

Institutionalizing Ethics for the Next Century

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Abstract

Much has been written in recent years pointing to the erosion of personal values within society. A great deal of attention has also been given to the deterioration of values within the law enforcement profession. This paper looks at attitudes toward ethics within a large law enforcement agency and establishes a blueprint for institutionalizing ethics in the future.

Introduction

As we rapidly approach the 21st Century, there are tremendous challenges facing law enforcement managers. Managers expend enormous amounts of time and energy dealing with external pressures on the agency such as budget reductions, political uncertainty, and public perception of the organization. Increasingly managers are also having to battle internal pressures ranging from changing demographics to the challenges of managing a diversified work force.

Decisions are made daily which impact both the organization and the community served, often with precious little time to totally reflect on the total impact key decisions may have on the effectiveness of the agency. Much has been written in recent years about the erosion of personal values among society.

While many would explain the deterioration of the value system as a refinement of our values, the clear reality is that society's view of acceptable behavior among public officials has significantly changed. The public places a higher standard on public employees than they hold for themselves.

Law enforcement agencies have long been viewed as not only "sentinels of safety" but as models for correct ethical behavior. Law enforcement officers have essentially been set apart from society and have characteristically been portrayed as one of the few remaining vestiges of moral behavior. The sad reality is that the erosion pervasive to our most honorable institutions has also invaded the law enforcement profession.

Law enforcement agencies expend enormous amounts of time and resources in the careful preparation of officers for service. Service organizations must ensure training curricula are commensurate with the colossal and varied responsibilities placed on officers. Modern law enforcement training is replete with state-of-the-art technology designed to improve officer performance under stressful performance situations.

While recognizing the necessity and value of honing the technical skills of officers, can it be declared that the ethical preparation of officers is equally important to become law enforcement managers? Law enforcement managers must carefully weigh the importance of ethics not only in their decisions but also must ensure ethics issues are made a part of all training curricula.

This document reviews ethical considerations in a large law enforcement agency with statewide enforcement authority. Ethics clearly impact every facet of the law enforcement profession, however, law enforcement agencies do little to reinforce the

importance of sound ethical behavior among officers. This writer attempts to bridge the gap between the definition of ethical behavior and provide a workable plan to reinforce ethical behavior among members of the organization.

Specifically, the research project attempts to answer the following questions:

1. Should law enforcement managers be concerned about the ethical attitude prevalent among their officers?
2. Does a law enforcement officer's perception of ethics change as he/she progresses through their careers?
3. What methods can be used to reinforce ethical behavior within the Florida Highway Patrol?

The project began by reviewing the current literature regarding law enforcement ethics. Broad areas, both of ethical theory and development of police ethics, were explored. A common thread revealed tremendous concern about ethics. However, there was an absence of solutions to the problems created by unethical behavior. To effectively apply the information discovered in the literature review, a questionnaire was developed to survey prevalent attitudes among members of the target agency (Florida Highway Patrol).

Historical Perspective

Ethical considerations go far beyond the law enforcement profession. Ethical guidelines have long been a part of most professional groups such as physicians, lawyers, and others. Over the past 30 years, the law enforcement profession has made tremendous strides to regulate officers through the establishment of POSTS (Police Officer Standards and Training Commissions). In Florida, law enforcement officers are licensed through the Criminal Justice Standards and Training Commission (CJSTC) as required by statute. The CJSTC also is responsible for decertification of officers in those instances where officer conduct is criminal, or in some other way violates the public trust.

Some argue that law enforcement may never be a profession, but the counter argument is that professionals are being developed in the field of law enforcement. A tremendous amount of resources is expended to prepare professionals technically; the same is not done for ethical preparation. Society has a tremendous expectation of law enforcement officers and very low tolerance for unethical behavior.

Unfortunately, the tolerance level for police officers is much less than society applies to itself. An excellent illustration of society's attitude toward ethics and what people will do for money is found in a recent survey conducted by Money Magazine (1994).

The pervasive unethical attitude by society has spilled over to the law enforcement profession. Corruption has been a problem of varying degrees among police officers

from the beginning of policing. Today, there is an increased opportunity for wrongdoing, often stimulated by greed or other motives.

Ethics are viewed by many as simply, "don't do that" issues, while others may view them as a standard by which to work. Whatever the view an officer or organization may choose, it is clear that the reputation of the profession is continuously on the line. When individuals or organizations make decisions, they must make sound choices based on, not only law, but on moral grounds as well.

