Organizational Effectiveness and Executive Succession: Conclusions About and Implications for Florida's Municipal Police Chiefs

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Abstract

The relationship between organizational effectiveness and executive succession is an important area of organizational study (Kets de Vries, 1988; Miller, 1991; Orosz, 1991; Wechsler & Rainey, 1988). This research contributes to that body of literature by examining organizational effectiveness and succession within a specific, narrow context: Florida municipal police departments. Specifically, the assertion that police department effectiveness and police chief effectiveness are positively associated is examined and ultimately supported by the findings of this research.

Introduction

An analysis of municipal police chief effectiveness has both practical and theoretical importance. From a practical view, police chiefs hold unique and important positions in the public sector with wide-ranging power and influence over citizens (Lewcock & Barba, 1988; Swanson, Territo, & Taylor, 1993). In addition to the wide scope of their decision premises, police chiefs control large public expenditures. Law enforcement represented the second largest municipal expenditure in Florida in 1989, second only to utilities, and accounted for approximately 14% of total municipal expenditures or $863.8 million dollars (Schluckebier, 1994). By virtue of the nature of services provided by police agencies and the cumulative public monies over which they exert direct control, police chiefs represent an important group to study.

Further, like other public sector executives, the average tenure of municipal police chiefs is relatively and predictably short (Bizzack, 1989; Enter, 1986; Murdaugh, 1993) with dramatic implications for the effectiveness of the organizations and communities they serve (Bizzack, 1989). A national study found the average tenure of an appointed law enforcement chief executive to be 7.9 years (Witham, 1984) and a follow-up study found the average tenure for Florida municipal police chiefs to be 6.5 years (Murdaugh, 1993). Understanding the conditions under which they are judged effective and, thereby retained in office, or conversely judged *in*effective and involuntarily removed from office could have normative implications for municipal police chiefs and other government officials. As noted by a former director of the Police Executive Research Forum (Scott, 1986):

> The path to becoming a chief and to surviving *while being effective* is somewhat analogous to walking through a field ridden with land mines. The key problem for the police chief in the walk through the mine field is that he can be seriously injured by mines detonated by events well beyond his control. (p. V)

From a theoretical view, the literature describing police administration thus far has been more prescriptive than either descriptive or normative with regard to those who hold the position of police chief (Hunt & Magenau, 1993). Previous research and popular works typically describe the functions which must be carried out in police organizations (e.g., patrol, investigations, tactical operations), suggesting simply that it is the role of the police chief to ensure that those functions are accomplished effectively.

Consequently, research which illuminates dimensions and contingencies surrounding police chief effectiveness continues to fill a void in understanding theories about these critical governmental actors.

Organizational Effectiveness

The issue of effectiveness is either implicitly or explicitly central to all scholarly works involving the study of organizations (Cameron, 1984; Lewin & Minton, 1986; Whetton & Cameron, 1994). Cameron (1986, p. 540) observed that "all theories of organizations rely on some conception of the differences between high quality (effective) performance and poor quality (ineffective) performance.   Hence, effectiveness is inherently tied to all *theory* on organizations." Despite this centrality, consensus regarding what constitutes an effective organization remains elusive (Bedeian, 1986; Campbell, 1977; Hitt, 1988).

Cameron (1984) cites two distinct problems that confuse our understanding of organizational effectiveness. First, by its very nature as a construct, the total meaning of "effectiveness" can never be completely articulated, consequently there is no agreement on how to measure it (Cameron, 1984; Hitt, 1988).   The problem of measurement is exacerbated by the realization that multiple, contradictory conceptions of effectiveness may be simultaneously held by various constituencies (Cameron, 1984) and the realization that the subjective preferences of individuals and constituencies may change over time (Bedeian, 1986; Cameron & Whetton, 1981). The best criteria to use for measuring effectiveness, therefore, may vary with each new research question (Whetton & Campbell, 1994).

