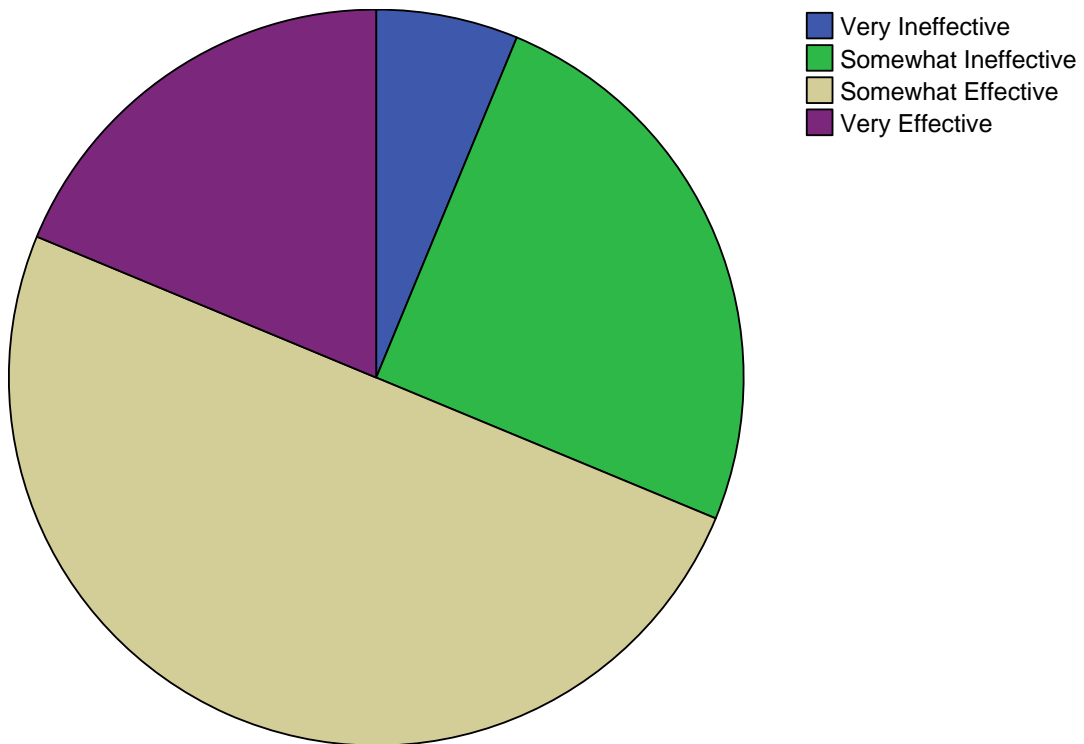
Fosters effective FPP/Community relations



Identifies and promotes high standards for performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very Ineffective	1	6.3	6.3	6.3
Somewhat Ineffective	4	25.0	25.0	31.3
Somewhat Effective	8	50.0	50.0	81.3
Very Effective	3	18.8	18.8	100.0
Total	16	100.0	100.0	

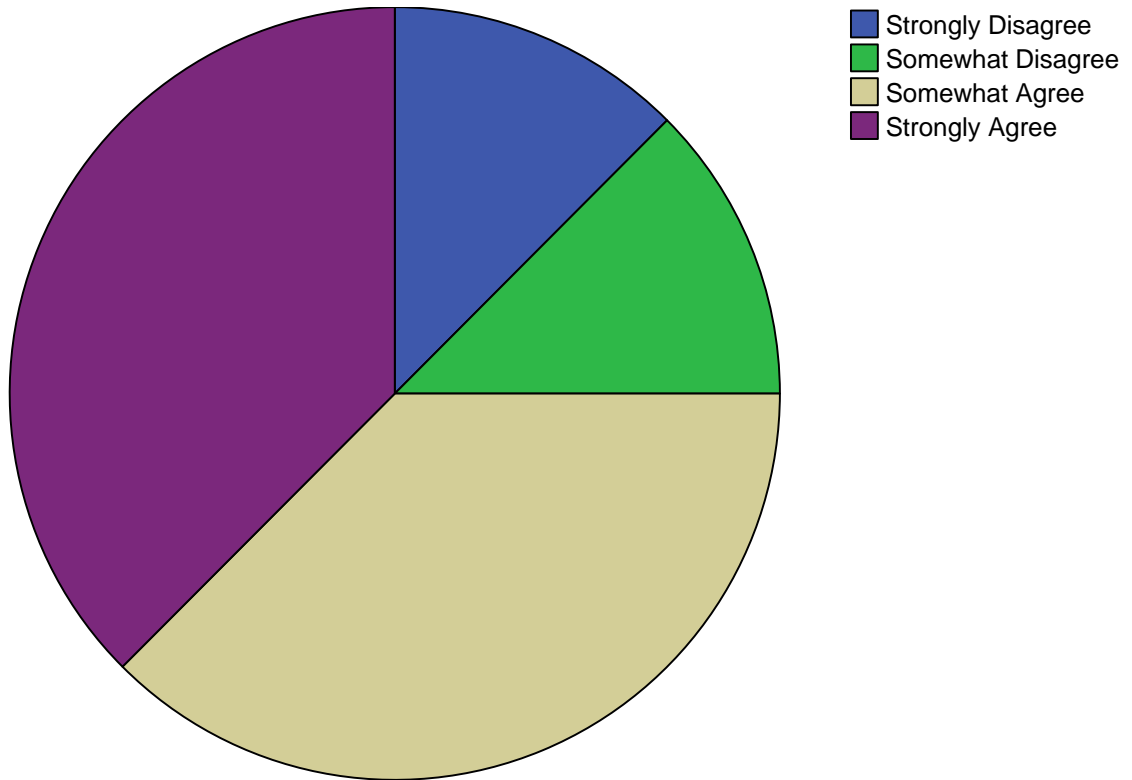
Identifies and promotes high standards for performance



