

Factors Influencing Police Officers' Decisions to Participate in the Mediation of Citizen
Complaints

By

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Abstract

The use of mediation to resolve citizen complaints against police has not gained much acceptance within law enforcement. This research was conducted within the Calgary Police Service and was designed to uncover some factors that influence a police officer's decision to participate in the Citizen Complaints Mediation Program. A Likert-style survey was used to evaluate the respondents' opinions of the Calgary Police Service Citizen Complaint Mediation Program. The survey questions focused on four main categories including knowledge of the complaint mediation program, support of alternative dispute resolution programs, willingness to participate in the mediation program, and perceived fairness of treatment should they participate in the mediation program. Results were examined based on gender, years of service, education, previous dispute resolution training, and previous complaints. Research findings indicated little variation in the support of the Citizen Complaint Mediation Program based on these factors.

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CHAPTER 1: FOCUS AND FRAMING

The use of alternative dispute resolution processes has increased substantially over the past few decades. It is now commonplace to find processes such as mediation involved in many realms formerly the exclusive domain of formalized court and disciplinary systems. However, the acceptance and use of mediation to resolve citizen complaints against police has not gained any significant rates of utilization within law enforcement. Police officers elect to opt out of the mediation process despite the fact that in many cases mediation would be in their best interests.

One of the roles of law enforcement is to prevent and to resolve conflict in society. Sometimes this is accomplished by utilizing formalized processes within the justice system and other times this is done by using informal dispute resolution processes such as acting as a mediator between two parties. Police agencies are large and diverse organizations which are subject to many competing interests both within and external to the organization. There are conflicts as the police agency attempts to interact with external stakeholders. Some of these conflicts may manifest themselves in the form of citizen complaints against individual police officers or the policies of the entire agency.

Police agencies would like to reduce the conflict that is generated by policing activities so the rise of alternative dispute resolution methods has captured the interest of leaders in law enforcement. As a result, police agencies have incorporated some of the philosophies of alternative dispute resolution into some of their operations such as resolving citizen complaints against police officers.

The leaders of many police agencies have embraced mediation as a possible way of resolving complaints against police. This is not true of the rank and file members of law enforcement agencies. The Calgary Police Service receives almost fifteen hundred citizen

contacts regarding officers each year, but fewer than ten are referred to mediation. It should be noted that these fifteen hundred citizen contacts can include everything ranging from a compliment regarding an officer to a criminal complaint regarding an officers actions.

It is usually the police officer who declines to participate in the mediation process. Therefore, it is important to examine the prevailing attitudes that motivate police officers to refuse to participate in the mediation process despite this process being in their best interest in most circumstances. Research may indicate if any personal or organizational attributes may be an impediment to the widespread acceptance of the use of mediation in resolving citizen complaints.

Context of Research

Most of the research surrounding the use of mediation in resolving citizen complaints against police focuses on the structure of the interactions between the police officer and the complainant. Archbold and Walker (2000) state, “Research on the goals of persons who file complaints against police suggests that mediation better meets their goals than does the conventional complaint procedure” (p. 239). Vivian Berger (2000) states,

Through the back-and-forth of discussion, aided by a skilled neutral, the citizen receives what he most desires: the chance to be heard by the officer. The officer, on her part, receives the chance, which she ordinarily values (ultimately, if not at first), to explain her actions to the citizen. These opportunities empower the parties — particularly the complainant, who often seems to need to achieve equal status with the officer, by whom he feels he has been “put down.” (p. 220)

The research does mention some of the structural impediments to successfully mediating an end to a citizen complaint. Most of these structural impediments focus on the role of formalized labor processes such as union relations as a barrier to participation in mediation processes. There is a limited amount of research discussing why citizens may be reluctant to

participate in mediation. The researcher could locate fewer than ten academic research articles directly related to the use of mediation to resolve citizen complaints against police. None of these articles specifically examined the variables that influence a police officer's decision regarding whether or not to participate in a mediation process to resolve a citizen complaint against them.

One of the challenges facing Canadian police departments is public accountability. Not only is our society making the police more accountable but it is becoming more litigious. Members of our society will find increasingly more creative ways to hold police responsible for their actions. In response, law enforcement agencies have instituted mechanisms of educating, investigating, and regulating their members. Professional Standards Sections of police agencies have become increasingly more proactive in their attempts to maintain public confidence in the police. Professional Standards Sections no longer view their only responsibility as being that of investigating complaints. Professional Standards units are tasked with not only with investigating misconduct and but also with evaluating performance concerns. These performance concerns may manifest themselves in the form of neglect resulting in the organization being subject to litigation. Professional Standards units now conduct training of new recruits, supervisors, and senior police officers in an attempt to prevent misconduct before it occurs.

Alternative Dispute Resolution processes are being utilized by many public and private organizations. These processes have been used with some success in the justice system. Research has shown that processes such as mediation result in much higher levels of satisfaction amongst the participants (Archbold, Herbst, & Walker, 2002). Unfortunately the use of mediation

to resolve citizen complaints against police has not been embraced by the vast majority of police officers.

Research Aims

Police officers have attitudes and biases which serve as an impediment to widespread acceptance of alternative dispute resolution for citizen complaints. If research can uncover some of the factors that cause police officers to opt out of processes such as mediation, they may help police agencies to develop processes to encourage officers to participate. There may be specific points that may have to be addressed in educational and training literature to offset the concerns of officers in relation to participating in mediation processes.

The study will test several hypotheses. These hypotheses find their origins in many different sources. Some of the hypotheses are based on course work and literature in the field of conflict resolution, some on the findings of the literature review for this research project, and others on the researcher's unscientific, anecdotal observations as a police officer. Hypothesis one, women are more supportive of police citizen complaints mediation programs than men. The hypothesis is based on the notion that women experience conflict in the workplace in different ways than their male counterparts and may seek alternative ways of resolving the conflict (Gwartney-Gibbs and Lach, 1994). Hypothesis two, police officers with higher levels of education are more supportive of police citizen complaints mediation programs than those with lower levels of education. This hypothesis was based on pure speculation on the part of the researcher. The thought was that some of the experiences and education of students in formal education settings might make them more likely to support forms of alternative dispute resolution. The researcher was not able to find any research to support or deny this hypothesis. Hypothesis three, police officers with fewer years of service with the police service are more

supportive of police citizen complaints mediation programs than those with more years of service. This hypothesis was formed based on some of the research into police cynicism (Caplan, 2003). Hypothesis four, police officers with previous training in alternative dispute resolution will be more supportive of police citizen complaints mediation programs those without this training. The thought in developing this hypothesis was that if police officers had already received training in alternative dispute resolution some of their concerns and misconceptions regarding mediation might have been addressed and they would be more likely to participate. The researcher was not able to find any research in this area. Hypothesis five, police officers who have previously been a subject of a formal citizen complaint will be less supportive of police citizen complaints mediation programs than those who have not been a subject of a complaint. This hypothesis is also related to some of the research surrounding police cynicism. The thought is that being subjected to citizen complaints is one of the issues that helps to contribute to police cynicism and isolation (Caplan, 2003).

Methodology

This study was conducted within the Calgary Police Service. Calgary is a city of more than one million citizens. The Calgary Police Service has over seventeen hundred sworn officers and five hundred civilian employees. Of the seventeen hundred sworn officers over one thousand are assigned to general patrol related duties. The Calgary Police Service Professional Standards Section is responsible for investigating citizen complaints made against members of the Calgary Police Service. Non-criminal complaints made against police officers can be referred to the Citizen Complaints Mediation Program. The complainant and the police officer must be willing participants to be involved in the mediation program. The utilization of the Citizen Complaints Mediation Program is very low. In most cases it is the police officer who

chooses to opt out of the program for unknown reasons. The purpose of this research is to try to uncover some factors that influence a police officer's decision to participate in the Citizen Complaints Mediation Program.

The researcher designed a Likert style survey which was distributed electronically to all members of the Calgary Police Service. The survey was twenty-seven questions in length. The questions focused on four main categories including knowledge of the complaint mediation program, support of alternative dispute resolution programs, willingness to participate in the mediation program, and perceived fairness of treatment should they participate in the mediation program. For each of these questions the response was recorded on a 1 – 5 Likert scale where 1 = Strongly Disagree and 5 = Strongly Agree. At the beginning of the survey the respondents were asked a series of questions including their age, education level, years of service, and gender. Survey respondents were also asked if they had received previous training in alternative dispute resolution or if they had been the subject of a previous citizen complaint. At the end of each survey there was room for the respondent to add typed comments surrounding the perceived strengths and weaknesses of the mediation program.

CHAPTER 2: LITERATURE REVIEW

Most of the research surrounding the use of mediation in resolving citizen complaints against police focuses on the nature of the interactions between the police officer and the complainant. The research does mention some of the structural impediments to successfully mediating an end to a citizen complaint. Most of these structural impediments focus on the role of formalized labour processes such as union relations as a barrier to participation in mediation processes. There is also some research discussing why citizens may be reluctant to participate in mediation such as being afraid to confront the police officer face to face.

An exhaustive search of contemporary academic writings and government commissioned research produced fewer than ten academic research articles directly related to the use of mediation to resolve citizen complaints against police. None of the contemporary research specifically examined the variables that influence a police officer's decision regarding whether or not to participate in a mediation process to resolve a citizen complaint against them.

It was necessary to expand the scope of the literature review because of the limited amount of available materials relating to variables that influence a police officer's decision regarding whether or not to participate in a mediation process to resolve a citizen complaint against them. The literature review was first expanded to look at research surrounding alternative means of investigating and resolving complaints made against police. There is a substantial volume of research pertaining to the evolution of police oversight over the last four decades. The next area of literature review was the limited materials specifically relating to a review of mediation of citizen complaints made against police. The third area examined was that of literature relating to police attitudes specifically as they pertain to cynicism. One of the central tenets of this research project is that there are both personality characteristics inherent in

police officers and aspects of the law enforcement mentality that serve as obstacles to participation in successful mediation. The final area of the literature review focused on materials specifically relating to police officers being agents of change in their organization. The intention of this research document is to examine police officers' views of mediation to resolve citizen complaints and offer some suggestions to improve its utilization. The rank and file police officer is most likely to be named in a citizen complaint. As it is the rank and file police officers who are the focus of this research project, it is important to review the current literature surrounding the role that they play in instituting change in the organization.

