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## **A Case Study on Leadership at the BART Police Department Pre and Post the Oscar Grant Shooting: Leadership Transition Amidst a Climate of Crisis**

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A Case Study on Leadership at the BART Police Department  
Pre and Post the Oscar Grant Shooting:  
Leadership Transition Amidst a Climate of Crisis

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for

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## Abstract

On January 1, 2009 a passenger aboard a Bay Area Rapid Transit (BART) train, while on his way home from participating in New Year's festivities, was shot and killed by a BART Police Officer. During the investigation that followed, the officer articulated a misidentification of his department issued firearm, for his Taser Electronic Control Device; as his reason for what he suggested was an accidental shooting. The incident prompted accusations of institutional racism and police brutality, from the local community. The BART Police District (BART PD) quickly found itself in the national spotlight and the subject of nationwide protests, demonstrations and demands for change from the community at large. Several public officials also called for BART PD to be disbanded altogether.

This case study examined transformational leadership and change evoked by crisis. The study: examined leadership philosophies and theories of cultural change through the review of literature; assessed the case specific pre and post incident culture through the use of surveys and key informant interviews; and provided comparative data of the shift in directives for the time period January 2009 to February 2014. Findings from this case study could serve to provide insight to other law enforcement organizations faced with similar external demands for change.

## **Chapter 1 – Introduction**

### **Overview**

BART PD came under intense scrutiny on January 1, 2009 when BART Police Officer Johannes Mehserle shot and killed Oscar Grant, an African American BART rider on his way home to Oakland from a trip to San Francisco on New Year's morning. Mehserle would later explain the shooting was a mistake and that he intended to deploy his department issued TASER Electronic Control Device (TASER) to gain compliance from Grant who was being detained for causing a disturbance on the train. Mehserle however, mistakenly deployed his department issued firearm instead; an action which ultimately resulted in Grant's death.

This critical incident garnered worldwide attention and sparked nationwide protests from the public who hurled accusations of institutional racism and police brutality, despite the fact many citizens did not understand BART PD was even a full service police department, with legal authority the same as other state regulated departments, prior to the incident. BART PD had largely been insulated from the stereotypical negative sentiment toward police agencies, due in large part to this imaginary distinction most people made between a transit police agency and a municipal or state law enforcement agency. The shooting however changed that and put BART PD under strict public scrutiny.

Mehserle ultimately terminated his service as a police officer and was ultimately convicted of 2<sup>nd</sup> degree negligent homicide. Amidst public pressure in response to the handling of this critical incident, the BART Board of Directors began considerations for disbanding the police department. For undisclosed reasons however, the Board of Directors elected to leave BART PD intact, rather than contract police services to local agencies. The Chief of Police in command during the shooting,

retired prior to the resolution of the incident at which time the search for a new Police Chief began; marking the beginning of what would be coined as a new “Era of Change”([www.bartpd.gov](http://www.bartpd.gov)).

### **Purpose of the Study**

This case study examined: a change of leadership amidst a climate of crisis, the effect of the change on internal and external customer perception; and the subsequent reformation of the BART Police Department; using both a survey offered to sworn police officer staff and through informant interviews conducted with key stakeholders.

### **History of BART PD**

In 1969 the BART Board of Directors requested that local jurisdictions assume responsibility for law enforcement on BART trains. A consortium of Bay Area Police Chiefs and Sheriff's rejected this request however, stating that the service would be inconsistent and cumbersome for their agencies. As a result, the Board of Directors decided to form a transit police department instead and subsequently founded BART PD.

Ultimately officially founded in 1973, BART PD was established as a security force for the purpose of “...patrolling the stations, trains, rights-of-way, and other BART owned properties” (“History of,” n.d.). During these early years, officers wore slacks and blazers, carrying their weapons concealed underneath. Cloth badges adorned their blazers as a symbol of their Peace Officer authority, rather than the more recognizable metal badge. Patrol vehicles were baby blue in color and were stopped, like civilian vehicles, by municipal police officers or the California Highway Patrol, should they be observed speeding in response to a call for service. (“History of,” n.d.). These visual distinctions and standards of practice, no doubt contributed to the distinction the public would come to make between the role and responsibility of a BART Police Officer as opposed to a traditionally recognized officer.