Law enforcement has come under close scrutiny in recent years as a result of sensationalized accounts of improper police behavior. The Rodney King incident in California three years ago crystallized in some people's minds that law enforcement cannot be trusted. On a lesser scale, law enforcement agencies discipline officers for criminal and non-criminal violations and other activities that erode public trust. Agencies spend countless hours investigating their own and must devote a number of officers to the internal affairs function. There are many theoretical cures for the problem but unfortunately few constructive measures to correct ethical deficiencies.

Literature Review

Ethics are the belief that any profession, especially one which serves social ends, has an inherent worth which can be corrupted through inattention to precepts of propriety, and through misguided behavior of individual members of that profession. Ethics are, simply for organizational purposes, acceptable standards of behavior (Schmallegger, 1991).

Ethics can essentially and effectively be divided into two distinct categories: 1) on the job; and 2) personal ethics. On the job ethics is a belief shared by members of a profession that obligations towards one's fellow workers encompasses duties and responsibilities, many of which are not always recognized by those outside the profession (Schmallegger, 1991).

Personal ethics are generally the beliefs and values acquired through the peculiarities of life and early socialization, including those learned from ethnic group participation, socialization into gender specific roles, family routines, etc. (Schmallegger, 1991). Law enforcement agencies often assume that officers have acquired strong personal ethics prior to entering the profession; and if there are any deficiencies in moral judgment, it will be instilled through direct association with others in the organization.

Law enforcement, however, is a dynamic and evolving profession. Daily, thousands of officers retire and thousands more join the ranks. Managers cannot afford to assume or take for granted that each new officer shares the kind of beliefs, values or personal history that would automatically make him or her an asset to the profession. Since credibility is so essential to success, law enforcement managers must take careful stock and make good use of screening tools and available processes. The urge to compromise screening efforts because of convenience or fiscal limitations must be resisted (Mangan, 1992).

Law enforcement agencies must not take for granted that all employees - whether commissioned or civilian, full-time or part-time, paid or volunteer - arrive on the job with

the same set of values and beliefs. It is a mandatory task to screen properly and to educate them accordingly, instilling in them the best traditions of the profession. Ethically sound police officers are most likely to be found in an atmosphere that clearly gives high priority to ethical behavior and integrates ethics into every part of the department.

An atmosphere that clearly gives high priority to ethical behavior and integrates ethics into every part of the department is most likely to produce ethically sound officers (Braunstein & Tyre, 1992). The most logical part of the agency to integrate ethical behavior is in the training function. A serious exploration of the values and ethics of police work is an indispensable element in any police training curriculum because officers are forced to do their jobs in a chaotic world with no constants. In the harsh world outside the training academy, officers soon learn that choosing between right and wrong is often not the only feasible choice. Ethics learned in the classroom can only give general knowledge, a moral framework from which to take action. As working professionals, however, officers must apply this knowledge to specific cases, outside the class room, in the real world.

Despite widespread agreement that the teaching of ethics is essential in recruit training, such training is often squeezed into short blocks of instruction that establish parameters of acceptable and unacceptable behavior. Clearly, managers need to reorder priorities and spend more time on ethics.

The department striving for the highest standards will address ethics on a regular basis and integrate it into all other appropriate in-service topics (Braunstein & Tyre, 1992). Every officer should be given the opportunity to test his/her own moral or ethical limits in a controlled environment. The training academy should offer that chance as part of the training program. Realistic ethical training will be worth the extra effort expended. The recruit will learn how to react on the street and personally feel better for having chosen the correct response.

The aim of any professional code of ethics should be to: (1) foster high standards of competence; (2) strengthen the relationships among its members; and (3) above all, promote the welfare of the whole community (Bufe, 1993).

Most law enforcement agencies have adopted written ethics codes for their officers. Unfortunately, without a means to institutionalize such codes, these codes tend to have little operational significance. A statement of values is one thing and a workable code of ethics is quite another.

Institutionalizing ethics is by no means a simple task. Simply explained, it is nothing more than getting ethics formally and explicitly into the daily business of the agency. It means making ethics a regular, normal part of policing. It requires putting ethics into policymaking at top management levels as well as through formal codes (Payne, 1993).

All agencies desire and enlist a variety of methods to develop and maintain public trust. Ultimately if agencies are to obtain and maintain the kind of community trust and credibility which will allow them to be effective, there must be consistent and personal involvement in the effort. Managers must be committed to maintaining credibility and integrity within the organization.