Importance Reviewing Police Oversight

The popularity and prevalence of alternative dispute resolution processes has increased substantially over the past few decades. It is now commonplace to find processes such as mediation involved in many areas that were formerly the exclusive domain of the formalized justice system. The use of mediation to resolve citizen complaints against police has not gained any significant usage within law enforcement. Archbold, Herbst, and Walker (2002) state,

Few citizen complaint mediation programs exist in the United States. Moreover, most programs mediate only a handful of cases every year. The failure of citizen complaint mediation programs to develop stands in stark contrast to both the enormous number of mediation and other alternative dispute resolution (ADR) programs in other aspects of American life. (p. 39)

A review of the literature in the area of processing citizens complaints against police show that over the last four decades there has been an emphasis on improving the legitimacy of police misconduct investigations. It is important for the police to recognize the role that the public plays in influencing the ability of police to maintain law and order (Tyler, 2004). Tyler (2004) states,

Although the police represent the threat of force and carry guns and clubs with them, it is impractical for the police to be

everywhere all of the time. The police must rely upon widespread, voluntary law-abiding behaviour to allow them to concentrate their resources on those people and situations in which compliance is difficult to obtain. (p. 85)

Tyler (2004) examines the origins of the public's cooperation with the police in an attempt to understand how the police can enhance their legitimacy. Tyler asserts that much of the voluntary compliance that the police receive from the public can find its origins in the fundamentals of procedural justice. According to Tyler the three critical elements of procedural justice are: participation, neutrality, as well as being treated with dignity and respect. Each of these principles forms the foundation of alternative dispute resolution. Tyler states,

Participation is one key element. People are more satisfied with procedures that allow them to participate by explaining their situations and communicating their views about situations to authorities. This participating effect explains, for example why mediation procedures are so popular ... (2004, p. 94)

Barnes and Ede (2002) examine how alternative dispute resolution techniques can be utilized to resolve citizen complaints made against police. According to Barnes and Ede (2002), research has shown that citizens are dissatisfied with traditional means of citizen complaint investigation. Barnes and Ede (2002) state,

Surveys of complainants have consistently shown much dissatisfaction with traditional complaints investigation processes, regardless of whether the complaint was dealt with through internal police systems or by an external oversight agency. (p. 3)

Barnes and Ede (2002) identify four options that are available to law enforcement agencies or their civilian oversight partners when attempting to resolve a citizen complaint made against a police officer. These options are a prosecution focused investigation, mediation, informal resolution, and managerial resolution (Barnes and Ede, 2002). Barnes and Ede conducted a systematic review of the advantages and disadvantages of each of the available

resolution options. They conclude that mediation and informal resolution have the highest likelihood of resulting in “high complainant satisfaction.” (Barnes and Ede, 2002, p. 6)

Mediation (Police/Civilian)

Much of the available research on the use of mediation to resolve citizen complaints is in the area of why mediation is a necessary tool to maintain the faith of the citizenry in the complaint process. Archbold and Walker (2000) state, “Research on the goals of persons who file complaints against police suggests that mediation better meets their goals than does the conventional complaint procedure” (p. 239). Citizen complaints result from some form of conflict. This conflict can have any number of explanations. Mediation attempts to address conflict that is based on misunderstanding and miscommunication. Berger (2000) claims that the mediation process can create a safe environment where the citizen can express their concerns and the police officer can offer an explanation for his or her actions.

There has been little research into the variables that influence a police officer’s decision whether or not to participate in a mediation process to resolve a citizen complaint against them. The literature in the use of mediation to resolve citizen complaints focuses three areas. First, the reasons why mediation is a necessary tool to resolve the citizen complaint. Second, reviews of which law enforcement agencies utilize mediation. Third, discussions of which types of complaints should be mediated.

Alternative Dispute Resolution processes are being utilized by many public and private organizations. Law enforcement has seen these processes used successfully in the justice system but has been slow to incorporate them into the resolution of citizen complaints. Archbold and Walker (2000) state,

Conspicuously absent from the alternative dispute resolution movement is the mediation of the citizen complaints against the police. While mediation has become a significant factor in the areas of divorce, employee grievances, intergroup disputes, small commercial claims, and other areas of the law including criminal law, it is very insignificant with respect to the resolution of routine citizen complaints against police officers for alleged misconduct.
(p. 231)

Research has shown that processes such as mediation result in much higher levels of satisfaction amongst the participants (Archbold, Herbst, & Walker, 2002). Unfortunately the use of mediation to resolve citizen complaints against police has not been embraced by the vast majority of police officers. Archbold and Walker (2000) identify four major obstacles to using mediation to resolve citizen complaints: police officer and union opposition, lack of understanding of mediation, lack of resources for mediation programs, and a lack of participation incentives for both parties.

It is the objections of the police officers that are the primary impediment to initiating and successfully completing the mediation of citizen complaints. The obstacles to mediation identified by Archbold and Walker (2000) are comprehensive but they do not elaborate sufficiently on the nature of these obstacles. The opposition of police unions and police officers cannot be seen as a single issue. The motivations for union opposition could very well have much different origin than those of the individual police officer. Unions may oppose alternative dispute resolution practices for reasons such as the current political climate or the nature of the power relations between the police administrators and the union. Since it is most often the police officer that declines to participate in the mediation of a citizen complaint it is there that research is needed. Archbold and Walker do not attempt to explain why police officers choose to opt out of mediation other than to say that their union opposes it or that they have a lack of information

about mediation. The critical issue for improving the utilization of mediation to resolve citizen complaints surrounds the lack of understanding of mediation on the part of police officers.

As there was limited research available specifically relating to the variables that influence a police officer's decision regarding whether or not to participate in a mediation process to resolve a citizen complaint against them, it was necessary to expand the scope of literature review to other related areas. There is some limited research into which factors influence a party's desire to participate in mediation. Poitras (2005) identifies seven positive and two negative factors that are linked to cooperation with the mediation process. Poitras believes that the presence or absence of these nine factors is the major indicator of whether or not an issue can be successfully mediated. Many of these factors come into play even before the mediation begins as the parties are deciding whether or not participate. The seven positive factors identified by Poitras are: a desire to find a solution, constructive communications, the desire to reconcile, amiability, receptiveness to interests, acceptance of one's share of responsibility, and confidence in the possibility of finding a solution. The two negative factors identified by Poitras are: hostility and indifference to interests. These points are relevant to this research project as it is hypothesized that police officers harbor personality characteristics or personal biases that cause them not demonstrate several of the positive factors necessary for successful mediation. The nature of the police personality is such that police officers have a low desire to reconcile with complainants, are reluctant to accept responsibility, and have little confidence in the possibility of a resolution. Police officers may also harbor hostility towards the complainant as well as indifference to their interests. The literature by Poitras is valuable because it neatly categorizes some of the impediments to successful mediation of disputes. Much of the research

can be translated into the realm of research into police officers' biases towards the mediation of citizen complaints.

Police Attitudes (Cynicism)

The police personality has been a topic of academic research for the last fifty years. The rise of the community based policing model during the second half of the twentieth century made understanding police attitudes particularly significant as it was feared that they might be an impediment to change. Volumes of literature exist on the evaluation of various aspects of the personality of the police officer in the western world, but it is the theme of cynicism that is most relevant to my research on police officers' biases against mediation to resolve citizen complaints.

Since one of the basic tenets of mediation is willing and meaningful participation on the part of both parties the lack of interest on the part of the police officer is obviously fatal to the eventual successful mediated resolution. Archbold and Walker (2000) state, "Because mediation requires the voluntary cooperation of police officers, a posture of hostility represents a nearly insuperable obstacle to the development of viable programs that handle a significant number of cases" (p. 236).

Graves (1996) explored some of the origins of police cynicism and some possible remedies to mitigate its effects. Graves argued that a police officer's cynical attitude can move beyond his/her professional life and taint all aspects of their life. This is relevant when examining why police officers decline to utilize mediation to resolve citizen complaints. Police officers' high levels of cynicism can make it difficult for the officer to forge and maintain relationships in their personal and professional lives. Graves claims that high levels of cynicism may cause police officers to withdraw from society. Graves (1996) asserts, "Cynical, distrustful

officers hinder a department's efforts to forge collaborative relationships with members of the community" (p. 16).

Caplan (2003) examines police cynicism and how it relates to job performance. Caplan claims the police cynicism is not only inevitable but also necessary for police officers. Caplan (2003) states,

The police job inevitably produces cynicism; therefore, perhaps it is an evolutionary career trait: the cynical survive and the idealistic do not. Since police can be cynical about nearly all aspects of police work, they could, with appropriate leadership and training, learn to use their cynicism to improve a wide range of police activities. (pp. 311-312)

The literature on police cynicism indicates that it is possible to institute policies and programs that serve to offset the effects of cynicism on performance. The notion of addressing police cynicism through innovative policies and initiatives is significant to research into how to improve the utilization of mediation to result citizen complaints. Graves (1996) notes that strong, legitimate leadership and ongoing training in stress management can mitigate the effects of police cynicism on performance. This is significant for improving the use of mediation to resolve citizen complaints. It implies that the relationship between police executives and the front line police officers will have an important role in determining how difficult it will be to implement a successful mediation program. Police officers receive varying amounts of professional development over the course of their careers. This will depend not only on their organization but also the officer themselves. Organizations and individuals vary on the level of importance and available resources that they place on professional development. Many larger law enforcement agencies will offer ongoing training in dispute resolution techniques, community policing and stress management techniques. These may be the right venues to introduce the principles that form the foundation of alternative dispute resolution and specifically

mediation. Through careful curriculum development the use of alternative dispute resolution can be presented as a tool in efforts at relationship building that may serve to alleviate some of the effects of police cynicism.

Police Officers as Agents of Change

One of the first steps to improving the utilization of mediation to resolve citizen complaints made against police is to better understand the police officers' biases against alternative dispute resolution. Next it is necessary to evaluate how this information can be used to create strategies that address the concerns of frontline police officers as they pertain to mediation. From the perspective of effective change management it is necessary to ensure that the police officers have a voice in prospective changes. There is increasing literature on the role of frontline police officers in bringing about organizational change.