Second, there is wide disparity in the use of the term between practitioners and theorists. Cameron (1984) notes that practicing managers are primarily interested in ensuring the smooth operation of organizations and, therefore, are concerned with understanding and removing impediments to effectiveness. On the other hand, both researchers and authors of best-selling management books have been far more interested in studying and describing highly effective organizations (Cameron, 1986; Lewin & Minton, 1986).   One often overlooked consequence of this gap between practitioner and researcher interest is the limited usefulness of scholarly work by practitioners interested in assuring organizational effectiveness (Cameron, 1984).

As with most areas of scholarly inquiry, there have been a number of models proposed for use in the study of organizational effectiveness.   Cameron (1984) reviewed seven models found in the literature (Table 1) and concluded that multiple models of effectiveness are necessary and that they provide both valuable and different perspectives under different conditions.

The goal model is advocated by some as the most universal approach to effectiveness (Cameron, 1984) and is appropriate in those instances where it is clear what results are expected and when they are expected (Campbell, 1977). The system-resource model appeared in the 1960s in reaction to the goal model's limiting emphasis on goals, and is appropriate in those instances where there is a strong association

Table 1		
A comparison Among Major Models of Organizational Effectiveness		
Model	Definition	When Useful
	An organization is effective to the extent that …	The model is preferred when …
Goal Model	It accomplishes its stated goals.	Goals are clear, time-bound and measurable.
System-Resource Model	It acquires needed resources.	A clear connection exists between inputs and outputs.
Internal Process Model	It has an absence of internal strain, with smooth internal functioning.	A clear connection exists between organizational processes and the primary task.
Strategic-Constituencies Model	All strategic constituencies are at least minimally satisfied.	Constituencies have powerful influence on the organization (as in times of little organizational slack), and it must respond to demands.
Competing Values Model	The emphasis of the organization in four major areas matches constituent preferences.	The organization is unclear about its own emphases, or changes in criteria over time are of interest.
Legitimacy Model	It survives as a result of engaging in legitimate activities.	The survival or decline and demise among organizations must be assessed.
Ineffectiveness Model	There is an absence of characteristics of ineffectiveness	Criteria of effectiveness are unclear, or strategies for organizational improvement are needed.
From "The Effectiveness of Ineffectiveness," by K.S. Cameron, 1984, Research in Organizational Behavior, Vol. 6, p. 276.		

between the ability of the organization to receive resources and its ability to achieve its tasks (Yuchtman & Seashore, 1967). The internal process model is an outgrowth of human resource and organization development (OD) work and is appropriate when the connection between work processes and task achievement is unclouded (Cameron, 1984). The strategic constituencies model emerged in the 1970s as an understanding of environmental contingencies became more sophisticated and is appropriate when constituencies may exert influence over the organization in order to satisfy their demands (Connelly, Conlon, & Deutsch, 1980). The competing values model focuses on trade-offs in core values which occur in some organizations and is appropriate when

attempting to understand changes in effectiveness criteria over time (Quinn & Rohrbaugh, 1981). The legitimacy model is a population ecology model which is appropriate at the macro level of analysis to study which organizations survive, decline, or die (Cameron, 1984). The ineffectiveness model is appropriate when the criteria used to describe effectiveness either cannot be articulated or agreed upon and when the focus is on improving organizational effectiveness (Cameron, 1984).

In sum, the selection of a given research model should be a deliberate effort by the researcher to match the conceptual strengths of a specific model with the circumstances under scrutiny.

Executive Succession and Organizational Effectiveness

Evaluating effectiveness at the organizational level of analysis masks critical interdependent relationships among the various parts of an organization necessary to achieve effectiveness in the models discussed above (Bedeian, 1986). At the apex of those relationships is the executive of the organization. It has been established that the tenure of leadership has dramatic implications for organizations and for the people in them (Kets de Vries, 1988; Miller, 1991; Vancil, 1987a). Further, the relatively short tenure of executives in elective and appointive positions in government carries implications for the strategic policy direction of public organizations (Orosz, 1991; Wechsler & Rainey, 1988).