Great strides have been made in terms of public trust since the corrupt days of the 1960's. Surveys during the recent decade show that law enforcement currently enjoys more public confidence and trust than at any time in its history (Mangan, 1992).

However, in spite of the relative success and credibility, law enforcement agencies enjoy, not a day passes without media reports of unethical or illegal behavior on the part of officers. At any given time, roughly 1400 law enforcement officers across the state have cases pending before the Florida Criminal Justice Standards and Training Commission. About 1 of every 215 Florida law enforcement officers is found guilty of charges so serious that he/she will ultimately lose law enforcement certification.

In 1992, the Commission found enough evidence in 90% of the 480 cases reviewed to conduct formal hearings. Of the 375 cases that went before the commission for action, 77% of the officers were decertified.

Many of the cases involved drug charges and sexual offenses. The allegations ranged from sexual harassment to sexual assault. Two officers lost certification for murder; most were decertified for filing false reports or making false statements. It is interesting that law enforcement officers' interpretation of sound ethical behavior is as simple as resisting the temptation to accept gratuities such as a free meal. It's more frightening when their actions involve serious criminal behavior.

A code of ethics needs to be administered for it to be effective; it must be lived. Because the officer's job is a job of trust, the code will have a hollow ring if he/she is unable or unwilling to support its spirit (Hansen, 1973). Professional ethics is a good, high goal; unfortunately it begins to be a goal of perfectionism. Although unreachable, it is a desirable goal. The closer we get to this unreachable but desirable goal, the better we are for it.

Police ethics cannot be a "don't do as I do, do as I say" situation. Example and exhortation are the answers as long as the requirements are realistic. Managers must nail down realistic regulations and hold everyone to those regulations.

Methods

A method to evaluate the opinions of Florida Highway Patrol sworn officers on the issues associated with police ethics was needed. A questionnaire was developed by this writer after research had been completed and research questions had been formulated. The questionnaire consisted of 15 questions dealing with various topics associated with officer experience of law enforcement ethics (See Appendix A).

The questions were designed to provide anonymity to those being surveyed. As a result opinions could be given without fear of being identified. The questionnaire was distributed to 154 sworn Patrol officers attending mandatory retraining and other specialized training sessions at the FHP Academy during a six-week period in April - May, 1994. This provided a good cross section of officers as well as a controlled distribution and retrieval system to ensure a good return rate. Of the 154 distributed instruments, 141 indicated they were male officers, 9 indicated they were female officers, and 4 were returned undefined. The years of experience of the respondents ranged from a low of 3 years to a high of 37 years total experience. The largest percentage of respondents indicated they had 10-20 years of experience. The 154 completed instruments represents approximately 9.4% of the authorized sworn positions within the Patrol. The response is representative of experience levels within the agency but not totally representative of gender diversity within the agency. Nine of the 154

instruments (6%) were completed by females although females currently comprise about 12% of the sworn contingent within the Patrol.

Data Analysis

The responses to the questions were evaluated based on opinions and relatively little factual information. The intent was to allow the officers to express their opinions on several issues related to organizational and personal ethics. The instrument also was structured to gain knowledge of the gender and experience level of those officers responding. The intent was to see if opinions would differ with varying experience levels. The survey also dealt with general attitudes about the entire law enforcement profession.

The survey results revealed that approximately 53% of the respondents agree with the premise that law enforcement officers in Florida are ethical while 82% agreed that FHP officers are ethical (See Appendix B). Over 50% of the respondents agreed that the officers and supervisors they work with on a daily basis are ethical.

Survey results revealed that the majority of respondents agree that law enforcement ethics training should be included in all in-service training classes required for Patrol officers. Less than 15% of the respondents felt that too much emphasis was placed on ethical behavior.

Over 80% of the respondents agreed (60.4% strongly agreed) that they consider themselves as ethical now as when they began their careers. Almost 10% indicated they consider themselves less ethical now than when they began their careers. Approximately 50% of the respondents agreed that new troopers coming into the agency are less ethical than veteran troopers.

A series of questions were directed at specific ethical questions or situations. Over 60% of those surveyed disagree that the Patrol places too much emphasis on discipline for ethical violations. While almost 90% agree that it is unethical for a trooper to give less than truthful testimony in a court proceeding, almost 50% disagree that the Patrol should adopt a stronger policy on accepting gratuities to include prohibiting the acceptance of half-price meals on duty. Less than 20% of respondents agree that the Patrol's code of ethics is unreasonable and needs revision.