Traditionally frontline police officers have had very little say in organizational change within their agencies. Bayley (2008) reviewed the major structural and organizational changes with law enforcement over the last several decades and traces their origins. Bayley argues that the vast majority of innovations within law enforcement have come from external forces such as community groups, government or academia. Those ideas that have not originated outside the law enforcement organization find their roots in the upper echelons of the police executive (Bayley, 2008). This is an interesting observation especially as it relates to the notion of police cynicism and change management. If police officers interpret the mediation of citizen complaints originating from the police executive or worse from external forces the process of achieving acceptance of the program from frontline police officers is made exponentially more difficult. Skogan (2008) asserts,

Efforts to implement policing reforms have sometimes failed in the face of resistance by ordinary police officers as well....Police are skeptical about programs invented by civilians. This is partly a matter of police culture. American policing is dominated by a 'we verses they,' or 'insider versus outsider' orientation that assumes that the academics, politicians, and community activists who plan policing programs cannot possibly understand their job. (p. 26)

A better understanding of the police officers concerns regarding mediating citizen complaints with help with designing a mediation program that better meets their needs. Bayley (2008) states,

Police organizations must learn that involving patrol officers and sergeants in diagnosis and planning of both strategic and managerial programs is not incompatible with maintaining necessary discipline in carrying out decisions once made. Indeed, such involvement is an important way to obtain acceptance of new ways of doing business. (p. 14)

A cursory examination of the command structure of a law enforcement agency would find it to be a paramilitary command and control organization. However, to quickly define the hierarchy of the police organization as top down leadership based on the fundamentals of a paramilitary model would be a mistake. The paramilitary model presupposes rigid command and control. Modern day law enforcement occurs with a fair degree of autonomy from direct supervisor. From the perspective of change management, to disregard the relative autonomy of the front line police officer could be a fatal flaw to any proposed innovation. Police managers can more easily control the structure of front line police officers' interactions with the public then they can the nature of the relation. This means that the leadership can control things such as the frontline police officers shifts, how they deploy, how they report their activities but it is much more difficult to control how the officer interprets directions or utilizes discretion. Thacher (2008) states, "... for an officer assigned to foot patrol, the major question is not whether foot patrol works but how best to carry it out." (p. 48)

In order to improve the use of mediation to resolve citizen complaints it is important to recognize that the front line police officer has an important voice in the evaluation and implementation of the program. For external agencies or police administrators to mandate participation in mediation would undermine the meaningfulness of the process. As one of the underlying philosophies of the use of mediation is that the parties are there of their free will it would be counterproductive to mandate that police officers must participate in mediation. Instead it is important to acknowledge the police officers' important role in contributing to the implementation of a mediation program. It is important to ensure that while evaluating the citizen complaint mediation program you acknowledge the police officers as agents of change within their organization.

Summary

There are gaps in the available research into the topic of the use of mediation to resolve citizen complaints made against police. Most of the research is an overview of the existing law enforcement mediation programs in the United States. Some of the mediation research speaks to why mediation is a favorable alternative to the disputing parties. Missing from the research is why police officers choose to accept or decline an invitation to participate in mediation. As there is very little research literature specifically pertaining to the police officers' biases against the use of mediation to resolve citizen complaints it is necessary to expand the search criteria. One alternative is to frame the issue in a broader sense. In order to gain a better perspective on the issue of the mediation of citizen complaints it is necessary to review the literature pertaining to the origins of alternative dispute resolution in law enforcement. It was also necessary to examine the literature related to the police personality, more specifically the concept of police cynicism. A review of the available literature indicated that the notion of police cynicism may be a partial

explanation of why police officers decline to participate in mediation. A review of the literature related to the idea of police officers being agents of change demonstrated some of the criteria that must be present for police officers to be receptive to change within their organization. This information is vital if the ultimate goal of research into the use of mediation to resolve citizen complaints is to address police officers concerns thereby improving its utilization.

CHAPTER 3: RESEARCH CONDUCT OF THE PROJECT

The fundamental question that this research seeks to answer is what are the factors that influence a police officer's decision concerning whether or not to participate in a mediation process to resolve a citizen complaint made against him/her? The objective of this research project is to identify some of the factors that cause police officers to opt out of processes such as mediation so that police agencies can encourage officers to participate. Police departments may be able to design training programs or improve administrative processes in order to offset the concerns of officers in relation to participating in mediation processes.

Background

This study was conducted within the Calgary Police Service. Calgary is a city of more than one million citizens. The Calgary Police Service has over seventeen hundred sworn officers and five hundred civilian employees. Of the seventeen hundred sworn officers, over one thousand are assigned to general patrol related duties. The Calgary Police Service enjoys a great deal of public satisfaction with their performance. In 2008 Environics Research Group conducted a public opinion survey on behalf of the Calgary Police Commission. This research found that 89% of those surveyed were satisfied with the Calgary Police Service. (2008, p. 5)

Citizen complaints made against police officers within the Calgary Police Service are received by the Professional Standards Section. The Calgary Police Service Professional Standards Section is comprised of two units; the Citizen Complaint Unit and the Internal Affairs Unit. The citizen may choose to submit their complaint in several different ways. Complainants can contact the Professional Standards Section in person, by phone, or by mail and the complaint will be received directly by a police officer. If the complainant is uncomfortable with delivering their complaint to a police officer they may choose to submit it to the Calgary Police

Commission. Regardless of where the citizen complaint is received it will ultimately end up with a police sergeant within the Citizen Complaints Unit. The sergeant will review the complaint, conduct a preliminary background investigation into the complaint and determine if there are any breaches of the Criminal Code of Canada, the Alberta Police Act, or the Policies and Procedures of the Calgary Police Service. If the complaint warrants additional investigation it is forwarded to the detectives of the Internal Affairs Unit for investigation. The Calgary Police Commission is the independent civilian body that oversees the entire complaints process.

A citizen complaint made against a police officer in Calgary may result in a number of outcomes ranging from complete exoneration of the police officer to criminal charges being laid against the officer. The vast majority of complaints are cleared through non-judicial measures. These may include notifying the officer's supervisor and seeking opportunities to educate both the complainant and the named officer to resolve the conflict and to prevent future conflicts.

One of the tools available to the Calgary Police Service Professional Standards Section to resolve conflicts between police officers and complainants is the Citizen Complaint Mediation Program. For a complaint to be referred to the Citizen Complaint Mediation Program the complaint must be non-criminal in nature and both the officer as well as the complainant must be willing participants. The trained mediators work on contractual basis for the Calgary Police Service. All mediation is conducted off site. If all the participants sign off at the end of the mediation that they were satisfied with the mediated result, the citizen complaint is withdrawn and removed from the officer's record.

Since the introduction of the Citizen Complaint Mediation Program over five years ago fewer than thirty-five citizen complaints have been successfully mediated. According to the

sergeants of the Citizen Complaints Unit it is usually the police officer not the complainant who elects not to participate in the mediation process.

Data Gathering Method

The underlying philosophy of this research was that of action research. Action research is oriented towards problem solving. As stated earlier the researcher worked in conjunction with the Calgary Police Service Professional Standards Section to identify problems, generate solutions or knowledge, and finally to integrate the information into the reality of the subjects. Action based research was appropriate for this research project for several reasons. In action research, the researcher situates himself/herself within the context of the research itself. By working in the Calgary Police Service Professional Standards Section the researcher was better able to understand some of the issues surrounding the use of mediation to resolve complaints made against police officers. The best location to conduct research is at the level of those being researched. If the researcher is interacting with the focus of their research they are better able to identify problems that are relevant to their subjects. The subjects can work with the researcher to identify what topics are of concern and interest to them. This is significant as it moves research from the abstract to the more relevant reality of problem solving. The Calgary Police Service was seeking to work with the researcher to identify certain impediments to the use of mediation to resolve citizen complaints.

The researcher designed a Likert style survey. The survey was designed to be distributed to all members of the Calgary Police Service. The survey was twenty-seven questions in length and it could be completed in less than ten minutes. Each question had five possible responses ranging from strongly agree to strongly disagree. At the end of each survey there was room for

the respondent to add typed comments about the perceived strengths and weaknesses of the mediation program.

The researcher worked with members of the Calgary Police Service Research and Development Section to format the survey. The Research and Development Section indicated that they usually receive approximately a twenty percent response rate to employee surveys. Prior to distributing the surveys the researcher reviewed several different drafts of the questions with the Calgary Police Service Professional Standards Section. This was done to ensure that the research continued to be relevant to the Calgary Police Service and that there were no issues related to the research questions that were overlooked. The researcher pre-tested the survey on ten police officers within the Calgary Police Service looking for feedback on readability, formatting, usability, and length of the survey. Pre-test results were very positive and any suggestions were incorporated into the survey tool.

The survey (See Appendix A) was electronically distributed to all seventeen hundred members of the Calgary Police Service. The intention of this survey was to examine the respondents' knowledge regarding the use of mediation to resolve citizen complaints against police. The survey contained questions intended to assess the police officers' knowledge of the mediation process. There were also questions on why the respondent would select one form of dispute resolution over another. These questions were intended to indicate any biases the police officer may have and hopefully illustrate what some of the foundations for those biases might be. There were also questions asking about age, gender, education, years of service, previous citizen complaints, and previous alternative dispute resolution training. An electronic survey tool used by the Calgary Police Service was used to distribute the survey. The data were compiled electronically and respondents were anonymous.

Validity of Data (Data Analysis)

Three hundred and four police officers responded to the survey examining the opinions of police officers towards the use of mediation to resolve citizen complaints. An electronic invitation to participate in the survey was sent out and respondents had five weeks to submit their results. At the time that the survey was distributed the Calgary Police Service had seventeen hundred and forty-three members. This means that approximately 17% of the eligible population responded to the survey. After the survey was distributed and the results were returned the process of analyzing the data in order to answer the research questions began. Cross tabulation tables were used in the analysis. The objective of this research project was to identify the concerns of police officers are concerning mediation in order to help develop a strategy to improve the use of the Citizen Complaint Mediation Program. Cross tabulation analysis will show if there is any variation in levels of support for the Citizen Complaint Mediation Program. In order to evaluate some of the responses to the open ended text questions the researcher placed each of the responses into a text file and searched for general themes in the responses. After several themes were identified the researcher began to organize the responses according to the theme they fit best. For instance many responses fell under the heading of mistrust of the complainants or mistrust of the Calgary Police Service Professional Standards Section.