My Captain understands the daily issues that I encounter and supports my actions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	12.5	12.5	12.5
	Somewhat Disagree	2	12.5	12.5	25.0
	Somewhat Agree	6	37.5	37.5	62.5
	Strongly Agree	6	37.5	37.5	100.0
	Total	16	100.0	100.0	

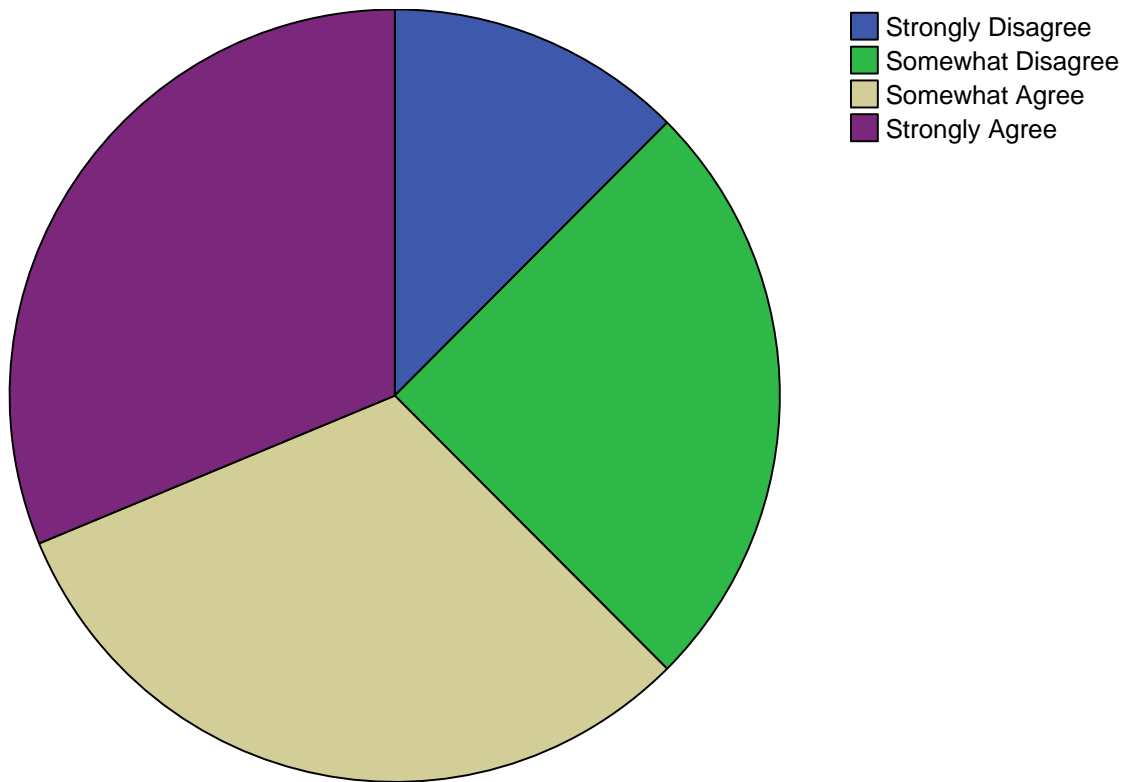
My Captain understands the daily issues that I encounter and supports my actions



My District Captain's interpretation of the agency mission is the same as mine

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	12.5	12.5	12.5
Somewhat Disagree	4	25.0	25.0	37.5
Somewhat Agree	5	31.3	31.3	68.8
Strongly Agree	5	31.3	31.3	100.0
Total	16	100.0	100.0	