Building on Gouldner's (1954) early work and the emergence of subsequent succession research by Carlson (1962), Grusky (1960, 1963, 1964, 1969), and others, serious studies of executive succession began to emerge in the late sixties and early seventies (Griesemer, 1988). Since that time, the body of literature regarding executive succession has incrementally expanded as specific areas of inquiry have been explored.

One of the more commonly reported frameworks used to describe the organizational implications of executive succession arranges research along three fundamental assumptions (Allen, Panian, & Lotz, 1979; Brown, 1982; Friedman & Singh, 1989). First, there are those who purport that succession is adaptive in nature and improves organizational performance. Second, some maintain that succession disrupts organizational performance. Third, still others suggest that succession is inconsequential relative to organizational effectiveness.

The adaptive view of succession regards executive replacement as a rational, deliberate effort to realign the organization to its environment, generally as a result of changing conditions (Friedman & Singh, 1989). Thus, in this view executive succession is seen as antecedent to and positively correlated with improvements in outcomes and/or effectiveness. The adaptive view of succession contends that leaders make a difference. Replacing an existing leader with one providing a more appropriate match of individual attributes to organizational needs improves internal and external alignments and, thus, improves organizational performance and success (Davidson, Worrell, & Cheng, 1990; Friedman & Saul, 1991; Sonnenfeld, 1988; Vancil, 1987b). Others view succession as an important, adaptive process for altering the social structure of an organization, thereby overcoming existing organizational inertia, altering power relationships, and transforming political resistance in order to support strategic change (Greiner & Bhambri, 1989; Goodstein & Boeker, 1991).

The disruptive view of executive succession suggests that a new executive is likely to create organizational change which results in both internal and external destabilization and reduced organizational effectiveness (Allen et al., 1979; Friedman & Saul, 1991; Friedman & Singh, 1989). This stream of literature purports that the replacement of a leader is driven largely by the perceived need for change, and that new leaders are less capable of effectively creating change within existing coalignments of organizational and environmental actors than are incumbents.

A third view of succession regards the impact of an executive on organizational performance as limited, at best. From this view, the effect of replacing an executive will result in no significant impact on the performance of an organization (Friedman & Singh, 1989; March, 1981). One of the early attempts to explain and describe this view can be found in Gamson and Scotch's (1964) analysis of succession in the management of sports teams, in which they found no effect of succession on baseball team performance. Their findings suggested that the replacement of managers was not intended to improve actual performance, but was a ritual scapegoating exercise to appeal to the perceptions of fans who regarded managers of teams as significant to team success.

Despite the work that has been conducted to date, researchers and scholars have been unable to reach consensus as to whether leaders make a difference (Day & Lord, 1988; Friedman, 1986; Friedman & Singh, 1989; Friedman & Saul 1991; Wiersema, 1992). Not surprisingly, most prominent work in the field has focused not on *whether* leaders make a difference, but on analyzing the conditions under which they may influence organizational outcomes and member performance (Day & Lord, 1988). Although there is a lack of empiricism regarding the precise linkage between succession and organizational effectiveness, there is little disagreement that executives impact organizational outcomes differentially (Wiersema, 1992).

By far, the largest body of scholarly work on succession focuses on the private sector (Hall, 1989; Helmich, 1974; Lundberg, 1986; Pfeffer & Davis-Blake, 1986; Schwartz & Menon, 1985). Compared to studies of the private sector, attempts to understand succession as an important public sector contingency have not produced the same breadth of analysis (Orosz, 1991). The few studies that have been conducted at the municipal level have generally focused on city managers (DeSantis, Glass, & Newell, 1992; Griesemer, 1988; Whitaker & DeHoog, 1991), mayors (Day & Lord, 1988; Salancik & Pfeffer, 1977), and police chiefs (Enter, 1986; Tunnell & Gaines, 1992; Witham, 1984).

