

Police Performance Evaluations: A Snapshot of the Literature

Judging Police Performance - Views and Behavior of Patrol Officers by D. N. Allen and M. G. Maxfield (1983) from "Police at work: Policy Issues and Analysis" (pp. 65– 86)

- This study evaluates the effectiveness of the 'command model' of supervision vs. the 'bargaining model'
- This study reveals the variation in perceptions of performance evaluations between officers and supervisors
- 152 patrol officers and their supervisors (14 sergeants and 11 lieutenants) in Louisville were interviewed on performance measures for patrol
- Officers reported performance measures prioritized 'quantitative measures' over qualitative
- Supervisors were pleased with the current performance management system
- Officers reported the supervisory focus on quantity of work did not influence their productivity

Evaluating Patrol Officer Performance Under Community Policing: The Houston Experiment by Mary Ann Wycoff and Timothy Oettmeier (1994)

- In the 1980's Houston began to implement more community/neighborhood oriented policing strategies
- To reinforce these strategies, the department developed a new patrol evaluation system that integrated aspects of community policing into performance measurement
- The system was implemented with a select group of patrol officers and evaluated
- The evaluation found that the new system was positively and significantly related to (among many things)
 - Officer's reported problem solving activities
 - Officer level of belief in the decency of human beings
 - Officer satisfaction with the performance evaluation process
 - Officer satisfaction with recognition for work and supervision

Personnel Performance Evaluations in the Community Policing Context by Mary Ann Wycoff and Timothy Oettmeier (1997)

Measuring Police Performance in the New Paradigm of Policing by Geoffrey P. Alpert and Alex Piquero (1998) from "Community Policing: Contemporary Readings" (pp. 215-232)

- Police performance evaluations can serve as a useful tool in shaping policing policy and practice at individual agencies
- Performance measures for police are outdated and measure indicators that do not accurately reflect the performance of officers in a community policing environment
- New models should include more about community involvement and engagement on the officer level
- Ideally, performance measures would also include public/citizen feedback

Measuring Performance in the Era of Community Policing by Michael D. Reisig (1999)

- Looks at police measurement at the agency level
- Many traditional measures of police agency level performance are inter-related (for example, public perceptions of police performance are related to homicide rates)
- Traditional quantitative measures of police performance are more useful as longitudinal data rather than 'snapshot' data
- Measurement should include indicators that reflect the multi-faceted approach that is community policing (for ex. Depts. Should be measuring crime rates, fear of crime, and the degree to which the agency focuses on the "correlates" of crime such as neighborhood appearance)

Reassurance Policing, Community Policing and Performance Measures by Nigel Fielding and Martin Innes (2006)

- Traditionally, performance measurement is based heavily on quantitative indicators
- Community and reassurance policing strategies are highly successful law enforcement practices that are very difficult to measure
- The authors suggest using more qualitative forms of measurement such as:
 - key informant networks (KIN)
 - Cross agency staff interviews (to speak to inter-agency cooperation)