Originality and Limitations

The research methodology of this research project has some limitations. Research with a more comprehensive scope would include a survey of the opinions of not only the police officers but also the complainants and the mediators. An informal discussion with the staff of the Calgary Police Service Professional Standards Section found that they feel that it is police officers who most frequently stand in the way of using mediation to resolve a citizen complaint.

However, to obtain the whole picture it would have been desirable have also studied complainant's views about mediation. Research into the opinions of the complainants regarding mediation may illuminate some issues that are common to both sides and to the citizen complaint process. A particularly valuable avenue of investigation would be to study the mediators used by the Calgary Police Service in an effort to determine what they feel are the personality traits of police officers participating in mediation that contribute to successful mediations.

The survey used in this research project is based on self reporting data. This survey was distributed to all members of the Calgary Police Service and the response rate was seventeen percent. It is impossible to determine if the opinions and attitudes expressed by those who responded to the survey can be generalized to the whole department. In order to address some of these concerns, the researcher was able to collect some demographic data from the Calgary Police Service that could be used to check and see how the respondents' characteristics compare to those of the entire population of the Calgary Police Service. These data included age, gender, and years of service. This information was checked against the information contained within the survey to see how closely the survey respondents resemble the actual composition of the Calgary Police Service. This is not a definitive test but rather just a tool available to evaluate how applicable the data collected may be to the broader population.

The nature and design of the Likert type survey has some limitations in terms of the validity of the findings. Requiring that the respondents choose from a list of defined responses ranging from "Strongly Agree" to "Strongly Disagree" takes away from some of the richness of the data. In order to address this concern the survey was designed with five possible response choices instead of three or four choices as is sometimes offered in surveys of this nature. In order to capture some additional information regarding the respondents opinions open ended text

questions were placed at the end of each of the surveys. The intention was to provide an opportunity for the respondents to express any opinions that they did not feel could be captured by the Likert type survey.

Conclusion

This research project was designed in such a fashion as to maximize the response rates. A Likert survey was designed in a format that the police officers of the Calgary Police Service would be familiar with. The survey was easily completed electronically. Officers could complete the survey in less than ten minutes before beginning their daily routine. The design of the survey questions allowed the research questions to be answered. This research project was intended to expose some of the opinions held by police officers towards the use of mediation to resolve citizen complaints. The use of cross tabulation analysis allowed this research project to examine some of the differing opinions of mediation when controlled for age, gender, education, and years of service within the Calgary Police Service.

CHAPTER 4: RESEARCH FINDINGS

Sample Composition

Three hundred and four police officers responded to the survey. An electronic invitation to participate in the survey was sent out and respondents had five weeks to submit their results. At the time that the survey was distributed the Calgary Police Service had seventeen hundred and forty-three members. This means that approximately 17% of the eligible population responded to the survey. The researcher was able to obtain demographic data, which included the gender, age, and years of service, from the Calgary Police Service. This data was used to help evaluate how closely the respondents reflected the actual composition of the Calgary Police Service. It was found that the demographic characteristics of the respondents closely matched that of the entire Calgary Police Service. Table 1 shows the breakdown of respondents by gender and the actual gender composition of the Calgary Police Service as of September 2008.

Table 1

Percentages for Gender (N = 304)

<i>Gender</i>	<i>Percent (Survey Data)</i>	<i>Percent (Actual)</i>
Male	81.3	84.8
Female	18.8	15.2
Total	100 (304)	100 (1743)

The age ranges of the respondents very closely mirrored the age make up of the Calgary Police Service. Table 2 shows the breakdown of respondents by age range and the actual age range composition of the Calgary Police Service as of September 2008.

Table 2

Percentages for Age (N = 304)

<i>Age Range</i>	<i>Percent (Survey Data)</i>	<i>Percent (Actual)</i>
20-24	2	2.6
25-29	10.5	12.5
30-34	20.1	20.8
35-39	22	22.5
40+	44.4	41.6
Grand Total	100	100

The final comparison of the respondent data relative to the actual composition of the Calgary Police Service involved years of service as a police officer. A comparison of the two data sets shows that junior officers with zero to five years of service are over represented in the sample. Officers with zero to four years experience comprise approximately 17% of the Calgary Police Service but approximately 36% of the respondents. Table 3 shows the ranges of years of service of respondents and the actual breakdowns of periods of service within the Calgary Police Service.

Table 3

Percentages for Years of Service (N = 304)

<i>Years of Service</i>	<i>Percent (Survey Data)</i>	<i>Percent (Actual)</i>
0-4	17.2	36.1
5-9	33.1	25
10-14	15.2	13
15-19	12.9	10
20+	21.5	15.9
Total	100	100

The survey data was evaluated based on gender and years of service and was compared to the actual demographic data of the Calgary Police Service. It appeared that the demographic characteristics of the respondents closely matched that of the entire Calgary Police Service.

Hypotheses

The survey data was used to test five hypotheses.

- Hypothesis one, women are more supportive of police citizen complaints mediation programs than men.
- Hypothesis two, police officers with higher levels of education are more supportive of police citizen complaints mediation programs than those with lower levels of education.
- Hypothesis three, police officers with fewer years of service with the police service are more supportive of police citizen complaints mediation programs than those with more years of service.
- Hypothesis four, police officers with previous training in alternative dispute resolution will be more supportive of police citizen complaints mediation programs those without this training.
- Hypothesis five, police officers who have previously been a subject of a formal citizen complaint will be less supportive of police citizen complaints mediation programs than those who have not been a subject of a complaint.

Support Questions and Scale Development

Survey respondents were administered a series of questions related to mediation support that were scored on a 1 – 5 Likert scale where 1 = Strongly Disagree and 5 = Strongly Agree. The survey was designed to target four specific areas pertaining to police officers' knowledge

and attitude towards to the Citizen Complaint Program. In order to facilitate the analysis of the survey results twelve of the questions were grouped into one of four different areas of: (a) Knowledge of the Citizen Complaint Mediation Program (3 items), (b) Support of other forms of alternative dispute resolution (3 items), (c) Officers' perception of how they will be treated during mediation (4 items), and (d) Willingness to participate in the Citizen Complaint Mediation Program (2 items). The twelve survey questions were grouped into four groups as follows:

1. Knowledge of the Citizen Complaint Mediation Program

Question #7: I am aware of the Citizen Complaint Mediation Program.

Question #8: I understand what types of citizen complaints are eligible to be sent to the Citizen Complaint Mediation Program.

Question #9: I understand how the Citizen Complaint Mediation Program operates.

2. Support for other forms of alternative dispute resolution

Question #13: Alternative dispute resolution programs such as mediation can be effective tools for resolving conflict.

Question #14: I support Criminal Justice Programs such as the Alternative Measures Program.

Question #15: The formal justice system (Courts System) is the best means of resolving disputes.

3. Officer's perception of how they will be treated during mediation

Question #16: I believe that if I was to participate in a mediation of a citizen complaint made against me I would be treated fairly.

Question #17: I believe that if I was to participate in a mediation of a citizen complaint made against me I would be given ample opportunity to express my perspective.

Question #18: I welcome the opportunity to face my accuser as part of the mediation process.

Question #19: A face to face encounter with my accuser would have potential to produce a positive, productive outcome.

4. Willingness to participate in the Citizen Complaint Mediation Program

Question #10: I believe that the advantages of using mediation to resolve citizen complaints against police outweigh the disadvantages.

Question #11: I would participate in the mediation process to resolve a non-criminal citizen complaint made against me.

The items from each area were tested for internal consistency reliability by computing Cronbach's alpha (Cronbach, 1951) to determine whether grouping the items into four scales would be acceptable. Items that were negatively worded were reverse-keyed before computing reliabilities. Reliabilities for each set of items are presented in Table 4. Reliabilities should be at least .70 to be considered acceptable (Cronbach, 1951). Three of the four sets of items showed acceptable reliabilities. The items related to alternative dispute resolution were the exception ($\alpha = .41$). Because most of the scales showed good reliabilities, items for each set of scores were averaged to produce scale scores across the items for each group. Thus, four scale scores were created. Descriptive statistics for these support scales are presented in table 4 along with the reliabilities.

Table 4

Descriptive Statistics and Reliabilities for Support Scales (N = 304)

<i>Scale</i>	<i>M</i>	<i>SD</i>	<i>Range</i>	<i># of items</i>	<i>Reliability</i>
Mediation knowledge	2.96	0.94	1 – 5	3	.84
Alternative dispute resolution	3.60	0.62	1 – 5	3	.41
Mediation treatment perception	3.52	0.68	1 – 5	4	.77
Willingness to participate	3.59	0.83	1 – 5	2	.82

The analysis of the survey results was conducted in the following manner. First, significance testing was conducted on each category of questions. The researcher examined the statistically significant differences amongst the survey responses based on gender, education level, years of service, previous dispute resolution training, and previous citizen complaints. Second, the researcher examined specific questions within each question category looking for differences amongst the survey responses based on gender, education level, years of service,

previous dispute resolution training, and previous citizen complaints. By examining both the question categories and the specific questions the intention was to expose the differences between the groups of survey respondents with greater detail. When the survey data was examined controlled for things such as gender, education level, years of service, previous dispute resolution training, and previous citizen complaints many of the specific questions showed little or no difference between the groups. This means that in the analysis that follows you will see different questions may be referenced in different areas.

Gender

Hypothesis One: Female officers are more supportive of police citizen complaints mediation programs than male officers.

This hypothesis was tested by computing independent *t* tests comparing men's and women's scores on each of the four support scales. Table 5 presents the results of the *t* tests. Women scored significantly higher than men on the alternative dispute resolution scale ($p < .05$), but no other scales showed differences between men and women. Thus, this hypothesis was supported only for the alternative dispute resolution scale which refers to generalized support for alternative dispute resolution process.