Of particular interest regarding this proposal is the existing research on police chief succession. That research illuminates typologies that explain the career paths of those who become police chiefs (Enter, 1986), political pressures that affect the tenure of chiefs (Tunnell & Gaines, 1992), and role sets of incumbent chiefs that affect their tenure (Witham & Watson, 1983; Witham, 1984). While few in number, these works have contributed to the larger body of executive succession literature and provide some insight into succession among police chiefs in particular. However, there remain many unanswered questions about the importance and nature of succession events among municipal police chiefs in general and the relationship of involuntary succession to organizational effectiveness in particular.

Hypotheses

> *Hypothesis 1: The perceived effectiveness of Florida police chiefs will be positively associated with the perceived effectiveness of the municipal police departments they manage and lead.*

One way in which to assess the effectiveness of police chiefs is to consider how they are perceived in carrying out the various roles associated with executive positions. Mintzberg's (1975) characterization of managerial roles as organized sets of behaviors associated with a given position was operationalized to study police chief effectiveness in this study. According to Mintzberg (1975), executives engage in ten identifiable roles: figurehead, leader, liaison, monitor, disseminator, spokesman, entrepreneur, disturbance handler, resource allocator, and negotiator. For purposes of this study, each role was operationalized in the form of one or more questions designed to assess perceived police chief effectiveness in each role.

Police department effectiveness was examined using the broad criteria suggested by Hatry, Blair, Fisk, Greiner, Hall, and Schaenman (1992). They proposed that the measures of effectiveness of crime control services in a community include: deterrence and/or prevention of crime, apprehension of offenders, perceived responsiveness to calls for service, feelings of security, fairness, courtesy, helpfulness/cooperativeness, honesty, and safety of officers. For purposes of this study, the effectiveness measures were used as listed by Hatry, et al. (1992) to assess perceived police department effectiveness.

Respondents were asked to provide Likert scale ratings regarding both the effectiveness of the police chief in their city in fulfilling his/her roles and the effectiveness of their municipal police department. When the results of assessed organizational effectiveness and police chief effectiveness were compared, it was expected that a strong positive correlation between perceived police chief effectiveness and department effectiveness would be found.

> *Hypothesis 2: The perceived organizational **in**effectiveness of municipal police departments in Florida will be positively associated with the likelihood of involuntary succession events of police chiefs.*

> *Hypothesis 3: The perceived role **in**effectiveness of municipal police chiefs in Florida will be positively associated with the likelihood of involuntary succession events of police chiefs.*

Cameron (1984) suggested that an alternative approach to studying effectiveness is to study its opposite: *in*effectiveness. Her contention was that it is easier for practitioners to agree on what she described as the more narrow construct space of ineffectiveness than to agree on criteria constituting effectiveness. Comparing such an approach to the early work of Hertzberg and his colleagues (1959) on individual motivation, she argued that attending to those elements leading to dissatisfaction yields different information when compared to efforts only directed at measuring satisfaction. Those elements of municipal police department effectiveness identified by Hatry, et al. (1992) were used to assess the extent to which a police departments' perceived

*in*effectiveness by city managers would likely lead to the involuntary removal of a police chief from office. When the results were analyzed, it was expected that a strong positive correlation would be found between perceived organizational ineffectiveness and the likelihood of police chief dismissal, thereby testing Hypothesis 2. Further, it was expected that there would be some dimensions of organizational ineffectiveness which were regarded as more important than others in affecting involuntary succession.

