

## **CHAPTER 2: INSIDE POLICE AGENCIES: UNDERSTANDING MISSION AND CULTURE**

### **MULTIPLE CHOICE**

1. Service to the community includes:
  - a. suicide prevention.
  - b. delivering death notifications.
  - c. assisting motorists with disabled vehicles.
  - d. all of the above

ANS: D                      PTS: 1                      REF: p. 33

2. A mission statement is:
  - a. the standard against which administrators evaluate all decisions and actions.
  - b. a statement of how an agency views its relationship with the community.
  - c. both a and b
  - d. neither a nor b

ANS: C                      PTS: 1                      REF: p. 30

3. One police departments' Neighborhood-Oriented Police (NOP) program was perceived as more social work than police work and was referred to as:
  - a. neighbors on patrol.
  - b. next door patrol.
  - c. community on patrol.
  - d. nobody on patrol.

ANS: D                      PTS: 1                      REF: p. 32

4. The statement, "There is no right way to do a wrong thing," refers to:
  - a. criminal behavior.
  - b. ethics.
  - c. rules of criminal procedure.
  - d. mission statements.

ANS: B                      PTS: 1                      REF: p. 52

5. Each police agency exercises discretion when it establishes its:
  - a. procedures.
  - b. policies.
  - c. mission.
  - d. all of the above

ANS: D                      PTS: 1                      REF: pp. 46–47

6. The police image is affected by:
  - a. individual officer backgrounds.
  - b. the media.
  - c. officers' personal experiences.
  - d. all of the above

ANS: D                      PTS: 1                      REF: pp. 40–41

7. According to the text, the public expects the police to:
- a. enforce the law against others.
  - b. give breaks only to their own family and friends.
  - c. help them when they have a problem.
  - d. all of the above

ANS: D                      PTS: 1                      REF: pp. 45–46

8. Negative contacts:
- a. are unpleasant interactions between the police and the public.
  - b. occur when an officer performs poorly at the firing range.
  - c. result when investigators are unable to develop leads.
  - d. none of the above

ANS: A                      PTS: 1                      REF: p. 43

9. Because of their shared experiences and unique exposure to their community, many police officers develop a fierce loyalty to:
- a. poor people.
  - b. minorities.
  - c. each other.
  - d. the community.

ANS: C                      PTS: 1                      REF: pp. 36–37

10. The commonly used police practice of choosing among possible courses of action or inaction when dealing with lawbreakers is known as:
- a. detachment.
  - b. discretion.
  - c. the fairness doctrine.
  - d. the patronage system.

ANS: B                      PTS: 1                      REF: p. 46

11. According to the text, police officers are most likely to investigate:
- a. burglary.
  - b. noise complaints.
  - c. animal complaints.
  - d. white collar crime.

ANS: A                      PTS: 1                      REF: p. 33

12. The relationship between the police and the community is profoundly affected by:
- a. police use of discretion.
  - b. police use of force.
  - c. both a and b
  - d. neither a nor b

ANS: C                      PTS: 1                      REF: pp. 46–49

13. According to the text, the majority of an officer's actions involve:
- a. high-speed chases.
  - b. apprehending criminals.
  - c. service to the community.
  - d. both a and b

ANS: C                      PTS: 1                      REF: p. 33

14. Selective enforcement is:
- the opposite of discretion.
  - the use of police discretion.
  - necessary because people expect all laws to be enforced.
  - the principle involved in random sobriety checks.

ANS: B                      PTS: 1                      REF: p. 47

15. A police department might want to include the community's input when developing a -mission statement because it:
- improves police-community relations.
  - decreases the possibility of the agency accomplishing its mission.
  - maintains officer support.
  - decreases community complaints.

ANS: A                      PTS: 1                      REF: p. 31

16. This U.S. Supreme Court decision in *Terry v. Ohio* (1968) recognized the role that discretion plays in policing and:
- granted police the authority to conduct community policing field tests without court -approval.
  - granted police the power to conduct a search without a warrant prior to arrest.
  - granted police authority to stop and question people in field interrogations.
  - granted police the authority to question people without having to read them their rights.