Table 5

Independent t Tests Comparing Males and Females on Support Scale Scores (n=304)

<i>Scale</i>	<i>Males</i> (<i>N</i> = 247) <i>M (SD)</i>	<i>Females</i> (<i>N</i> = 57) <i>M (SD)</i>	<i>t(302)</i>
Mediation knowledge	2.99 (0.94)	2.84 (0.94)	-1.14
Alternative dispute resolution	3.56 (0.61)	3.75 (0.62)	2.14*
Mediation treatment perception	3.52 (0.67)	3.51 (0.76)	-0.13
Willingness to participate	3.56 (0.81)	3.72 (0.90)	1.30

* $p < .05$.**Knowledge of the Citizen Complaint Mediation Program**

Female respondents have less experience with the citizen complaints process. Only 60% of female respondents indicated that they had been the subject of a citizen complaint this finding is compared to 71% of the male respondents. This may be why the female respondents showed lower levels of background knowledge regarding the Citizen Complaint Mediation Program. See table 6.

Table 6

Percentages to Question 5 "I have been the subject of a formal investigation of a Citizen Complaint which was made against me" by Gender (n=304)

<i>Gender</i>	<i>No</i>	<i>Yes</i>	<i>Total</i>
Female	40.4%	59.6%	100.0%
Male	29.6%	70.4%	100.0%

Thirty-two percent of the female respondents were not aware of the Citizen Complaint Mediation Program compared with 23% of male respondents. See table 7.

Table 7

Percentages to Question 7 “I am aware of the Citizen Complaint Mediation Program” by Gender (n=304)

<i>Gender</i>	<i>No</i>	<i>Yes</i>	<i>Total</i>
Female	31.6	68.4	100.0
Male	23.1	76.9	100.0

The data shows that female respondents in the study have less knowledge about the Citizen Complaint Mediation Program than their male counterparts. Since both male and female officers receive the same training surrounding citizen complaints, how they are investigated and how they can be resolved a possible explanation for the difference in program awareness may be that female officers in the study have been the subject of fewer complaints. The Citizen Complaint Mediation Program is explained to officers by the Professional Standards Section as a possible resolution during the complaint process. More male officers in this study report being the subject of citizen complaints. These facts may explain the difference in awareness between male and female officers of the Citizen Complaint Mediation Program.

Support for other forms of alternative dispute resolution

According to the survey results the female survey respondents showed higher levels of support for forms of alternative dispute resolution than the male respondents. See table 5. This result was predicted by the hypothesis. There was nothing in the survey data to suggest why females showed more support for alternative dispute programs than their male counterparts. The higher levels of support on this scale did not carry over into the other three as might have been expected.

Officer's perception of how they will be treated during mediation

One question that did not follow the trend of female respondents being more supportive of mediation than male respondents related to the respondents' desire to face their accuser as part of the mediation process. Far more male survey respondents welcomed the opportunity to face their accuser as part of the mediation process. Of all of the questions this one generated the greatest gender differences. When asked if they welcomed the opportunity to face their accuser as part of the mediation process the average female response was 3.63 and the average male response was 3.95 (see Table 8). It is unknown what factors may account for this variation in responses to this question based on gender.

Table 8

Means to Question 18 "I welcome the opportunity to face my accuser as part of the mediation process" by Gender (n=304)

<i>Gender</i>	<i>Mean</i>	<i>N</i>
Female	3.63	57
Male	3.95	247
Total	3.89	304

Willingness to participate in the Citizen Complaint Mediation Program

As mentioned above the female respondents support for alternative dispute resolution did not carry over into this scale. That said when the questions are examined on an individual level it is apparent that even though the differences are not statistically significant the female respondents did seem to show more willingness to participate in the Citizen Complaint Mediation Program. When asked if they believe the advantages of using mediation to resolve citizen complaints outweigh the disadvantages the average female response was 3.65 and the average male response was 3.51. See table 9.

Table 9

Means / Frequencies to Question 10 “I believe that the advantages of using mediation to resolve citizen complaints against police outweigh the disadvantages” by Gender (n=304)

<i>Gender</i>	<i>Mean</i>	<i>N</i>
Female	3.65	57
Male	3.51	247
Total	3.53	304

Education

Hypothesis Two: police officers with higher levels of education are more supportive of police citizen complaints mediation programs than those with lower levels of education.

Respondents had five levels of education level to choose from including: high school, college / technical school, some university, university degree, and graduate degree. Table 10 shows a breakdown of the education levels of the three hundred and four respondents to the survey. The responses to the question regarding the level of education obtained could not be immediately validated against human resources data from the Calgary Police Service and as such must simply be taken at face value as being accurate.

Table 10

Percentages / Frequencies for Survey Respondents Highest Level of Education (N = 304)

<i>Level of Education</i>	<i>Percent</i>	<i>N</i>
High School	9.9	30
College / Technical School	24.0	73
Some University	32.9	100
Undergraduate Degree	27.6	84
Graduate Degree	5.6	17
Total	100.0	304

This hypothesis was tested by computing one-way ANOVAs across the levels of education for each of the four support scales. Results are presented in Table 11. The overall ANOVA was significant for only the knowledge scale, $F(4, 299) = 3.44, p < .01$. Post hoc tests comparing each level of education on knowledge showed that officers with graduate degrees ($M = 2.37, SD = 0.86$) had significantly lower scores than officers with undergraduate degrees ($M = 3.16, SD = 0.99$); thus, the only significant effect of level of education was in the opposite direction than was predicted by the second hypothesis.

Table 11

Means, Standard Deviations, and One-Way Analysis of Variance (ANOVA) for Level of Education on Support Scales (n=304)

<i>Scale</i>	<i>High school (N = 30) M (SD)</i>	<i>College/tech (N = 73) M (SD)</i>	<i>Some uni. (N = 100) M (SD)</i>	<i>Undergrad. (N = 84) M (SD)</i>	<i>Grad. (N = 17) M (SD)</i>	<i>ANOVA F(4, 299)</i>
Knowledge	2.99 (0.90)	2.79 (0.83)	3.02 (0.96)	3.16 (0.99)	2.37 (0.86)	3.44**
Dispute	3.57 (0.63)	3.53 (0.66)	3.64 (0.61)	3.63 (0.57)	3.55 (0.71)	0.43
Treatment	3.41 (0.77)	3.43 (0.69)	3.60 (0.64)	3.56 (0.66)	3.41 (0.87)	1.03
Willingness	3.37 (0.89)	3.50 (0.82)	3.66 (0.84)	3.69 (0.83)	3.44 (0.70)	1.41

** $p < .01$.

Knowledge of the Citizen Complaint Mediation Program

There was a significant relationship between education level and the level of awareness about the existence of the Citizen Complaint Mediation Program. Awareness of the mediation program appeared consistent amongst all levels of education. Level of education did not influence whether or not the respondents had been the subject of a formal police investigation stemming from a complaint. Respondents with high school and graduate level education showed the lowest levels of average responses when asked the question about it they know what types of

complaints can be forwarded to the Citizen Complaint Mediation Program. The average responses of the other three levels of education were consistent with each other. Respondents with an undergraduate degree showed the highest level of agreement with the question that asked if they understood how the Citizen Complaint Mediation Program operated.

Support for other forms of alternative dispute resolution

There was no significant relationship observed between education level and support for other forms of alternative dispute resolution. The answers of respondents with an undergraduate degree showed the highest level of support for the Citizen Complaint Mediation Program and for the use of other alternative dispute resolution techniques. See table 11. Based on the average responses of the various levels of education it appears that the support for the Citizen Complaint Mediation Program seems to be lowest amongst respondents with a high school education and then continues to build steadily through college / technical school and some university to undergraduate degree. However, support declines as you reach the graduate degree stage.

Officer's perception of how they will be treated during mediation

When examining questions surrounding the perceived fairness of using mediation to resolve a citizen complaint made against them respondents with an undergraduate degree continued to show more support for the program than respondents within the other education level categories. See table 11. When asked if they felt that they would be treated fairly during the mediation of a citizen complaint respondents with an undergraduate degree had the highest average response indicating that they would be treated fairly. The research showed only trivial differences amongst all of the educational categories in their perceived fairness of using mediation to resolve a citizen complaint made against them. The research findings in this area were not statistically significant. The value of the average response amongst respondents with

an undergraduate degree was 3.38 in relation to the overall average response of 3.25. See table 12. Through the remainder of the questions examining the perceived fairness of using mediation to resolve citizen complaints respondents with an undergraduate degree were in the top one or two educational categories expressing support. In each of the questions focusing on the perceived fairness of the mediation process those respondents with a high school education expressed the lowest levels of support for the Citizen Complaint Mediation Program.

Table 12

Means / Frequencies for Question 16 “I believe that if I was to participate in a mediation of a citizen complaint made against me I would be treated fairly” by Level of Education (n=304)

<i>Highest Level of Education</i>	<i>Mean</i>	<i>N</i>
High School	3.07	30
College / Technical School	3.14	73
Some University	3.31	100
Undergraduate Degree	3.38	84
Graduate Degree	3.12	17
Total	3.25	304

Willingness to participate in the Citizen Complaint Mediation Program

While not statistically significant a review of the individual questions in the willingness to participate scale does show that those survey respondents with an undergraduate degree indicated a greater willingness to participate in the Citizen Complaint Mediation Program. See table 13 for a summary the degree of support for question asking the level of agreement with the statement saying that the advantages of using mediation to resolve citizen complaints against police outweigh the disadvantages.

Table 13

Percentages / Frequencies to Question 10 “I believe that the advantages of using mediation to resolve citizen complaints against police outweigh the disadvantages” by Level of Education (n=304)

<i>Highest Level of Education</i>	<i>Mean</i>	<i>N</i>
High School	3.40	30
College / Technical School	3.41	73
Some University	3.57	100
Undergraduate Degree	3.66	84
Graduate Degree	3.41	17
Total	3.53	304

Years of Service

Hypothesis Three: Police officers with fewer years of service with the police service are more supportive of police citizen complaints mediation programs than those with more years of service.

An examination of the survey results broken down by years of service with the Calgary Police Service produces some interesting trends in the data. One of the initial questions of the survey asked the respondents to select a range of years of service with the Calgary Police Service. The respondents could choose from five choices when indicating their length of service. The categories of choice were: 0 – 4 years, 5 – 9 years, 10 – 14 years, 15– 19 years, and 20 + years. One third of the survey respondents fit into the category of 5 – 9 years or service. See table 14 for a breakdown of the years of service amongst the respondents.