Conclusions

Several hypotheses were explored during the course of this research project. Based on the survey results, law enforcement managers need to be concerned about the ethical attitudes of their officers because of the extraordinary events occurring daily in law enforcement agencies. Increasing numbers of criminal arrests and other ethical violations which often result in termination and ultimately decertification of officers should concern all law enforcement managers. Traditional methods of handling disciplinary problems such as counseling or reprimands are no longer adequate when applied to the types of violations being committed by officers.

After the initial academy or recruit training curriculum is completed by officers, very little reinforcement training is provided to law enforcement officers in the issues related to police ethics. Officers surveyed in this project overwhelmingly agreed that law enforcement ethics should be included in all in-service training classes required for FHP

officers. Only 15% of the respondents felt that too much emphasis was placed on ethical behavior by the organization. The Florida Criminal Justice Standards and Training Commission (CJSTC) requirement that law enforcement officers be exposed to 40 hours of mandatory retraining each four years offers an excellent opportunity to incorporate ethics retraining in the state's criminal justice training centers. Training should focus on areas where breaches of ethical standards occur rather than simply acquainting participants with ethics theory.

The question asking whether officers' perception of ethics change as they progress through their careers offers interesting results. While it is commendable that over 80% of the survey respondents agreed that they consider themselves as ethical now as when they began their careers, it should be pointed out that almost 10% indicate they now consider themselves to be less ethical. Although the survey did not ask them to indicate why they feel less ethical, it should serve as a concern for law enforcement managers. Is it the responsibility of the law enforcement agency or is it the individual officer's inherent character flaws that led to the deterioration of personal ethical values? Clearly, law enforcement managers within the Patrol, as well as other law enforcement agencies, need to recognize the apparent loss of personal values and its impact on the integrity of the entire profession.

It is distressing that veteran officers are skeptical of new officers entering the law enforcement arena. Over 50% of the officers surveyed fully believe that new officers have lower ethical standards than current officers. Is this perception real? Whether or not the perception is real or unreal is immaterial - the important question is whether or not law enforcement managers have adequate screening processes that effectively address ethical values. This is where the applicant process is especially critical. If ethics are going to be an integral part of an agency's philosophy, then managers must insure that adequate screening processes are used to effectively select ethical candidates for employment.

In the final analysis, it is clearly the responsibility of law enforcement managers to reinforce the ethical codes within their agencies. Ethics generally filter down in the organization and thus are a direct reflection of leadership in the organization.

Patrol officers surveyed are concerned about the ethical standards of the agency and believe that more emphasis on ethics is needed. As a result of the research, some recommendations have been formulated that could be adopted by agencies to reinforce ethics.

Recommendations

Throughout this research, another focus of this writer has been to identify recommendations that an agency could adopt. Each agency needs to reinforce ethics among its officers and incorporate ethics into the daily business of the agency by making ethics a regular, normal part of the police function. This must be done by putting ethics into department policy-making at all management levels. Institutionalizing ethics also means integrating ethics into daily decision making and work practices for all employees. The following recommendations are based on that assumption.

1. Develop a Code of Ethics. A code of ethics has three distinct advantages. It provides a stable, permanent guide to acceptable and unacceptable conduct; offers guidance to resolve ethically ambiguous situations and conflict of interest issues; and acts as a partial check on the autocratic powers of employers. Police managers must make ethics a top priority and be willing to enforce the code.

2. Establish an Ethics Committee. Police managers should form an ethics committee which is balanced between internal and external members. External members can be from law enforcement agencies, the business community or the general public. The committee responsibilities would include clarifying gray areas of the ethics code, communicating the code to all ranks, investigating possible ethical violation for the agency, and reviewing or revising the code periodically to reflect societal changes.

3. Offer Ethics Training. To further institutionalize ethics, departments should establish an ethics training program for all employees. The ethics committee could assist in developing the framework for the program and work with the training coordinator to organize the training curriculum. Ethics training for in-service classes is especially needed as indicated by survey respondents used in this research project.

4. Encourage Higher Education. Higher education has long been viewed as an advantage for law enforcement personnel. Studies reveal officers who had at least a two-year college degree performed better than those who did not. Some experts believe clear correlations exist between college education, better police performance, and ethical police behavior.

5. Officer Selection. Selection of the best possible recruits is essential if the law enforcement agency is to live up to ethical standards. Agencies should include polygraphs and psychological exams focusing on beliefs and past behaviors as they are leading indicators of future performance. Agencies seeking the best possible officers should seek those with a higher education and reward those who pursue education after employment.