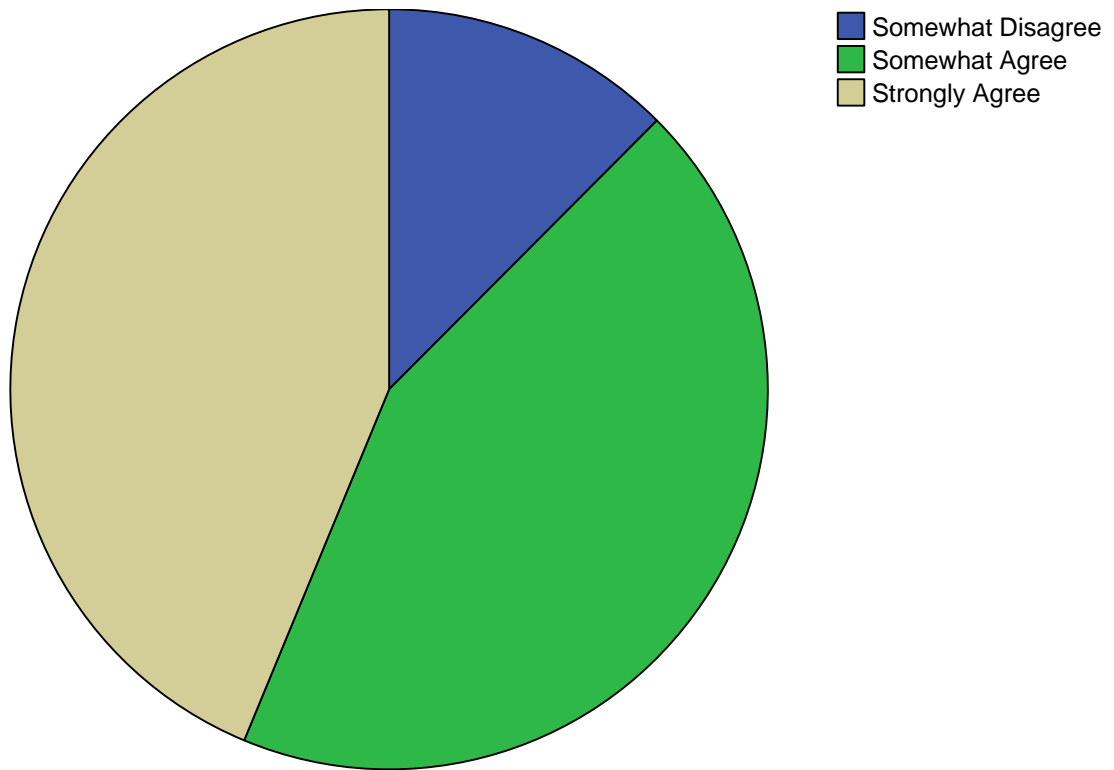
My District Captain's interpretation of the agency mission is the same as mine



My lieutenant's interpretation of the agency mission is the same as mine

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Somewhat Disagree	2	12.5	12.5	12.5
Somewhat Agree	7	43.8	43.8	56.3
Strongly Agree	7	43.8	43.8	100.0
Total	16	100.0	100.0	

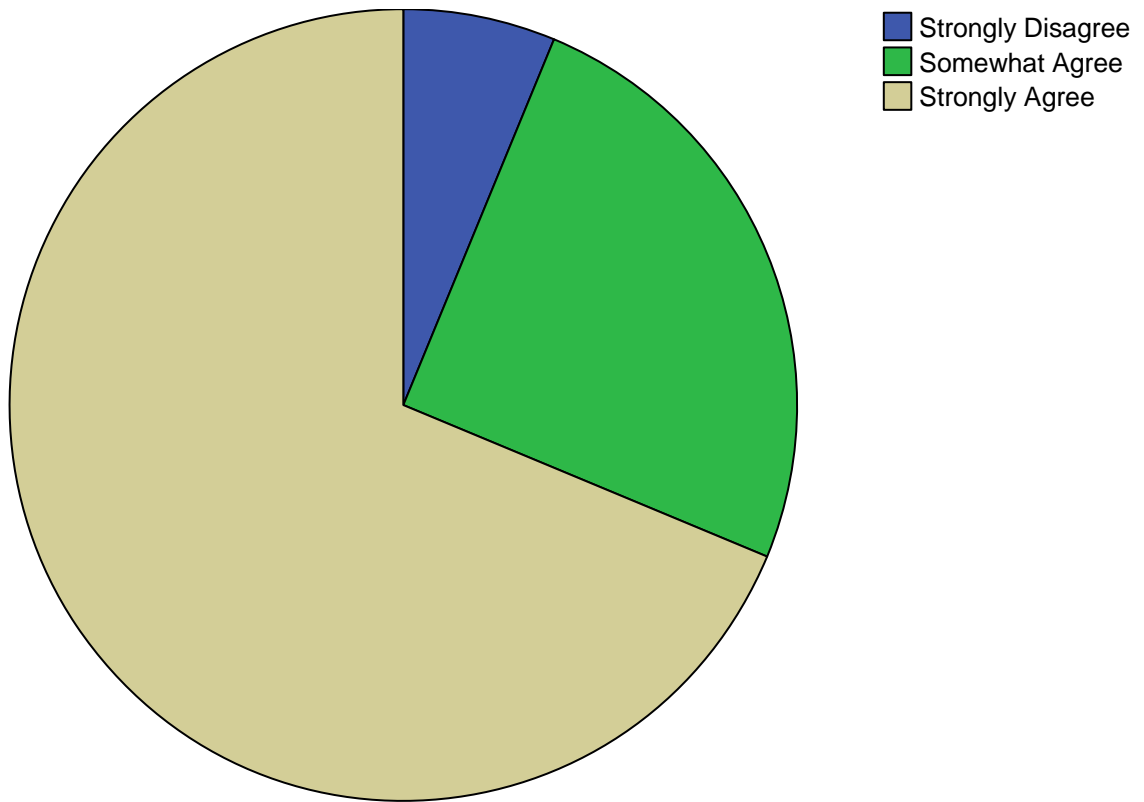
My lieutenant's interpretation of the agency mission is the same as mine