Table 14

Percentages / Frequencies for Survey Respondents Years of Service (N = 304)

<i>Years of Service</i>	<i>Percent</i>	<i>N</i>
0-4	17.1	52
5-9	32.9	100
10-14	15.1	46
15-19	12.8	39
20+	21.4	65
Total	100.0	304

This hypothesis was tested by computing Pearson correlations between years of service and each of the support scales. Thus, positive correlations would indicate that support is higher for officers with more years of service, and negative correlations would indicate that support is lower for officers with more years of service, as hypothesized. Results are presented in Table 15. All support scales were significantly positively correlated with years of service; thus, support appears to increase as years of service increases, which goes against the stated hypothesis.

Table 15

Correlations between Years of Service and Support Scales (N = 302)

<i>Scale</i>	<i>Years of service</i>
Mediation knowledge	.40***
Alternative dispute resolution	.16**
Mediation treatment perception	.14*
Willingness to participate	.20***

* $p < .05$. ** $p < .01$. *** $p < .001$

The third hypothesis was also tested by computing one-way ANOVAs across the years of service for each of the four support scales. These results are presented in table 17. The overall

ANOVA was significant for every scale, and it can be seen in table 17 that the general trend in means was that support scale scores increased as years of service increased, just as the correlations had indicated. Thus, the significant findings here were in the opposite direction than was predicted by the stated hypothesis.

Table 16

Means, Standard Deviations, and One-Way Analysis of Variance (ANOVA) for Years of Service on Support Scales (n=304)

<i>Scale</i>	<i>0 – 4</i> <i>(N = 52)</i> <i>M (SD)</i>	<i>5 – 9</i> <i>(N = 100)</i> <i>M (SD)</i>	<i>10 – 14</i> <i>(N = 46)</i> <i>M (SD)</i>	<i>15 – 19</i> <i>(N = 39)</i> <i>M (SD)</i>	<i>20+</i> <i>(N = 65)</i> <i>M (SD)</i>	<i>ANOVA</i> <i>F(4, 297)</i>
Knowledge	2.49(.91)	2.64(.79)	3.20(.97)	3.31(.83)	3.46(.89)	15.09***
Dispute	3.46(.61)	3.49(.54)	3.74(.67)	3.67(.64)	3.71(.65)	2.81*
Treatment	3.58(.72)	3.35(.74)	3.48(.60)	3.65(.56)	3.70(.64)	3.32*
Willingness	3.41(.73)	3.39(.79)	3.76(.83)	3.74(.88)	3.81(.87)	4.11**

* $p < .05$. ** $p < .01$. *** $p < .001$

Knowledge of the Citizen Complaint Mediation Program

Years of service did appear to have some bearing on the level of awareness that the respondent had of the Citizen Complaint Mediation Program. Those individuals with 0 – 4 years of service indicated the lowest levels of agreement with the three statements that probed understanding of the Citizen Complaint Mediation Program. Those officers with 20 + years of service indicated the highest levels of agreement with two of the three statements. The average responses of the other three levels of levels of years of service categories were consistent with each other and clustered nearest the mean response. See table 16.

Officers with fewer years of service may have less experience with the citizen complaints process. Only 42 % of respondents with 0 – 4 years of service indicated that they had been the

subject of a citizen complaint. In comparison 86 % of the respondents with 20+ years of service indicated that they had been the subject of a citizen complaint. See table 17.

Table 17

Percentages to Question 5 “I have been the subject of a formal investigation of a Citizen Complaint which was made against me” by Years of Service (n=302)

<i>Years of Service</i>	<i>No</i>	<i>Yes</i>	<i>Total</i>
0 - 4	57.7	42.3	100.0
5 – 9	36.0	64.0	100.0
10 – 14	23.9	76.1	100.0
15 – 19	25.6	74.4	100.0
20+	13.8	86.2	100.0

This may explain why those officers with 0 – 4 years of service showed lower levels of background knowledge regarding the Citizen Complaint Mediation Program. Forty-four percent of the respondents with 0 – 4 years of service were not aware of the Citizen Complaint Mediation Program. Only 19% of officers with 20+ years of service indicated that they were not aware of the Citizen Complaint Mediation Program. See table 18.

Table 18

Percentages to Question 7 “I am aware of the Citizen Complaint Mediation Program” by Years of Service (n=302)

<i>Years of Service</i>	<i>No</i>	<i>Yes</i>	<i>Total</i>
0 - 4	44.2	55.8	100.0
5 – 9	28.0	72.0	100.0
10 – 14	19.6	80.4	100.0
15 – 19	7.7	92.3	100.0
20+	18.5	81.5	100.0

The data shows that junior police officers in the study have less knowledge about the Citizen Complaint Mediation Program than officers with more experience. A possible

explanation for the difference in program awareness may be that as police officers advance in their career and the number of their citizen contacts increases so too does the likelihood of being subject to a citizen complaint increase. The Citizen Complaint Mediation Program is explained to officers by the Professional Standards Section as a possible resolution during the complaint process. Another possible explanation is that as police officers advance in their career into supervisory or management positions they receive additional training in dispute resolution and the topic of the Citizen Complaint Mediation Program is presented to them. These facts may explain the differences in awareness of the Citizen Complaint Mediation Program based on years of service.

Support for other forms of alternative dispute resolution

Support for other forms of alternative dispute resolution increased as the respondents' years of experience as a police officer increased. The survey data shows that the greatest level of support for the use of mediation to resolve citizen complaints is amongst officers with over 20 years of service. Junior officers with 0 – 4 years of service demonstrate less support for the Citizen Complaint Mediation Program. See table 16. It is difficult to determine what the relationship is between years of service and support for other forms of alternative dispute resolution. One thought may be that as a police officer passes through their career they begin to become disillusioned with the formal justice system. Officers may begin to see that the formal justice system struggles to accomplish any form of restorative justice.

Officer's perception of how they will be treated during mediation

Survey respondents were asked to indicate how they thought that they would be treated during the mediation of a citizen complaint made against them. The results indicated that the longer the respondents' years of service the greater their belief that they would be treated

fairly during the mediation of their complaint. See table 16. A review of all four questions on this scale found that these results were replicated on each individual question.

Willingness to participate in the Citizen Complaint Mediation Program

Years of service was again found to be a statistically significant determinant of a survey respondent's willingness to participate in the Citizen Complaint Program. See table 16. Senior officers were more willing to participate in the mediation of a citizen complaint made against them. It is difficult to speculate on the origins of this finding. It could be argued that senior officers are more confident in the execution of their duties. Possibly more senior officers have been the subject of more formal complaint investigations and have been subject to the consequences of these complaints. Officers with more law enforcement experience may be inclined to take advantage of some of the benefits of the citizen complaint mediation process. These benefits include a faster resolution and no permanent sanctions if the incident is successfully mediated.

Previous Alternative Dispute Resolution Training

Hypothesis Four: Police officers with previous training in alternative dispute resolution will be more supportive of police citizen complaints mediation programs those without this training.

This hypothesis was tested by computing independent *t* tests comparing scores for officers with previous training against officers without previous training on each of the four support scales. Table 19 presents the results of the *t* tests. Officers who had previous training scored significantly higher than those without previous training on the mediation knowledge scale ($p < .001$), but no other scales showed differences between the two groups. Thus, this hypothesis was supported only for the knowledge scale.

Table 19

Independent t Tests Comparing Officers with Previous Training vs. Officers without Previous Training on Support Scale Scores (n=302)

<i>Scale</i>	<i>Previous training (N = 114) M (SD)</i>	<i>No previous training (N = 190) M (SD)</i>	<i>t(302)</i>
Mediation knowledge	3.25(.98)	2.79(.88)	4.29***
Alternative dispute resolution	3.68(.65)	3.55(.60)	1.71
Mediation treatment perception	3.60(.73)	3.47(.66)	1.56
Willingness to participate	3.64(.91)	3.56(.78)	0.81

*** $p < .001$.

Survey respondents were asked to indicate if they had participated in any sort of training in alternative dispute resolution. Thirty-eight percent of survey respondents answered that they had received previous training in dispute resolution. See table 20.

Table 20

Percentages / Frequencies for Question 24 "I received training in alternative dispute resolution to resolve conflict" (n=304)

<i>Previous Dispute Resolution Training</i>	<i>Percent</i>	<i>N</i>
No	62.5	190
Yes	37.5	114
Total	100.0	304

Those survey respondents who positively responded to the question on having received previous dispute resolution training were then asked to indicate which types of training they had received. The options provided to the survey respondents were as follows: police in-service training, dispute resolution seminar, and university course. Survey respondents were asked to choose all that apply. See table 21.

Table 21

Percentages / Frequencies for Question 25 “Type of Dispute Resolution Training” (n=304)

<i>Type of Training</i>	<i>Percent</i>	<i>N</i>
1. Police in-service training	10.9	33
2. Dispute Resolution Seminar	2.0	6
3. Post Secondary Course	8.9	27
4. Police in-service training & Dispute Resolution Seminar	1.6	5
5. Police in-service training & Post Secondary Course	9.5	29
6. Dispute Resolution Seminar & Post Secondary Course	1.3	4
7. All of Above	3.3	10
Total	37.5	114

Knowledge of the Citizen Complaint Mediation Program

The only category of survey questions which showed statistically significant differences between those respondents with previous dispute resolution training and those without was in the area of knowledge of the Citizen Complaint Mediation Program. Seventy-five percent of survey respondents with previous training in alternative dispute resolution were aware of the Citizen Complaint Mediation Program. Only 25% of survey respondents without previous training indicated that they were aware of the Citizen Complaint Mediation Program. See table 22.

Table 22

Percentages / Frequencies to Question 7 “I am aware of the Citizen Complaint Mediation Program” by Previous Dispute Resolution Training (n=304)

<i>Previous ADR Training</i>	<i>Percent</i>	<i>N</i>
No	24.7	75
Yes	75.3	229
Total	100.0	304

The data shows that survey respondents in the study with training in alternative dispute resolution have more knowledge about the Citizen Complaint Mediation Program than their

counterparts without previous training. A possible explanation for the difference in program awareness may be that during the police in-service training in dispute resolution the Calgary Police Service Professional Standards Section provides a brief overview of the Citizen Complaint Mediation Program and how it can be used to resolve conflict.