Mintzberg's (1975) characterization of managerial roles was used to assess the extent to which police chiefs' ineffectiveness in a given role would likely lead to his/her involuntary removal from office by a city manager. City managers were asked to provide Likert scale ratings indicating the degree to which they perceived that organizational ineffectiveness in each dimension would lead to the involuntary succession of a police chief. When the results were analyzed, it was expected that a strong positive correlation would be found between perceived police chief ineffectiveness and the likelihood of police chief dismissal, thereby testing Hypothesis 3. It was also expected that there would be some dimensions of role ineffectiveness which were regarded as more important than others in affecting involuntary succession.

Methodology

The population for this study was comprised of municipal city managers throughout the State of Florida, as identified by the Florida League of Cities. This population was considered theoretically useful in examining the research questions proposed in this study due to the positional relationship which exists between a city manager and a police chief and to the shared policy arena in which they operate. It has been noted that the effectiveness of a municipal police department will be judged by the community it serves (Griesemer, 1995). Further, city managers are ultimately responsible for the effectiveness of municipal services and for the selection and retention of those who manage those services. Indeed, their own tenure may be limited by the perceived effectiveness of municipal services (DeSantis, et al., 1992; Whitaker & DeHoog, 1991).

While the number of established cities varies at any given time due to mergers, contract agreements, and other structural modifications, by one recent estimate there are approximately 391 cities in Florida (Schluckebier, 1994). Of those cities, the majority are incorporated using the city manager form of government. Using information provided by the Florida League of Cities, all 314 municipalities utilizing the city manager form of governmental structure were included in this study. Each was mailed a two-page survey with a cover letter explaining the purpose of the research and a self-addressed, stamped return envelope was enclosed. Of the 314 mailed out 104 (33.12 %) useable surveys were returned. An additional eight surveys were returned indicating that their city or town contracted for law enforcement services with their county Sheriff's Office and one survey was returned with a notation that the respondent "declined to answer." Respondents' answers were analyzed using SPSS for Windows and appropriate descriptive and inferential statistics were used in testing the hypotheses and preparing the findings of this study.

Results

Of the 104 surveys analyzed, 81% were completed by city managers, almost 5% by acting city managers, and just over 14% were completed by respondents who indicated they were "town manager," "assistant to the city manager" or used some other title. Just over 43% indicated they had served as city manager in another city prior to their current appointment. Almost 34% indicated their tenure in office in their current job between one and five years, 29% between five and ten years, 23% over ten years, and 13.5% one year or less. The single largest grouping of respondents (28%) were from cities between 10,000 and 25,000 population. The next largest grouping of respondents (23%) were from cities with less than 5,000 population and about 5% were from cities with over 100,000 population.

Table 2 Perceived Effectiveness of Florida Municipal Police Departments					
	Very Effective	Effective	Somewhat Effective	Not Very Effective	Not Effective At All
Deterrence and/or prevention of crime	34	41	23	4	2
Apprehension of offenders	35	43	18	6	2
Responsiveness to calls for service	61	29	8	4	2
Citizen/visitor feelings of security	43	40	12	7	2
Fairness	40	38	16	8	2
Courtesy	39	39	13	12	1
Helpfulness/cooperativeness	49	35	10	8	2
Honesty	56	29	9	4	6
Safety of officers	55	36	4	4	5

Respondents were asked to rank the effectiveness of their municipal police departments (Table 2). Analysis of the responses indicates that the majority of municipal police departments in Florida are perceived by their city managers as either "effective" or "very effective." There were some statistically significant variations of interest. Using a Mann-Whitney U test to compare rankings across respondents, city managers ranked police department effectiveness significantly higher on average than did acting city managers on "honesty" and "safety of officers." Variation was also found based upon city size. Respondents representing cities with over 25,000 population ranked "responsiveness to calls for service" significantly lower than cities with under 25,000 population.