My Lieutenant clearly communicates what my role and responsibilities as an officer are and what is expected of me

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	6.3	6.3	6.3
Somewhat Agree	4	25.0	25.0	31.3
Strongly Agree	11	68.8	68.8	100.0
Total	16	100.0	100.0	

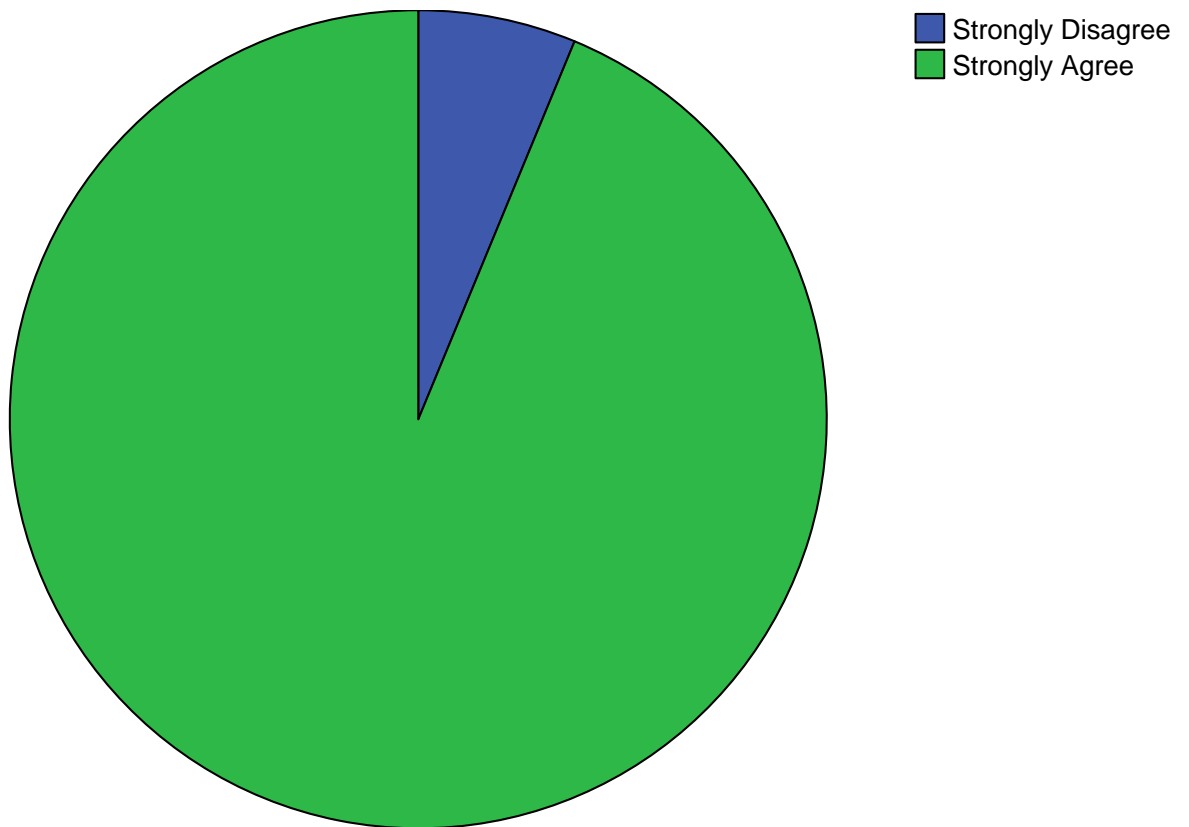
My Lieutenant clearly communicates what my role and responsibilities as an an officer are and what is expected of me



My Lieutenant understands the daily issues that I encounter and supports my actions

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	6.3	6.3	6.3
Strongly Agree	15	93.8	93.8	100.0
Total	16	100.0	100.0	