Support for other forms of alternative dispute resolution

When each individual question within this scale is examined only very small differences regarding levels of support for other forms of alternative dispute resolution are noted between officers with previous training and those without. See table 19. In each question officers with previous dispute resolution training show slightly more support for these programs but the differences between the groups is so small that it is impossible to draw any conclusions from these differences.

Officer's perception of how they will be treated during mediation

A review of the specific questions on this scale only did not find any differences in the responses between those survey respondents with previous dispute resolution training and those without. These results are troubling as you would expect that officers who have received training in alternative dispute resolution would have a greater understanding in the dispute resolution process and would have greater confidence in the fact that they would be treated fairly. The lack of confidence in being treated fairly during mediation on the part of officers with previous dispute resolution training might be an indicator of how hard it might be to convince the vast majority of police officers to participate in the mediation program.

Willingness to participate in the Citizen Complaint Mediation Program

The above comments apply to this section as well. The survey results did not show any significant differences in the willingness to participate in the Citizen Complaint Mediation

Program between those officers with previous dispute resolution training and those without. See table 19. These findings are reinforced when the individual questions on the scale are examined. Again these findings do not bode well for the prospect of widespread acceptance of the Citizen Complaint Mediation Program within the Calgary Police Service.

Previous Citizen Complaints

Hypothesis Five: Police officers who have previously been a subject of a formal citizen complaint will be less supportive of police citizen complaints mediation programs than those who have not been a subject of a complaint.

The fifth hypothesis predicted that police officers who had previously been a subject of a formal citizen complaint would be less supportive of police citizen complaints mediation programs. This hypothesis was tested by computing independent t tests comparing scores for officers who had been the subject of a complaint against officers who had not been the subject of a complaint on each of the four support scales. Table 23 presents the results of the t tests. No scales showed differences between the two groups; thus, the stated hypothesis was not supported by the data.

Table 23

Independent t Tests Comparing Officers who have been Previously Investigated vs. Officers who have not been Previously Investigated on Support Scale Scores

<i>Scale</i>	<i>Investigated (N = 208) M (SD)</i>	<i>Not investigated (N = 96) M (SD)</i>	<i>t(302)</i>
Mediation knowledge	3.02(.96)	2.84(.89)	1.51
Alternative dispute resolution	3.58(.66)	3.63(.53)	-0.52
Mediation treatment perception	3.47(.71)	3.62(.62)	-1.69
Willingness to participate	3.56(.86)	3.67(.76)	-1.08

Note. There were no significant differences between groups on any scales.

At the beginning of the survey the respondents were asked if they had been the subject of a formal citizen complaint. For the purposes of the survey a formal citizen complaint was defined as a complaint that was made to the Professional Standards Section to be investigated under the provisions of the Alberta Police Act. This would exclude those informal complaints made directly to immediate supervisors. Approximately 68% of the survey respondents indicated that they had been the subject of a formal investigation related to a citizen complaint. See table 24 for a summary of the number of survey respondents who reported being the subject of a formal complaint.

Table 24

Percentages / Frequencies for Question 5 "I have been the subject of a formal investigation of a Citizen Complaint which was made against me"

<i>Response</i>	<i>Percent</i>	<i>N</i>
No	31.6	96
Yes	68.4	208
Total	100.0	304

Analysis of the data from the perspective of previous citizen complaints indicates that the existence of a previous citizen complaint has little or no impact on the respondent's attitude towards the Citizen Complaint Mediation Program.

Knowledge of the Citizen Complaint Mediation Program

The three questions within the knowledge of citizen complaint mediation program scale were examined there are two questions that show some small differences between those respondents with a previous citizen complaint and those without. When asked if they were aware of the types of citizen complaints that can be forwarded to the mediation program the value of the average response for respondents with previous citizen complaints was 2.99. The response to the same question by respondents with no previous citizen complaints was 2.95

(Table 25). When asked if they understand how the Citizen Complaint Mediation Program operates the average response from survey respondents with previous citizen complaints was 3.05 in comparison to those respondent's with no citizen complaints where the average was 2.79 (Table 26).

Table 25

Means / Frequencies to Question 8 "I understand what types of citizen complaints are eligible to be sent to the Citizen Complaint Mediation Program" by Previous Citizen Complaint (n=304)

<i>Previous Complaint</i>	<i>Mean</i>	<i>N</i>
No	2.85	96
Yes	2.99	208
Total	2.95	304

Table 26

Means / Frequencies to Question 9 "I understand how the Citizen Compliant Mediation Program operates" by Previous Citizen Complaint (n=304)

<i>Previous Complaint</i>	<i>Mean</i>	<i>N</i>
No	2.79	96
Yes	3.05	208
Total	2.97	304

Support for other forms of alternative dispute resolution

Both respondents with previous citizen complaints and those without showed almost identical levels of support for other forms of alternative dispute resolution. This remained true when the two questions in this scale were studied individually. See table 23.

Officer's perception of how they will be treated during mediation

When asked if they felt that they would ample opportunity to express their perspective the responses of survey respondents with previous citizen complaints did not show not a statistically significant difference from those respondents without previous citizen complaints.

The value of the average response amongst respondents with previous citizen complaints was 3.40 in relation to the average response of 3.56 from respondents with no previous citizen complaints. See table 27.

Table 27

Means / Frequencies to Question 17 “I believe that if I was to participate in a mediation of a citizen complaint made against me I would be given ample opportunity to express my perspective.” by Previous Citizen Complaint (n=304)

<i>Previous Complaint</i>	<i>Mean</i>	<i>N</i>
No	3.56	96
Yes	3.40	208
Total	3.45	304

Willingness to participate in the Citizen Complaint Mediation Program

When asked if they felt that they would be willing to participate in the mediation of a citizen complaint, the responses of those respondents with previous citizen complaints and those without previous complaints were very similar. When you break down this scale by individual questions there is more support for the Citizen Complaint Program amongst those officers who have not been the subject of a formal complaint. The average response amongst respondents with previous citizen complaints was 3.62 and those survey respondents with previous complaints were 3.71. See table 28.

Table 28

Means / Frequencies to Question 11 “I would participate in the mediation process to resolve a non criminal citizen complaint made against me” by Previous Citizen Complaint (n=304)

<i>Previous Complaint</i>	<i>Mean</i>	<i>N</i>
No	3.71	96
Yes	3.62	208
Total	3.65	304

Open-ended Responses to Survey Questions

At the end of the survey the respondents were asked two open ended questions. The first question asked the respondents, “What are the factors that would cause you to participate in a mediation to resolve a citizen complaint made against you?” The second question asked, “What are the factors that would cause you to decline to participate in a mediation to resolve a citizen complaint made against you?” Approximately half of the survey respondents answered these two questions. When reviewed the responses to these two questions certain themes quickly became apparent.

When the survey respondents were asked which factors would cause them to participate in mediating a citizen complaint the two most prevalent answers focused on the speed and fairness of the mediation process. Officers commented on the fact that a formal complaint can take years to resolve and that if a complaint could be mediated much quicker they would consider participating in mediation. Other common responses were that the survey respondent would only participate in mediation if it was a trivial complaint being made against them. Many officers indicated that they would like to participate in mediation to resolve a complaint made against them in order to face their accuser.

When the survey respondents were asked which factors would cause them to not participate in mediating a citizen complaint the most common response was that officers would not participate in mediation if they thought the complaint was frivolous. The survey respondents stated that they would not participate in mediation unless they thought the complaint was legitimate. Several respondents indicated that they had heard negative things from their peers about the mediation program. Some officers said that they had heard from others that the mediators were not fair in the mediation process and were too indulgent of the complainants.

Several respondents mentioned that they were afraid that the mediation process would not be confidential that their statements might be used against them later. Some officers indicated that they would not participate in the mediation program because it is managed out of the Professional Standards Section and they have no trust or respect for that work area.

Conclusion

The analysis of the survey data did show some interesting trends. The survey data was used to examine four categories including knowledge of the complaint mediation program, support of alternative dispute resolution programs, willingness to participate in the mediation program, and perceived fairness of treatment should they participate in the mediation program. The four categories of questions were analyzed from the perspective of the respondent's gender, years of service as a police officer, education level, previous citizen complaints, and previous dispute resolution training. Most of the stated hypotheses were rejected but what was found can be applied to a review of police officers attitudes towards using mediation to resolve citizen complaints. The research showed that the female survey respondents were more supportive of alternative dispute resolution programs in general. As education level increased to the point of an undergraduate degree the respondents were more likely to want to have knowledge of and want to participate in the Citizen Complaint Program and support alternative dispute resolution programs. Survey respondents with a graduate level education were the exception to this trend. This group showed some of the lowest levels of support for each category of measure. The survey data illustrated that as the respondent's length of service as a police officer increased so did their level of support for each category of measure. Survey respondents with previous alternative dispute resolution training were more likely to have knowledge of the mediation program but previous dispute training did not influence the responses to any other category of

questions. The existence of a previous citizen complaint did not have any effect on how the survey respondent answered questions.

CHAPTER 5: RESEARCH IMPLICATIONS AND CONCLUSION

Members of the law enforcement community have traditionally shown low levels of support for mediation as a tool to resolve citizen complaints. There appear to be biases on the part of the police officer that make it more likely that officers will elect to opt out of the mediation process despite it being in their best interests in many cases. This research project sought to identify some factors that may influence a police officer's decision whether or not to participate in the mediation of a citizen complaint made against them. Survey respondents were broken down into categories that included gender, education, years of service, previous alternative dispute resolution training, and previous citizen complaints. The intention was identify personal and structural characteristics correlated with support for mediation and that this information could be translated into a series of recommendations to improve the utilization of the Citizen Compliant Mediation Program.