Respondents were then asked to rank the effectiveness of their municipal police chiefs (Table 3). Analysis of the responses indicates that most police chiefs in Florida are perceived by their city managers as either "effective" or "very effective." Three general observations from the responses, however, merit review. While it was not

possible to determine statistically significant variation, the questions concerning police chief effectiveness as a "leader" (motivating and directing), "disseminator" (passing information and answering questions), and "disturbance handler" (solving problems and resolving conflicts) received a larger number of "not very effective" rankings on average. However, there were other variations found in the data that were statistically significant. Using a Mann-Whitney U test to compare responses across respondents, city managers perceived police chiefs significantly more effective at "distributing monies, equipment, and materials to priority tasks" than did acting city managers.

Respondents were also asked to rank the likelihood that *in*effectiveness of their municipal police departments would result in the dismissal of their police chiefs (Table 4). While not established as statistically significant, analysis of the data indicates that "honesty" appears to be more than twice as likely to cause the dismissal of a police chief than any other single measure of departmental effectiveness. Further analysis indicates that department effectiveness in "deterrence and/or prevention of crime" and "apprehension of offenders" may be two of the least likely causes of police chief dismissal.

Finally, respondents were asked to indicate the likelihood that a municipal police chief's *in*effectiveness in a given role would lead to his/her dismissal (Table 5). Analysis of the data indicates that, in general, ineffectiveness in a given role is only "possible" or "somewhat likely" in most cases. Indeed, ineffectiveness in the roles of "figurehead" (performing ceremonial duties and representing the department at social functions) and "liaison" (working with other agencies/departments and developing outside contacts) were not considered likely causes to dismiss a police chief.

There were statistically significant variations on this question also. Using a Mann-Whitney U test to compare responses, city managers indicated they would be far more likely to dismiss a police chief for ineffectiveness in "directing the work of employees" than acting city managers. There was also statistically significant variation across respondents based upon tenure with regard to the likelihood they would dismiss a chief for ineffectiveness in "initiating changes in the police department." Those with five or more years in their jobs were far more likely to dismiss a chief under such circumstances.

	Very Effective	Effective	Somewhat Effective	Not Very Effective	Not Effective At All
Table 3					
Perceived Effectiveness of Florida Municipal Police Chiefs					
Performing duties of a ceremonial nature	49	32	11	1	8
Representing the city or police department at social or other functions	53	29	10	3	7
Motivating and encouraging employees	37	34	12	17	4
Directing the work of employees	43	31	14	11	5
Working with other agencies/departments	52	30	9	4	9
Developing contacts with important outside people	42	35	15	4	7
Introducing new ideas for the police department	39	35	14	9	7
Keeping up with community, regional and national trends	38	37	15	7	5
Passing important information to employees	35	31	21	12	4
Answering questions from employees	38	33	16	10	5
Providing information to others about police department activities	39	40	15	5	5
Keeping the community informed about department plans and activities	35	39	17	6	6
Initiating changes in the police department	43	31	16	8	6
Solving problems by incorporating new ideas into department activities	37	33	17	15	2
Resolving conflicts	39	32	16	14	3
Responding to outside pressures	34	43	15	8	4
Allocating appropriate human resources to tasks	40	42	11	9	2
Distributing monies, equipment, and materials to priority tasks	46	36	12	8	2
Exercising authority to reach agreements	42	35	14	7	4
Negotiating to reach agreements	37	35	19	8	3

Table 4 Likelihood That Municipal Police Department Ineffectiveness Would Lead to Police Chief Dismissal					
	Very Likely	Somewhat Likely	Possible	Not Very Likely	Not Likely At All
Deterrence and/or prevention of crime	25	31	29	10	5
Apprehension of offenders	17	37	28	12	6
Responsiveness to calls for service	43	40	10	4	3
Citizen/visitor feelings of security	24	44	24	4	4
Fairness	33	41	19	4	3
Courtesy	26	45	22	3	4
Helpfulness/cooperativeness	24	51	19	2	4
Honesty	82	11	2	1	4
Safety of officers	35	41	14	3	6

Discussion

This research attempted to address three hypotheses regarding organization effectiveness and succession by examining perceptions about municipal police department effectiveness and police chief effectiveness. The first of these, that there is a positive association between the perceived effectiveness of municipal police chiefs and the departments they manage and lead, appears to be supported in very general terms across all respondents. While it was not possible to establish a statistically significant correlation between effectiveness of police departments and effectiveness of police chiefs, there is evidence that both police departments and police chiefs in Florida are regarded as more effective than not.