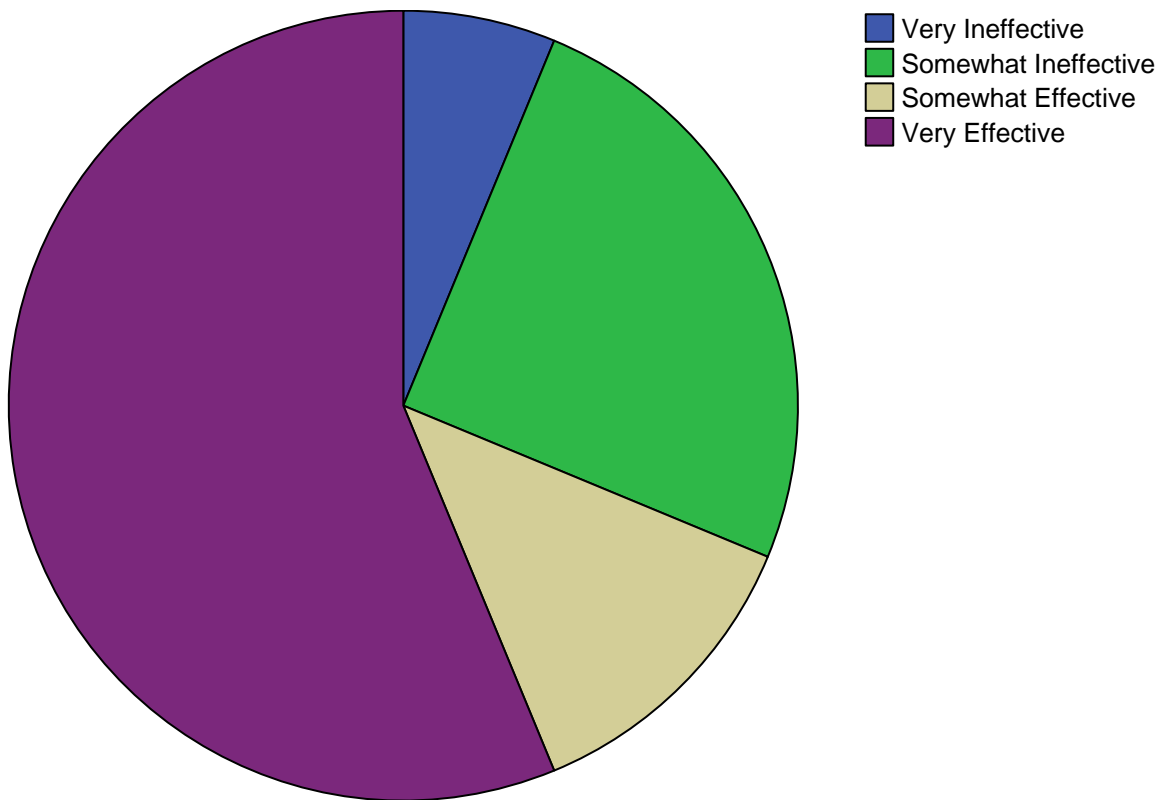
My Lieutenant understands the daily issues that I encounter and supports my actions



Promotes and supports your professional development

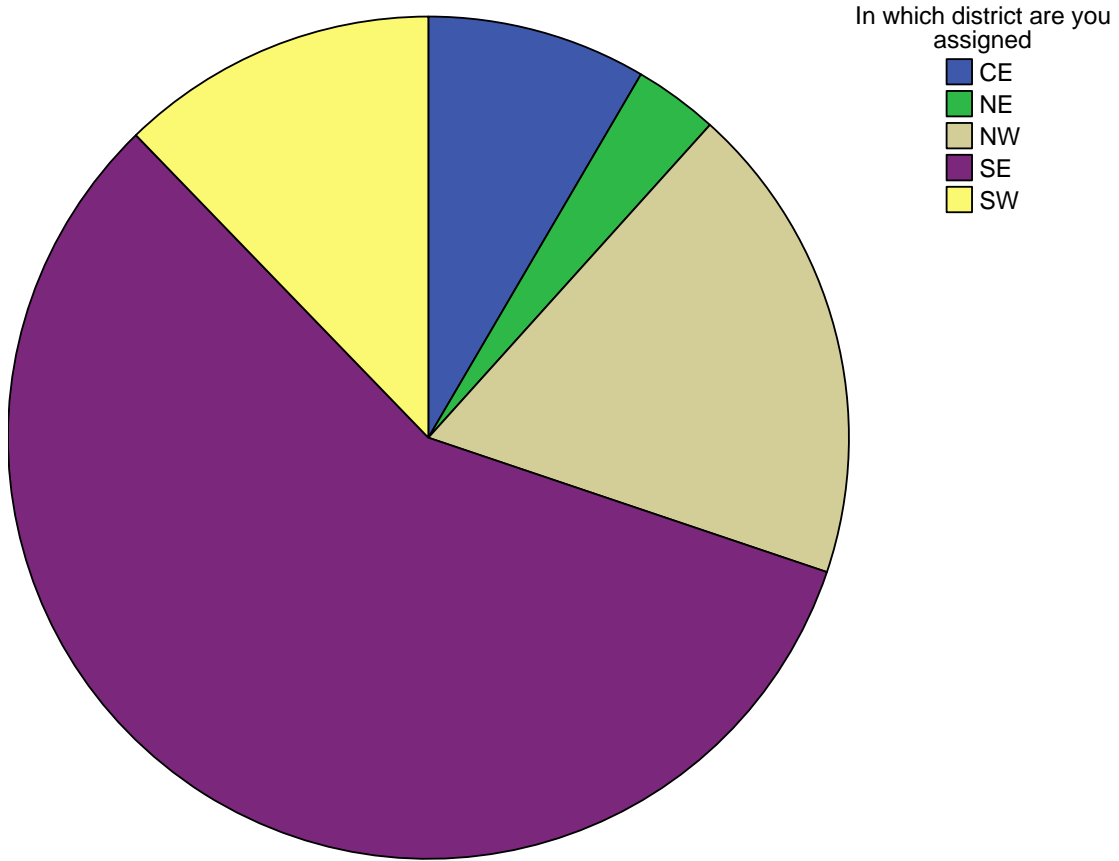
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Ineffective	1	6.3	6.3	6.3
	Somewhat Ineffective	4	25.0	25.0	31.3
	Somewhat Effective	2	12.5	12.5	43.8
	Very Effective	9	56.3	56.3	100.0
Total		16	100.0	100.0	