Research Findings

Most of the stated hypotheses were rejected by an analysis of the survey data. There were a few findings that may have relevance in both improving future usage rates of the Citizen Compliant Mediation Program and in exploring future avenues of research. Female survey respondents showed more support for alternative dispute resolution programs than did male respondents. The existence of previous citizen complaints did not seem to influence respondents' answers to any of the survey questions. An interesting finding was that as years of service increased so too did levels of support for the Citizen Compliant Mediation Program. This seems to run against much of the contemporary research regarding police cynicism that would indicate that as years of service increase so do levels of isolation and resentment towards the public. Survey respondents with more years of service indicated a desire to have a face to face encounter

with their accuser and had a belief that it would produce a positive, productive result. Level of education did not seem to have a clear relationship to opinions surrounding the Citizen Compliant Mediation Program. Survey respondents with an undergraduate degree showed the highest levels of support in every category of evaluation but respondents with a graduate degree showed the lowest levels of support in each category of evaluation. Previous training in alternative dispute resolution only seemed to influence the survey respondents' level of knowledge of the Citizen Compliant Mediation Program.

Research Implications

This research project examined the influence of gender, years of service, education level, previous alternative dispute resolution training, and previous citizen complaints on support for the Citizen Compliant Mediation Program. Some of these variables showed limited relationships with support for the mediation program and are of little relevance in looking at ways to improve utilization of the Citizen Compliant Mediation Program. There are few things that the law enforcement organization can do to use gender differences or levels of experience to improve the usage rates of the Citizen Compliant Mediation Program. The research data can be used to tailor the information about the Citizen Compliant Mediation Program that is provided to potential participants. For instance, female survey respondents showed higher levels of support for alternative dispute resolution programs than male respondents. When female police officers are presented with the option of participating in the mediation of a complaint they may connect with the restorative or collaborative aspect of the process. On the other hand male survey respondents indicated that they were more supportive of the notion of having a face to face encounter with their accusers. The opportunity to have a face to face exchange of perspectives and opinions may be something that male officers would identify with when presented with the option of

participating in the Citizen Compliant Mediation Program. When presenting the option of participating in the Citizen Complaints Mediation Program it is important to incorporate both approaches regardless of gender in order to maximize the likelihood of the officer identifying with the argument being presented.

The research findings provide some opportunity for the Calgary Police Service to enhance the utilization of the Citizen Complaints Mediation Program. The first step to increasing the use of the Citizen Complaints Mediation Program is to increase the awareness of the program. Program knowledge is lowest amongst the survey respondents with 0 – 4 years of service and 5 – 9 years of service. When asked if they were aware of the Citizen Complaints Mediation Program only 55.8% of respondents with 0 – 4 years of service and 72% of respondents with 5 – 9 years of service were aware of the program. The survey results indicated that as years of service increased so too did the awareness of the program. This does not mean that officers that are aware of the Citizen Complaints Mediation Program will necessarily participate in it but awareness is a valuable first step in increasing program utilization.

Previous training in alternative dispute resolution had a positive relationship in the respondent's awareness of the mediation program but did not influence their level of support or perceived fairness of the program. Since previous training influenced the respondent's awareness of the Citizen Compliant Mediation Program but not their support of it there might be some opportunity to refresh the content of this training. The Calgary Police Service may want to expand the information on the Citizen Compliant Mediation Program that they provide to new recruits, during alternative dispute training courses, and during the training that they provide to the supervisors who are often left to find ways to resolve the conflict between their subordinates and the public. The researcher has observed how the Citizen Compliant Mediation Program is

presented in each of the three settings listed above and found the description of the mediation program largely limited to a brief mention that the program exists. A more detailed overview of the Citizen Compliant Mediation Program would help more potential participants make a better informed decision as to whether or not they would like to participate in the program. The time when police officers are being informed that they are the subject of a citizen complaint may not be the best time for them to hear the specific details of Citizen Compliant Mediation Program for the first time.

Future Research

This research was an important first step toward improving the use of citizen complaint mediation programs. This research project was designed to explore police officers' opinions of complaint mediation programs for two reasons. First, research indicates that citizens who participate in complaint mediation programs are more satisfied with the experience than when they participate in more traditional complaints resolution programs. Second, when offered an opportunity to participate in the mediation of a citizen complaint it is usually the police officer who elects to opt out of the process.

There are several opportunities for future research on the topic of the mediation of citizen complaints made against police. It would be valuable for researchers to examine citizens' opinions regarding the prospect of participating in the mediation of their complaint. As mentioned above there is research looking into the citizen complainants' opinions regarding the mediation process once they have participated in the mediation. There is no research that examines the factors that may influence the complainant's decision to participate in the mediation of their complaint.

Another opportunity for future research would be to follow up with the police officers who have participated in the mediation of citizen complaints to see how their involvement in the process has influenced their opinions regarding mediating complaints. It would be interesting to see if exposure to the complaints mediation process has a positive or negative effect on the police officers' opinions of the process. If this research was conducted within the Calgary Police Service the current research project could form an excellent foundation or control for the future research.

Qualitative research involving interviewing those individuals who act as mediators for the citizen complaint program would add another perspective to this topic. This type of research might provide a very different perspective into the citizen complaint process from those offered by both complainants and police officers. Mediators might be able to identify some of the consistent impediments to successful mediation that they frequently encounter. This information could then be used by police organizations to modify their existing programs to alleviate the identified concerns. Police organizations could also take this information to see if they are accurately describing the program to potential participants.

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APPENDIX A–SURVEY**Police Mediation Survey**

Question 1 : Please indicate your age range.

- 20-24
- 25-29
- 30-34
- 35-39
- 40+

Question 2 : Please indicate your gender.

- Male
- Female

Question 3 : Please indicate your years of service.

- 0-4
- 5-9
- 10-14
- 15-19
- 20+

Question 4 : Please indicate your level of formal education. (Select all that apply)

- High School
- College / Technical School
- Some University
- Undergraduate Degree
- Graduate Degree

Question 5 : I have been the subject of a formal investigation of a Citizen Complaint which was made against me.

- Yes
- No

Question 6 : I have participated in the Citizen Complaint Mediation Program.

- Yes
- No

Question 7 : I am aware of the Citizen Complaint Mediation Program.

- Yes
- No

Question 8 : I understand what types of citizen complaints are eligible to be sent to the Citizen Complaint Mediation Program.

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

Question 9 : I understand how the Citizen Compliant Mediation Program operates.

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

Question 10 : I believe that the advantages of using mediation to resolve citizen complaints against police outweigh the disadvantages.

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

Question 11 : I would participate in the mediation process to resolve a non criminal citizen complaint made against me.

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

Question 12 : I have participated in any form of mediation process before. (Civil Law Proceedings, Family Law Proceedings, Court Mandated Mediation)

- Yes
- No

Question 13 : Alternative dispute resolution programs such as mediation can be effective tools for resolving conflict.

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

Question 14 : I support Criminal Justice Programs such as the Alternative Measures Program.

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

Question 15 : The formal justice system (Courts System) is the best means of resolving disputes.

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

Question 16 : I believe that if I was to participate in a mediation of a citizen complaint made against me I would be treated fairly.

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

Question 17 : I believe that if I was to participate in a mediation of a citizen complaint made against me I would be given ample opportunity to express my perspective.

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

Question 18 : I welcome the opportunity to face my accuser as part of the mediation process.

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

Question 19 : A face to face encounter with my accuser would have potential to produce a positive, productive outcome.

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

Question 20 : I have been referred to the Citizen Complaint Mediation Program but I withdrew prior to the actual mediation.

- Yes
- No

Question 21 : What were the primary reasons why you withdrew from participating in the Citizen Complaint Mediation Program. (Select all that apply)

- The Citizen Complaint Mediation Program was not adequately explained to me
- I felt pressured by the Professional Standards Section to participate in the program.
- I did not feel I would be treated fairly by the complainant.
- I did not feel I would be treated fairly by the mediator.
- I did not think that a face to face encounter with the complainant would produce a positive outcome.
- I did not believe that the mediation would satisfy the complainant.
- I did not believe that there could be a mediated result to this complaint.
- My peers recommended that I not participate in the mediation.
- The Calgary Police Association recommended that I not participate in the mediation.
- Other

Question 22 : I prefer to have any citizen complaints made against me resolved by traditional means (Formal Investigation / Disciplinary Hearing)

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

Question 23 : I am reluctant to participate in the Citizen Complaint Mediation Program because I do not feel that I have enough information about the program.

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

Question 24 : I have received formal training (course/seminar) in using alternative dispute resolution to resolve conflict.

- Yes
- No

Question 25 : Type of Training (Select all that apply)

- Calgary Police Service Course (Communication in Conflict)
- Alternative Dispute Resolution Seminar
- College / University Course in Conflict Resolution

Question 26 : What are the factors that would cause you to participate in a mediation to resolve a citizen complaint made against you?

Question 27 : What are the factors that would cause you to decline to participate in a mediation to resolve a citizen complaint made against you?

APPENDIX B: SURVEY CONSENT

Pre-Mediation Survey

This research is being conducted as part of my Graduate Studies at Royal Roads University and the Executive of the Calgary Police Service has authorized me to conduct this research within the Calgary Police Service. Should you need to verify that this research has been authorized by the Executive of the Calgary Police Service you can contact Superintendent Roger Chaffin or Staff Sergeant Cliff O'Brien.

Please complete the enclosed questionnaire. Your participation is voluntary but your candid and thoughtful reply will assist me in conducting the necessary research in order to complete my Master of Arts Graduate Thesis. Should you need to verify that this research is part of my Master of Arts Graduate Thesis at Royal Roads University you can contact Dr. Fred Oster, School of Peace and Conflict Management at fred.oster@royalroads.ca or 250-391-2600.

Most people are able to complete the questionnaire in less than ten minutes. **Your response and any comments will be treated with utmost confidentiality.**

After the results are compiled and interpreted they will be used to help me complete my Master of Arts Thesis for Royal Roads University. The Office of the Chief will receive a summary of the research in order to assist them in evaluating any changes or improvements to the Citizen Complaint Mediation Program that may be necessary. As this research is being conducted as part of a Master of Arts thesis the final written thesis will be publicly available.

Any responses to the survey that may have a likelihood of identifying the survey respondent will not be forwarded either Royal Roads University or the Calgary Police Service.

Thank you for your time and assistance in by completing this research. If you have any questions, concerns or would like a copy of the completed research please contact me at scott.todd@calgarypolice.ca.