ANS: C                      PTS: 1                      REF: p. 48

17. The increased officer discretion necessary for community policing is a concern to many police administrators who fear loss of control of their:
- officers.
  - prosecutorial discretion.
  - parole searches.
  - community relationships.

ANS: A                      PTS: 1                      REF: p. 47

18. The lowest-ranking and newest patrol officers typically have:
- no discretion.
  - the least amount of discretion.
  - the greatest amount of discretion.
  - the same amount of discretion as civilian personnel.

ANS: C                      PTS: 1                      REF: p. 49

19. Reflective sunglasses, handcuffs, and gun-tie tacks can contribute to a \_\_\_\_\_ police image.
- positive
  - professional
  - negative
  - compliant

ANS: C                      PTS: 1                      REF: p. 42

20. Recent studies on police use of force concluded all of the following are true *except*:
- that less than half of 1 percent of the population actually experienced force during contact



27. Paoline's study of police culture:
- supported the conventional wisdom of isolation and a "them-versus-us" worldview.
  - found that isolation and the "them-versus-us" worldview is compatible with community policing.
  - found that few officers were confident that they could gain citizens' cooperation.
  - reported that many officers have attitudes and outlooks that vary from those of traditional police culture.

ANS: D                      PTS: 1                      REF: pp. 38–40

28. The majority of police actions have less to do with \_\_\_\_\_ and involve service to the community.
- order maintenance
  - law enforcement
  - time maintenance
  - social services

ANS: B                      PTS: 1                      REF: p. 33

29. According to the text, the law enforcement community is perhaps the best and quickest at culling these types of individuals from the ranks—those who are:
- supervisors.
  - consistent.
  - managers.
  - bad people.

ANS: D                      PTS: 1                      REF: p. 38

30. All of the following are a downside of police discretion *except*:
- The decisions not to invoke the criminal process are seldom subject to review.
  - It determines the outer limit of law enforcement.
  - The police have the power to decide whom they will arrest.
  - The officers are subject to immediate supervisory review.

ANS: D                      PTS: 1                      REF: p. 48

31. According to the text, \_\_\_\_\_ and secrecy within a police department can result in a code of silence.
- corruption
  - brutality
  - solidarity
  - paranoia

ANS: C                      PTS: 1                      REF: p. 37

32. Controversy over the use of force is almost always discussed in terms of:
- police–citizen interactions.
  - use of deadly force.
  - officer presence at the scene.
  - police brutality.

ANS: D                      PTS: 1                      REF: p. 49

**TRUE/FALSE**

1. Law enforcement agencies rarely, if ever, seek input from the community when developing mission statements.

ANS: F                      PTS: 1                      REF: p. 31

2. The police image is affected by individual officers' backgrounds, the media, and citizens' personal experiences with the criminal justice system.

ANS: T                      PTS: 1                      REF: p. 41

3. Police brutality is considered a problem by only a small segment of the public.

ANS: F                      PTS: 1                      REF: p. 49

4. A 2005 study showed attitudes toward the police were more easily influenced by what a -person heard about someone else's experience with the police.

ANS: T                      PTS: 1                      REF: p. 44

5. The police image is affected by the police uniform and the equipment that police officers wear and use.

ANS: T                      PTS: 1                      REF: p. 42

6. Chief Justice Warren Burger once stated: "The officer working the beat makes more -decisions and exercises broader discretion affecting the daily lives of people every day and to a greater extent than a judge will exercise in a week."

ANS: T                      PTS: 1                      REF: p. 46

7. The use of police discretion is governed in every case by policies and procedures that cover every possible circumstance an officer may face.

ANS: F                      PTS: 1                      REF: p. 46

8. According to the text, when given a ticket, law-abiding citizens believe they should be -excused and that the police should concentrate on "real" criminals.