BART PD was ultimately recognized and sanctioned by the State of California, which granted BART officers full police powers, per California Penal Code section 830. This meant BART officers would receive the same basic peace officer training, and have the same Peace Officer powers, as municipal police officers, Deputy Sheriff's and highway patrol officers in the State of California. As time progressed and the level of riders increased, so did the need for an expansion of the police department and also a change in the philosophy of the organization. Though initially primarily focused on the protection of the transit system and its riders, BART PD evolved into a full service police department with the capacity for both proactive and reactive policing.

Now at 41 years of existence, BART PD has reached a milestone, which Schein (1985) would describe as its mid-life cycle, a stage characterized by transition and evolution. Comparatively speaking however, BART PD is really still in its infancy in relation to peer municipal and county agencies such as: San Francisco PD established in 1849, <http://sf-police.org/index.aspx?page=1592>; San Francisco Sheriff's Department established in 1846 <http://sfsdhistory.com> and Oakland PD was established in 1853, [http://openlibrary.org/books/OL24159483M/Directory\\_of\\_the\\_township\\_and\\_city\\_of\\_Oakland](http://openlibrary.org/books/OL24159483M/Directory_of_the_township_and_city_of_Oakland). These agencies have had decades to create the foundation for their culture, policies and procedures yet must still continue to evolve to meet changing societal norms.

In its present capacity, BART PD protects a 104-mile railway system that serves four Bay Area counties: Alameda, Contra Costa, San Francisco and San Mateo. Expansion into Santa Clara is projected to occur in 2017. The rail system provides mass transportation for a diverse populace of over 400,000 daily commuters throughout the San Francisco Bay Area region. BART PD has an authorized staff of 296 employees; 206 of which are sworn police officers. Memorandums of Understanding exist between the BART PD and city and county allied police agencies, to delineate responsibilities in and around the transit centers (Noble Audit, 2010), however BART Police Officers

still maintain the same enforcement powers as municipal and state Police Officers and county Deputy Sheriffs.

In the dawn of the shooting, the new Police Chief assumed leadership of the police department amidst immediate stakeholder demands for change which lacked clear projections and at times involved competing expectations, for the future of policing at BART. In 2009, the Board of Directors commissioned the National Organization of Black Law Enforcement Executives (NOBLE) to conduct an audit of the entire police organization and issue a report with their findings to Police Management Services. Police Management Services reviewed BART's policies and procedures, interviewed police staff in every rank and returned with clearly defined recommendations and guidelines meant to reform the PD to bring it into alignment with industry standards for law enforcement. There remained strong sentiment among constituents who regarded the police department as unnecessary, dangerous and believed BART patrons would be better served by contracting police services to local agencies perceived to be more experienced and better trained. There were also stakeholders who believed BART culture was unprofessional, not accountable to the community and lacked proper training and discipline.

Leadership subsequent to the shooting took the immediate action of transforming department policy, procedure and training, to address deficiencies and to begin to transform the public's perception of the department. Among the procedures immediately implemented to address stakeholder concerns included:

1. Increase officer visibility on trains and in stations.
2. Increase Police Officer Standard Training requirements to ensure current professional knowledge and skills.
3. Regain public trust by establishing community partnerships to foster communication.
4. Align department policies and procedures with industry "best practices".



5. Participate in the implementation of the Citizen's Review Board.

## **Summary**

Leadership, as the focus of this study, was considered through survey and interview data. The results were analyzed to understand whether directives from leadership, in response to the critical incident, have had an effect on the culture at BART PD. The survey was administered to police officers, sergeants and command staff to gain a comprehensive understanding of culture and perceptions. Leadership was further analyzed through one-on-one interviews with key informants with executive insight, who possessed historical and current knowledge on the change of leadership at BART PD. This case study could prove to be a valuable resource to other agencies confronting the need for organizational change.