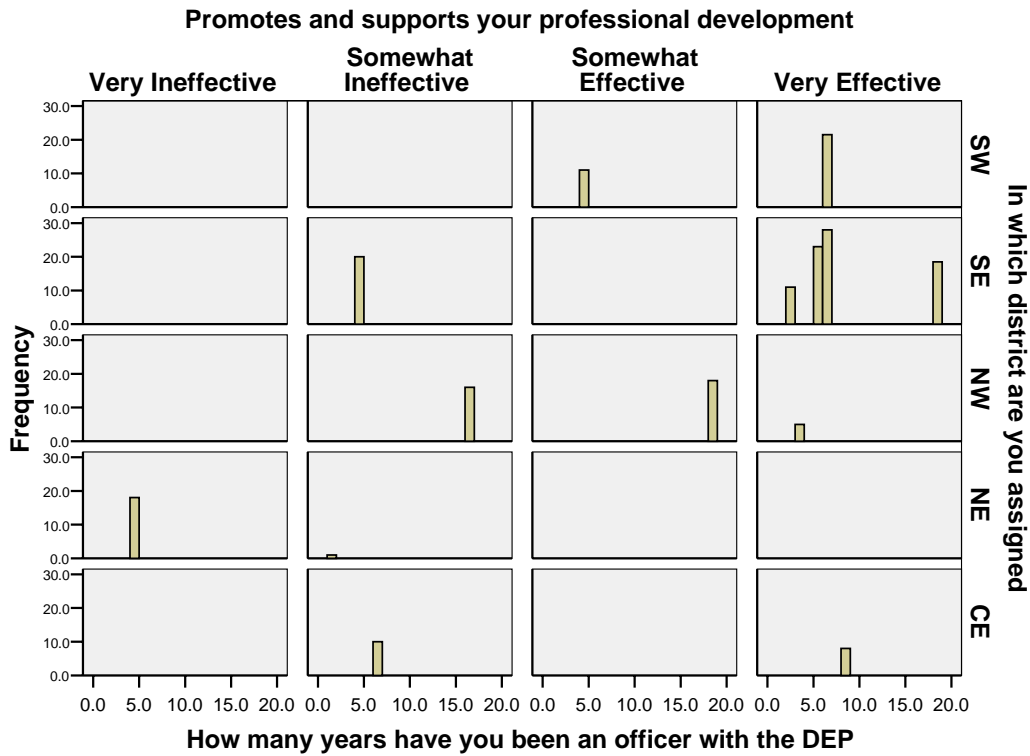
Promotes and supports your professional development



In which district are you assigned

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	CE	18	8.6	8.6	8.6
	NE	19	9.1	9.1	17.7
	NW	39	18.7	18.7	36.4
	SE	101	48.1	48.1	84.4
	SW	33	15.6	15.6	100.0
	Total	209	100.0	100.0	





Cases weighted by How many years have you been a law enforcement officer

Discussions

The survey response rate was 25%. This rate may be indicative to levels of officer alienation or anger. It could also indicate that the researcher did not make a strong enough effort to educate the sample population as to the importance of the survey. A higher response rate might have indicated that the officers want to see and help the agency to improve and have some higher sense of responsibility.

The core theory of this research was that morale could be somewhat determined through the sum of the measure of job satisfaction and organizational commitment. In order to fulfill that belief, perceptions of the survey population regarding leadership, professionalism, organizational commitment, job satisfaction and mission issues were sought through the 18-question survey.