ANS: T                      PTS: 1                      REF: p. 45

9. Generally speaking, officers have broad discretion in deciding under what circumstances to enforce laws.

ANS: T                      PTS: 1                      REF: pp. 46–47

10. Negative contacts, as defined in the text, will result in the police being unable to perform their duties.

ANS: F                      PTS: 1                      REF: p. 47

11. The Hug-a-Bear Program is designed to make police officer contacts less negative.

ANS: T                      PTS: 1                      REF: pp. 42–43

12. Community standards influence how the police enforce laws.

ANS: T                      PTS: 1                      REF: p. 48

13. Ethical behavior by individual officers and by the department as a whole is indispensable to effective police–community partnerships.

ANS: T                      PTS: 1                      REF: p. 52

14. Although officers often operate independently, it is important to remember that the -community watches how officers perform their duties.

ANS: T                      PTS: 1                      REF: p. 49

15. Police integrity can be defined as “the normative inclination among police to resist -temptations to abuse the rights and privileges of their occupation.”

ANS: T                      PTS: 1                      REF: p. 51

16. Traditionally, police officers have been a fairly heterogeneous group.

ANS: F                      PTS: 1                      REF: p. 35

17. The media have little effect on public opinion.

ANS: F                      PTS: 1                      REF: p. 41

18. Police are the only agencies within the criminal justice system who have discretionary -powers.

ANS: F                      PTS: 1                      REF: p. 46

## SHORT ANSWER

1. A \_\_\_\_\_ is a written declaration of purpose.

ANS:  
mission statement

PTS: 1                      REF: p. 30

2. The informal values, beliefs, and expectations of officers are known collectively as \_\_\_\_\_.

ANS:  
police culture

PTS: 1                      REF: p. 37

3. Unpleasant interactions between the police and the public are known as \_\_\_\_\_.

ANS:  
negative contacts

PTS: 1                      REF: p. 43

4. Controversy on the use of force by police is almost always discussed in terms of \_\_\_\_\_.

ANS:  
police brutality

PTS: 1 REF: p. 49

5. The \_\_\_\_\_ is affected by individual backgrounds, the media, and citizens' -personal experiences with the criminal justice system.

ANS:  
police image

PTS: 1 REF: p. 56

6. Ethics involves integrity, honesty, values, standards, courage, and \_\_\_\_\_.

ANS:  
civility

PTS: 1 REF: p. 56

7. According to the text, honesty is synonymous with \_\_\_\_\_.

ANS:  
credibility

PTS: 1 REF: p. 51

8. A \_\_\_\_\_ is simply a belief or philosophy that is meaningful to us.

ANS:  
value

PTS: 1 REF: p. 52

9. According to the text, \_\_\_\_\_ has been described as being confronted with a difficult problem and making the right decision despite potentially adverse personal or -professional consequences.

ANS:  
ethical courage

PTS: 1 REF: p. 52

10. The \_\_\_\_\_ is also shaped by appearance and police actions.

ANS:  
police image

PTS: 1 REF: p. 56

## ESSAY



1. Describe and explain one of the four expectations of citizens according to Skogan.

ANS:

Answer varies.

PTS: 1

REF: p. 45

2. As listed in the text, describe the building blocks of ethics.

ANS:

Answer varies.

PTS: 1

REF: pp. 51–52

3. Skolnick's classic description, "A Sketch of the Policeman's 'Working Personality'" (1966), included such descriptors as social isolation, solidarity, and authority. Describe what -characteristics were identified in his definition.

ANS:

Answer varies.

PTS: 1

REF: p. 37

4. Discuss the continuum of compromise and why it is referred to the "slippery slope."

ANS:

Answer varies.

PTS: 1

REF: p. 54

5. Ethical dilemmas, as discussed in the text, are often rooted in the ends-versus-means -controversy. Discuss how these ethical dilemmas are dealt with by officers and departments.

ANS:

Answer varies.

PTS: 1

REF: p. 53