## **Chapter 2 - Literature Review**

The main thrust of this case study is the author's interest in leadership; specifically how leadership affects officer development and the impact of leadership on the relationship between the community and the police agency. There is a robust collection of literature on leadership and how leaders affect an organization. Organizations can be static, dynamic, in crisis or a monumental success. Yet one component common to all types of organizations is leadership; whether that is a void in leadership, it's described as poor, situational, or if great leadership exists. This study focused on leadership amidst crisis in a law enforcement organization.

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In the case of BART PD, it was important to understand the perception of leadership before the shooting and whether a change in leadership directives changed internal perception of BART PD, post 2009. The author posited the external leadership's (BART Board of Directors) focus had changed, due to that fateful New Year's morning in 2009 and that after the incident the Board of Directors philosophy on BART PD's mission began to align with BART PD's focus on providing police services within a special district. Up until 2009, the internal and external constituents did not appear to place a priority on the professional standards of BART PD as demonstrated by administrative decisions by the Board of Directors that opted to use resources in other needed areas of the transit system rather than on training and equipment for the PD, which was below industry standard.

### **Leadership and Influence on Staff**

Regarding the definition of leadership, Raturi (1992) references Stogdill as stating, "there are almost as many different definitions of leadership as there are persons who have attempted to define the concept" (p. 9). One definition is that leadership is the process of influencing the behavior of others, subordinates, followers, peers, or a community, to accomplish defined objectives (Jreisat, 1999). In Greenwald's "Organizations", he uses the MacGregor Burns assessment to develop the

concepts of leadership. Leadership is exercised when persons, with certain motives and purposes mobilize, in competition or conflict with others, institutional, political, psychological and other recourse so as to arouse, engage, and satisfy the motives of followers (Greenwald, 2008). Leadership is an accumulation of the actions of those in a position to influence others.

This author found the literature to be full of leadership theories and action plans. “Good to Great” is a book that postulates a Level 5 Hierarchy with a Level 5 Executive being the ultimate leader. A level 5 executive is defined as one who “builds enduring greatness through a paradoxical blend of personal humility and professional will. Level 5 leaders channel their ego needs away into a larger goal of building a great company, leaders have no ego or self-interest. Indeed they are ambitious but their ambition is first and foremost for the company not for themselves” (Collins, p.20, 2001). One objective of this case study was to explore the type of leadership most effective in changing culture; to determine whether transformative or transactional leadership was better suited for an organization in crisis.

BART PD seemed to experience an identity crisis of sorts after the critical incident, due in part to the ongoing public debate between internal and external stakeholders about the perceived roles and responsibilities of BART officers. The civilian BART Board of Directors and community organizations debated measures from modifying peace officer powers to demising the organization altogether and giving surrounding agencies jurisdiction over the train system. Raturi (1992) stated, “that if there is too much incongruence between the organizational culture values and the values of the external society, the organization loses its efficacy, organizational vulnerabilities are exposed, issues of accountability become problematic, and organizational culture change is mandated” (p. 10). This author postulated that the style of leadership is paramount to envision and implement the changes and the direction the organization will go. The mission must be redefined and reformed within a transparent forum, for an organization under intense scrutiny to survive.

Raturi (1992) goes on to discuss leadership by referencing Halpin who states, “A leader’s relationship to an organization is a factor in the ability of a specific leadership style to affect the culture of that organization, this case study will further define that relationship with a leaders philosophy and the reciprocal relationship between leaders and followers”. The author posited that the leader’s message and how the leader interacts with subordinates in the organization are just as important as the systems of checks and balances incorporated by the leader for command and control of the organization.

Culture permeates all organizations and can be manipulated to conform to the will of the collective members. Its influence has the ability to constrain, compel and propel an organization to achieve specific goals. These dynamic processes of culture creation and management are the essence of leadership and make one realize that leadership and culture are two sides of the same coin (Schein, 2004).

The author of this case study has observed the BART PD and its culture for the past eight months from a command position and has noted differences in the BART organization as opposed to his 21-year experience in a Sheriff’s Department. The culture at BART is a powerful force that compels outliers to conform or be ostracized. The outliers are taught to manipulate the system for their personal financial gain and not be concerned with being productive at crime fighting. This dynamic is interesting because it is in direct conflict with the philosophy espoused by the current Chief of Police and his executive team. The conflict is part of the identity crisis at BART PD.