The first ten questions were designed to measure the FPP (survey population) officers' perceptions of the overall organization commitment of the Tallahassee leadership.

Questions eleven through eighteen focused upon the FPP (survey population) officers' satisfaction within their designed districts regarding supervisor's mission philosophies and communication.

From personal experience, a bureau communication problem was evident. The extent and cause of the communication problem was unknown. Was the

communication problem top to bottom or bottom to top? Was the problem statewide or isolated to some districts?

Once the survey information was received from the target population, expectations were created after asking and receiving the officer's to take the time to answer the questions.

When analyzing the results of this research survey it was necessary to look at the overall strengths and weaknesses, to look at top and bottom items and to look at individual levels of job satisfaction, motivation and productivity in order to measure the FPP morale.

Looking for patterns and common themes and distinct areas of the good and bad were necessary. Were clues evident to show there were underlying circumstances involved in these issues?

Realizing that any data obtained through this research is subjective, the survey responses only tell what the target population that responded was feeling at that time, and do not tell you why. Given that, it is important to remember that the survey data is only one source in many that can and needs to be collected to make a truly accurate statement from the totality of the survey results, it can be interpreted that communication could be better, but that conclusion is inherently obvious with any organization. FPP or any other state law enforcement agency stretched across a vast geographic area faces this issue. The defining key to this difficulty, which would separate one agency from another, would be to minimize this chronic problem.

Also observed from the data, is the perception of lacking overall organizational commitment and the lack of downward communication, from top to bottom by the FPP officers. Certainly law enforcement officers are a callous group. Cynicism and skepticism is an occupational disease. Top administrators will need to adopt measures to attempt to minimize these feelings and attitudes, knowing that historically the sentiments will never be totally eliminated, and in need of constant maintenance. The organizational commitment from the top down must be marketed to the management staff and fostered to the rank and file officers, in order to be truly absorbed into the FPP.

Significant change begins with small steps. Looking at our own individual contributions, work behaviors and how these actions contribute or deter from the positive working relationship will increase morale. What each officer and administrator can do on an individual level that make a small change toward a more effective organization will be the deciding factor.

Todd Hand began his law enforcement career in 1981 in Pennsylvania and is currently a Lieutenant with the Florida Department of Environmental Protection, assigned to the Southwest District. Todd has previously held positions such as road patrol Sergeant, person's crimes detective, professional standards investigator, ethics special investigator and special agent. Todd has a bachelor's degree in Criminal Justice from Penn State University.

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Appendix A

Thank you for taking a few minutes to complete this survey. I am conducting this survey as part of a research project in order to complete the Florida Department of Law Enforcements' Senior Leadership Program. Responses from DEP/FPP Officers across the state are being collected by me to provide formative feedback to assist this agency in professional development and clarity of mission. Your feedback will be completely anonymous and individual survey responses will be maintained by me in the strictest confidence. If you have any questions about this survey, please contact Lt. Todd Hand at (239) 633-5425 or electronically at tdcopwatch@hotmail.com.

Please return the survey in the enclosed envelope by August 21, 2006

How would you rate the overall effectiveness of the DEP/DLE/FPP in each of the following areas? Please circle a response for each item and provide supporting comments for you ratings, if you wish.

1. Provides leadership:

Very Effective	Somewhat Effective	Somewhat Ineffective	Very Ineffective
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	3	2	1

Supporting Comments:

2. Advocates for your needs:

Very Effective	Somewhat Effective	Somewhat Ineffective	Very Ineffective
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	3	2	1

Supporting Comments:

3. Understands your strengths:

Very
Effective

Somewhat
Effective

Somewhat
Ineffective

Very
Ineffective

4

3

2

1

Supporting Comments:

4. Provides support:

Very
Effective

Somewhat
Effective

Somewhat
Ineffective

Very
Ineffective

4

3

2

1

Supporting Comments:

5. Serves as a role model by providing leadership through personal example and professional expertise:

Very
Effective

Somewhat
Effective

Somewhat
Ineffective

Very
Ineffective

4

3

2

1

Supporting Comments:

6. Promotes and supports your professional development:

Very Effective	Somewhat Effective	Somewhat Ineffective	Very Ineffective
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	3	2	1

Supporting Comments:

7. Identifies and promotes high standards for performance:

Very Effective	Somewhat Effective	Somewhat Ineffective	Very Ineffective
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	3	2	1

Supporting Comments:

8. Fosters effective FPP/Community relations:

Very Effective	Somewhat Effective	Somewhat Ineffective	Very Ineffective
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	3	2	1

Supporting Comments:

9. Fosters effective FPP/other law enforcement agencies relationships

Very Effective	Somewhat Effective	Somewhat Ineffective	Very Ineffective
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	3	2	1

Supporting Comments:

10. Embodies and promotes professionalism:

Very Effective	Somewhat Effective	Somewhat Ineffective	Very Ineffective
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	3	2	1

Supporting Comments:

Please indicate how strongly you agree or disagree with the following statements. Please circle a response for each statement.