Regarding the second hypothesis, there appears to be support that perceived *in*effectiveness of a police department is positively associated with the dismissal of a police chief. The modal category of responses for each criterion was "somewhat likely" with two exceptions: "honesty" and "responsiveness to calls for service." It is not surprising that single categories of ineffectiveness would, in and of themselves, not generally be the likely sole determinants of police chief dismissal. However, the fact that each criterion by itself was determined as "somewhat likely" to lead to a police chief's dismissal supports the assertion that there is an association between the department's perceived performance and the chief's tenure in office.

In the case of department "responsiveness to calls for service," city managers were slightly more inclined to dismiss a chief. However, in the case of questions surrounding the singular issue of a department's perceived "honesty," dismissal of a chief is "very likely" among about 82% of the city managers surveyed. The fact that a city manager would be so likely to dismiss a police chief for problems associated with

			Table 5		
Likelihood That Municipal Police Department Ineffectiveness Would Lead to Police Chief Dismissal					
	Very Likely	Somewhat Likely	Possible	Not Very Likely	Not Likely At All
Performing duties of a ceremonial nature	1	2	20	39	37
Representing the city or police department at social or other functions	1	8	21	33	36
Motivating and encouraging employees	13	52	24	5	4
Directing the work of employees	29	44	15	7	4
Working with other agencies/departments	9	44	29	6	11
Developing contacts with important outside people	1	25	38	21	13
Introducing new ideas for the police department	8	33	39	14	5
Keeping up with community, regional and national trends	8	29	40	17	5
Passing important information to employees	19	39	22	14	5
Answering questions from employees	18	44	23	6	7
Providing information to others about police department activities	5	33	46	10	5
Keeping the community informed about department plans and activities	10	35	38	11	5
Initiating changes in the police department	12	37	35	8	7
Solving problems by incorporating new ideas into department activities	13	39	33	8	6
Resolving conflicts	31	48	11	5	4
Responding to outside pressures	8	40	35	8	8
Allocating appropriate human resources to tasks	19	52	17	4	7
Distributing monies, equipment and materials to priority tasks	23	51	16	2	7
Exercising authority to reach agreements	15	36	36	7	5
Negotiating to reach agreements	10	39	36	6	6

honesty of department members is a reflection of the importance placed by a community on police integrity. It is also an acknowledgment that it is believed that a police chief exerts important influence on the honesty and integrity of a police department's members.

Regarding the third hypothesis, there also appears to be some support that perceived *in*effectiveness of a police chief in specific roles is positively associated with their dismissal. However, there is wide variation depending upon the roles. Dismissal for perceived ineffectiveness in performing in the roles of "figurehead" and "liaison" is not likely, however, ineffectiveness in most other roles is somewhat likely.

Again, it is not surprising that single categories of ineffectiveness would, in and of themselves, not generally be the likely sole determinants of police chief dismissal. However, most criterion were determined to be "somewhat likely" to lead to a police chief's dismissal, which supports the assertion that there is an association between the chief's perceived performance in the various roles they fulfill and their tenure in office.

Conclusion

This research found support for the assertion that police chief performance and police department performance are linked in important ways. It also uncovered some surprising findings about the importance of organizational honesty and the unimportance of certain police chief roles. However, only the surface was scratched in analyzing this important area of inquiry. Future research needs to explore the relationship between organizational and police chief effectiveness in more elaborate and interrelated ways that aggregate the combined effects of various contingencies. Also, alternate constellations of actors other than city managers should be sought out to complement the information obtained in this research.

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