BART PD appeared to have an identity crisis as competing stakeholders had different visions of what the mission of the organization should be. Some external stakeholders failed to see the benefit of having a police agency dedicated to the protection and safety of the transit system and its riders. Raturi (1992) stated, “that if there is too much incongruence between the organizational

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culture values and the values of the external society, the organization loses its efficacy, organizational vulnerabilities are exposed, issues of accountability become problematic, and organizational culture change is mandated” (p. 10). The author postulated the style of leadership is paramount to envision the future and to strategically implement the changes required to accomplish the mission. The competing expectations between BART PD management and the civilian management team, left gaps in command and accountability which ultimately exposed vulnerabilities in the PD when angry citizens and politicians called for the demise of the PD. Raturi (1992) further defines leadership by referencing Halpin who states, a leaders relationship is a factor in the ability of a specific leadership style to affect the culture of an organization. This case study expands on this factor to include the leader’s philosophy and the reciprocal relationship between leaders and followers; as additional points of influence on culture.

Culture and peer pressure can influence the efficiency and effectiveness of productivity of a group. In the book “All In”, the author stated, “there are dysfunctional cultures, those permeated by negativity and defeatism, lack of accountability, blame and backstabbing, lack of vision or focus, dictatorial management, secrecy and rigidity” (Gostick, p.61, 2012). Culture is a strong force on group behavior and therefore must be prioritized in the process of change.

The literature offers many definitions of culture. Cultures can be defined as systems of values and beliefs that members of a collective hold in common. Organizations have cultures of their own that promote common values, and views of the world among their members (Greenwald, 2008). Culture, further defined by (Brooker, 2003) consists of intellectual and artistic practices that define an epoch, period, social group, nation, or society as being socially constructed and not just formed naturally. BART PD is a unique law enforcement agency due to the geography it covers and the transient nature of the community it serves. At the time of the critical incident, BART PD had

developed a distinct culture that seemed more akin to security guard objectives rather than that of police officers focused on enforcing the California Penal Code, as were surrounding agencies.

While common cultural attributes seem to traverse most police agencies, BART PD has a unique culture specific to the environment and climate within which it was established. Organizational culture owes its significance to the fact that the organizations' most important feature resides entirely in the minds of its members. Each employee has his/her own perspective on what is important to the organization (Greenwald, 2008). This case study examined sworn officer's perception of the leadership and the identity of BART PD as it was prior to January 2009 to the present time of February 2014. It also considered whether the change in leadership philosophy has benefitted internal and external organizational relationships.

### **Transactional Leadership**

BART PD has existed for 42 years of existence and, as Edgar Schein opines, is considered to be in a it's mid-life cycle. Much of those 42 years were characterized by stability and adequacy being led by a transactional style of leadership by a tenured Chief who had been employed by BART PD for 36 of his 42-1/2 year career. Scholarly review of the literature found a comparative study of stability versus turbulence in an organization. The study found that, "more transactional leadership is likely to emerge and be relatively effective when leaders face a stable, predictable environment. More transformational leadership is likely to emerge in organizations and be effective when leaders face an unstable, uncertain, turbulent environment." (Bass, 1998, p. 52)

Bradford and Lippitt (1945) described laissez-faire leadership as a leader's disregard of supervisory duties and lack of guidance to subordinates. Laissez-faire leaders offer little support to their subordinates and are inattentive to productivity or the necessary completion of duties. These groups proved to be confused and disorganized, and their work was less efficient and of poorer

quality than the work of groups whose leaders exhibited different behaviors. From the outset, laissez-faire has demonstrated itself to be the most inactive, least effective, and most frustrating leadership style. (Barbuto, 2005). Although some literature suggests that transactional leadership has a component of laissez faire leadership, "Bass (1985) identified laissez-faire, management-by-exception, and contingent reward as the key types of transactional leadership. Most conceptualizations of transactional leadership, however, exclude laissez-faire because it represents the absence of leadership (Barbuto, 2005).