11. My Lieutenant recognizes and acknowledges outstanding performance within my district.

Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	3	2	1

12. My Lieutenant clearly communicates what my role and responsibilities as an officer are and what is expected of me.

Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
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<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	3	2	1

13. My Lieutenant's interpretation of the agency mission is the same as mine.

Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	3	2	1

14. My District Captain's interpretation of the agency mission is the same as mine.

Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	3	2	1

15. My Lieutenant understands the daily issues that I encounter and supports my actions.

Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	3	2	1

16. My Captain understands the daily issues that I encounter and supports my actions.

Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	3	2	1

17. My Lieutenant is in touch with current law enforcement practices, philosophies and trends.

Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	3	2	1

18. My Captain is in touch with current law enforcement practices, philosophies and trends.

Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	3	2	1

Your demographics

How many years have you been a law enforcement officer?

How many years have you been an officer with the DEP?

In which district are you assigned?

Please return your completed survey by August 21, 2006 in the envelope provided, to Todd Hand.

Thank you for your participation and be assured that any and all information gathered through this survey from individual surveys will be completely confidential. No effort will be taken by anyone to ascertain the identity or source of any of the individual survey results. Overall results will be the personal work product of my research. Other than me, only an independent research assistant not affiliated with the agency will assist in the statistical analysis and computation of this individual data.

Appendix B

INDIVIDUAL COMMENTS

Question 1 Provides Leadership:

- Communication from top to bottom could still be better. It has improved since the last climate survey.
- Lack of leadership, which results in lack of uniformity in the five districts.
- District wise excellent; Tallahassee wise poor.
- Leadership ability varies in each supervisor, in all I am proud of the supervisors in which I have personally worked with.
- 1st line supervisors, Lt's, do a good job. Captain and up is deplorable.
- Leadership is good on the district level.

Question 2 Advocates for your needs:

- I would like to see more tools that would assist with surveillance, such as cameras and remote vehicle/person(s) detection devices. Surveillance at this time takes officers out of the field at peak times.
- More so in the past year of so.
- Any concerns I have expressed have been dealt with appropriately.
- 1st line supervisors, Lt's, do a good job. Captain and above is deplorable.
- Can be somewhat slow in the process.

Question 3 Understands your strengths:

- My strengths are understood and supported in my district.
- May understand them but I don't feel they capitalize on them.
- I feel that I have been recognized for my experience and ability.
- According to the Chief, those residing far from Tallahassee will not be utilized for instructors.
- This occurs at primarily the district level.

Question 4 Provides support:

- You are forgotten if you live in locations where no one else wants to work.
- The agency has always supported my co-workers and I in all areas of need.
- Any questions that I have raised have been answered fairly. The agency has also shown support by providing training to better me as an officer.

Question 5 Serves as a role model:

- No comment.
- Upper management seems to have little regard for complying with policies and seems to do whatever it is they want.

- Only district wise.
- Again leadership skills vary, but in general we have supervisors who possess leadership styles of quality.
- 1st line supervisors do a good job. Captain and above is deplorable.
- Take the human element out and it is probably average. Some people should probably be more discreet in their actions.
- Certain personnel provide leadership, high standards, most in D.L.E. lack general Law Enforcement experience and discipline.

Question 6 Promotes and supports your professional development:

- Training is approved for courses agency feels are needed, however, some training may not be directly related to D.L.E's mission, but would enhance employees overall job skills and abilities.
- For the past few years this has been very good.
- There are no opportunities. When an individual tries, she/he is denied because you become a threat.
- My direct chain of command strongly support abilities and inspire my advancement within FDEP.
- Only district wise.
- Rarely get training requests denied.
- The agency has always been willing to send me to training necessary for the job.

Question 7 Identifies and promotes high standards of performance:

- It seems that mediocre employees are not rated much lower than proactive/good employees on performance evaluations.
- Only district wise.
- Achievers are complimented; non-achievers have no penalties or consequences.
- Standards of performance are only what each individual sets for herself.
- Needs improvement. Too many variations by district.

Question 8 Fosters effective FPP/Community relations:

- Most of community does not know DEP/DLE exists.
- Primarily within the parks.
- Officer preference
- I believe DEP as a whole does an outstanding job in this area.
- More is done on a local level to foster community relations than is done at the GHQ level.

Question 9 Fosters effective FPP/other law enforcement agencies relationships:

- The agency has been very supportive of our good relationships with other state, county, and city agencies.
- Working with other agencies is discouraged.
- I think this differs in the state. I do believe that our agency as a whole,

has a strong relationship with most other agencies, lending support in every way possible.

- The agency does nothing to foster repop, only individual officers.
- This varies by individual style and experience.
- Absolutely not. In my area we have a very poor relationship with local law enforcement.

Question 10 Embodies and promotes professionalism:

- The agency does not practice what they preach.
- I strongly believe our administration promotes and demands a professional image from all who serve.
- No comment.