6. Citizen Response Questionnaire. In order to measure agency productivity, efficiency, and overall performance, managers should establish standards and develop a means of monitoring those standards. The citizen response questionnaire may provide a valuable tool for evaluating not only the performance of individual officers but also the focus of the agency's citizen contacts. The ethical standards of the agency are provided an objective feedback mechanism from the pool of clients - the public.

7. Accountability. The Chief Executive Officers of each agency have final authority and responsibility for control of administration. Since final authority rests here, so should the CEO's word on ethics. If the CEO makes it known where he or she stands, the officers know where they stand. Officers know the boundaries of acceptable and unacceptable conduct - get caught and you get penalized. Police ethics cannot be as simple as "do as

I say". Example and exhortation are the guide as long as they are realistic. Realistic regulations must be established and then everyone should be held to those regulations.

Ethics research and study should be a continuing process within the law enforcement profession. Managers should never be totally comfortable with the ethical standards established for their individual agencies and should welcome every opportunity to refine codes of ethics to ensure integrity and public confidence in law enforcement officers.

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Appendix A

Florida Criminal Justice Executive Institute
Senior Leadership Course Directed Independent Study
Survey: Law Enforcement Ethics

LAW ENFORCEMENT AGENCIES HAVE HISTORICALLY PROVIDED ENTRY OR RECRUIT OFFICERS WITH SPECIFIC TRAINING IN ETHICAL CONDUCT. HOWEVER, RARELY ARE VETERAN OFFICERS OFFERED ADDITIONAL ETHICS TRAINING THROUGHOUT THEIR CAREERS. THE FOLLOWING SURVEY HAS BEEN DEVELOPED TO MEASURE THE IMPORTANCE OF ETHICS IN THE LAW ENFORCEMENT PROFESSION AND THE NEED FOR ETHICS TRAINING. PLEASE RESPOND TO THE FOLLOWING QUESTIONS ON A SCALE OF 1 TO 5. (1=STRONGLY AGREE, 5=STRONGLY DISAGREE). YOUR COMPLETION OF THIS SURVEY IS GREATLY APPRECIATED AND MAY BE USED TO MAKE RECOMMENDATIONS CONCERNING FUTURE ETHICS TRAINING FOR THIS ORGANIZATION. PLEASE CIRCLE YOUR RESPONSES.

1. FLORIDA LAW ENFORCEMENT OFFICERS ARE ETHICAL. 1 2 3 4 5
2. FLORIDA HIGHWAY PATROL TROOPERS ARE ETHICAL. 1 2 3 4 5
3. LAW ENFORCEMENT ETHICS TRAINING SHOULD BE INCLUDED IN ALL IN-SERVICE TRAINING COURSES. 1 2 3 4 5
4. I AM AS ETHICAL NOW AS WHEN I BEGAN MY CAREER. 1 2 3 4 5
5. NEW OFFICERS ARE LESS ETHICAL THAN WHEN I BEGAN MY CAREER. 1 2 3 4 5
6. MOST OFFICERS I WORK WITH ON A DAILY BASIS ARE ETHICAL. 1 2 3 4 5
7. MOST SUPERVISORS I WORK WITH ON A DAILY BASIS ARE ETHICAL. 1 2 3 4 5
8. SUPERVISORS THAT I WORK WITH ON A DAILY BASIS HOLD ME TO A HIGHER STANDARD THAN THEY DO FOR THEMSELVES. 1 2 3 4 5
9. THE PATROL PLACES TOO MUCH EMPHASIS ON

DISCIPLINE FOR VIOLATIONS WHICH ARE CONSIDERED UNETHICAL BEHAVIOR.

- | | | | | | |
|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| 10. I BELIEVE IT IS UNETHICAL TO GIVE LESS THAN TRUTHFUL TESTIMONY IN A COURT PROCEEDING. | 1 | 2 | 3 | 4 | 5 |
| 11. THE PATROL SHOULD ADOPT A STRONGER POLICY ON ACCEPTING GRATUITIES TO INCLUDE PROHIBITING THE ACCEPTANCE OF HALF-PRICE MEALS ON DUTY | 1 | 2 | 3 | 4 | 5 |
| 12. IF AN OFFICER WITNESSES OR HAS KNOWLEDGE THAT A FELLOW OFFICER VIOLATED THE LAW, HE OR SHE SHOULD REPORT IT TO AN IMMEDIATE SUPERVISOR. | 1 | 2 | 3 | 4 | 5 |
| 13. THE ACTIONS OF AN OFFICER WHILE OFF DUTY SHOULD NOT BE REGULATED BY THE EMPLOYING AGENCY. | 1 | 2 | 3 | 4 | 5 |
| 14. THE PATROL'S CODE OF ETHICS IS UNREASONABLE AND SHOULD BE REVISED. | 1 | 2 | 3 | 4 | 5 |
| 15. LAW ENFORCEMENT OFFICERS WHO ARE FOUND TO BE UNETHICAL SHOULD BE REMOVED FROM THE ORGANIZATION AND THE PROFESSION. | 1 | 2 | 3 | 4 | 5 |