Scholarly literature found that transactional leaders are satisfied with the status quo and were only inclined to get involved when a failure was noted. Intervention by the leader occurs only when a failure takes place and punishment or corrective action is necessary. The leader sets up predetermined actions for specific failures and enforces the punishments when necessary. Passive leaders tend to get involved only when necessary and refuse to set a plan of action. Such leaders expect only the status quo from subordinates, do not encourage exceptional work (Hater & Bass, 1988), and wait to be notified of failures. Active leaders, unlike their passive counterparts, regularly search for failures and devise systems that warn of impending failures before they occur (Hater & Bass, 1988). (Barbuto, 2005)

### **Transformational Leadership**

The literature infers that transformative leadership style can be effective for an organization in crisis or dramatic change. Pines (1980) summarized the ways that transformational leaders can provide the support that makes for hardy followers, quality performance, and effective decision-making despite the presence of distressful conditions. Leaders can present dramatic changes as challenges, not as threats. Leaders can select followers who prefer a vigorous, fast-paced lifestyle. (Bass, 1998, p. 45) Further literature review states the transformative leader has the ability to inspire

subordinates to perceive threats as opportunities for change. Transformational leadership theories grew from Burns' (1978) work in political leadership. Burns (1978) described the transforming leader as one who is able to lift followers up from their petty preoccupations and rally around a common purpose to achieve things never thought possible. Bass (1985) in this vein the literature is rich with data that suggests that the transformational leader is skilled at motivating individuals and groups due to their ability to instill reciprocal trust and loyalty. The truly transformational leader manifests individualized consideration and converts crises into developmental challenges. The truly transformational leader uses intellectual stimulation to foster followers' thoughtful, creative, adaptive solutions to stress rather than hasty, defensive, maladaptive ones to the stressful conditions. True transformational leadership does not replace the transactional leadership that has provided the necessary structure for readiness. Rather, transformational adds to transactional (Waldman, Bass, & Yammarino, 1990), without the transformational leadership, the transactional leadership may prove inadequate (Bass, 1998, p. 42).

The literature included data that illustrated the positive benefits of transformative leadership in a time of crisis. The relationships that are developed by a dynamic leader appear to contrast with the relationships of leaders that seek status quo and fail to recognize the individuality of subordinates. Organizations that have a period of stability can have a leader that is transactional and there are no repercussions since there is stability. A transactional leader who is also a situational leader may be able to move towards being a transformational leader but the literature suggests that transformational leaders have innate characteristics that make them the way they are. The literature also suggests that transformational leaders are better suited in stressful environments and can help subordinates perceive the stress of change as an opportunity to influence the direction of the organization.



### **Chapter 3 – Methodology**

This case study utilized a mixed method research design to understand the perspective of sworn officers. Surveys were offered to all 206 active police officers and 100 retired BART officers who belonged to a closed social Internet association called BDProcall.com. The survey provided quantitative results of carefully selected questions, to measure the level of engagement of sworn staff. In order to ensure responses conveyed firsthand knowledge of the timeframe of change under review, the survey included a question used to establish the respondent's length of service with the department. The survey (see Appendix A) provided raw data for a comparative analysis of the pre and post hires of 2009 Oscar Grant shooting and also quantified the varying perspectives on how the leaders of BART PD effected the sworn staff. The survey was enhanced with a qualitative interview of key informants that were engaged with BART PD pre and post 2009, who were selected for their professional knowledge of BART PD's leadership and the crisis that ensued after the critical incident. The interviews were conducted in private and consisted of six questions that were created to illicit open discussion focused on their experience with BART PD. (see Appendix B)

#### **Primary Research Question Overview**

The focus of this case study was to address how leadership changed at BART PD following the critical incident in 2009, as well the perception of command staff's leadership by sworn staff pre and post incident. Additional research sub questions included: the level of engagement of sworn staff, confidence in command staff, engagement of command staff and understanding of the mission of BART PD; analyzed through the comparative data from the 26 survey questions.