PLEASE PROVIDE THE FOLLOWING DATA FOR SURVEY ANALYSIS:

YEARS SERVICE ____ RACE ____ GENDER ____

YOUR PARTICIPATION IN THIS SURVEY IS GREATLY APPRECIATED AND WILL BE EXTREMELY HELPFUL IN THE COMPLETION OF A DIRECTED INDEPENDENT STUDY BY A MEMBER OF THIS AGENCY ATTENDING THE SENIOR LEADERSHIP COURSE AT THE FLORIDA CRIMINAL JUSTICE EXECUTIVE INSTITUTE. THANK YOU.

Appendix B

LAW ENFORCEMENT ETHICS SURVEY RESULTS

1. Florida Law Enforcement Officers are ethical.

Strongly Agree	10.4%
Agree	42.2%
Neutral	40.3%
Disagree	7.1%
Strongly Disagree	0.0%

2. Florida Highway Patrol Troopers are ethical.

Strongly Agree	26.6%
Agree	55.2%
Neutral	10.4%
Disagree	6.5%
Strongly Disagree	1.3%

3. Law Enforcement ethics training should be included in all in-service training courses.

Strongly Agree	54.5%
Agree	20.1%
Neutral	13.6%
Disagree	6.5%
Strongly Disagree	5.3%

4. I am as ethical now as when I began my career.

Strongly Agree	60.8%
Agree	20.3%
Neutral	11.8%
Disagree	2.6%
Strongly Disagree	4.5%

5. New officers are less ethical than when I began my career.

Strongly Agree	20.9%
Agree	28.1%
Neutral	28.8%
Disagree	13.7%
Strongly Disagree	8.5%

6. Most officers I work with on a daily basis are ethical.

Strongly Agree	26.6%
Agree	46.8%
Neutral	19.5%
Disagree	5.8%
Strongly Disagree	1.3%

7. Most supervisors I work with on a daily basis are ethical.

Strongly Agree	24.8%
Agree	43.1%
Neutral	22.9%
Disagree	7.8%
Strongly Disagree	1.4%

8. Supervisors that I work with on a daily basis hold me to a higher standard than they do for themselves.

Strongly Agree	10.5%
Agree	22.9%
Neutral	22.9%
Disagree	28.1%
Strongly Disagree	15.6%

9. The Patrol places too much emphasis on discipline for violations which are considered unethical behavior.

Strongly Agree	5.2%
Agree	10.5%
Neutral	22.2%
Disagree	32.0%
Strongly Disagree	30.1%

10. I believe it is unethical to give less than truthful testimony in a court proceeding.

Strongly Agree	81.2%
Agree	7.1%
Neutral	2.6%
Disagree	1.9%
Strongly Disagree	7.2%

11. The Patrol should adopt a stronger policy on accepting gratuities to include prohibiting the acceptance of half price meals on duty.

Strongly Agree	14.3%
Agree	11.0%
Neutral	28.6%
Disagree	21.4%
Strongly Disagree	24.7%

12. If an officer witnesses or has knowledge that a fellow officer violated the law, he or she should report it to an immediate supervisor.

Strongly Agree	46.8%
Agree	30.5%
Neutral	11.0%
Disagree	5.2%
Strongly Disagree	6.5%

13. The actions of an officer while off duty should not be regulated by the employing agency.

Strongly Agree	9.1%
Agree	12.3%
Neutral	20.1%
Disagree	24.7%
Strongly Disagree	33.8%

14. The Patrol's code of ethics is unreasonable and should be revised.

Strongly Agree	5.9%
Agree	11.1%
Neutral	15.0%
Disagree	30.1%
Strongly Disagree	37.9%

15. Law Enforcement Officers who are found to be unethical should be removed from the organization and the profession.

Strongly Agree	44.8%
Agree	22.1%
Neutral	18.2%
Disagree	9.7%
Strongly Disagree	5.2%