#### **Data Collection Plan Overview**

In this case study both qualitative and quantitative data were utilized to analyze the need for leadership change at BART PD. Characterization and assessment of the pre and post incident

organizational culture and internal stakeholder expectations of the functional role of the department; was evaluated through the use of an electronically distributed survey to all current sworn officers and a random list of retired BART sworn officers. An active sworn Lieutenant administratively controlled the BART intranet system for sworn officers email, and a closed social network that retired officers belonged to that was utilized to offer the survey. All participants were anonymous and had an equal opportunity to be included in the quantitative analysis of the study. The survey included demographic information with a key question being whether the participant was hired before or after the 2009 (the critical incident). Subsequent questions measured the participant's engagement with the department and their perception of leadership changes that came subsequent to the crisis. There were a total of 26 questions constructed and administered via Survey Monkey. The survey answers were analyzed using crosstabs to compare and contrast different segments of responses from the sworn police officers based upon tenure and previous police experience outside of BART.

To provide an executive perspective of leadership at BART PD, the author selected four key informants engaged in the command and control of BART PD. These responses provided a qualitative analysis for the case study. The key informants were comprised of two law enforcement executives, one civilian executive and one member of the civilian review board.

### **Survey Data**

In order to ensure responses conveyed firsthand knowledge of the timeframe of change under review, the survey included a question used to establish the respondent's length of service with the department. The information gained from respondents was cross-tabbed based upon timeframe of employment, pre and post January 1, 2009. The information provided was used to gain insight into the culture of the organization and how leadership influenced organizational behavior.

### **Interview Data**

Key informant interviews were conducted in private with only the researcher and key informant present. The questions were open ended and focused on both the real and expected role of leadership, during a period of organizational change driven by public policy. Interviews were formatted with a loose structure of open-ended questions to encourage meaningful dialogue between the author and key informant. The interviews were scheduled to last one half hour but were permitted to surpass that timeframe due to the dynamic nature of this format of inquiry.

### **Controlling for Internal and External Validity**

The researcher for this case study is a recently hired Deputy Chief at BART PD, which is an executive administrative position. It could be argued that the executive position of the researcher would bias the respondents in the survey portion since they were subordinates of the researcher. Critics of the study could also point to possible bias by the researcher during the key informant interviews based upon the executive position of the researcher and possible bias to other executives. Critics of the survey may also claim bias in the analysis of the survey data concluding the researcher had a bias in determining that leadership is important to an organization in crisis since the researcher is part of a new leadership team post 2009. It should also be noted the survey on leadership was released less than one month after an officer involved shooting that resulted in the first line of duty death in the 42-year history of BART PD.

### **Controlling for Bias**

A potential threat to the objectivity of the collection and analysis of data exists, since the researcher is a law enforcement officer with duties as a Deputy Chief at BART PD. As such, the author had an understandable interest in the positive aspects of leadership and how the Deputy Chief position influences the organization. To insure research integrity however, the author had a vested

interest in assuring potential bias did not render the research and analysis invalid; the result of which might limit the benefit of the study to ongoing organizational efforts. To address possible bias in the survey, an admonishment was included in both the introductory electronic email of the survey, and at the beginning of the survey itself; informing potential participants that the survey was confidential and anonymous and the researcher would not divulge answers to any third party unaffiliated to the study administrators and intended audience. The survey was sent through the BART's intranet that provided additional anonymity to the participants since the participant would not be required to use their personal computers to take the online survey. This served to provide further protection from the researcher having an avenue to know who responded to the survey.

### **Operational Definitions**

**Leadership:** For the purpose of this case study, leadership style will discuss the James McGregor Burns' theories of transactional and transformational styles of leadership and their role and relationship to externally mandated change.

**Culture:** Within this study, culture will encompass the mores, tradition, processes, role expectations, work ethic, cohesiveness, and attitude of personnel at the BART PD.

**Peace Officer/Police Officer:** Public safety employees defined by California Penal Code § 830.

**Public Policy:** "Public policy can be generally defined as a system of laws, regulatory measures, courses of action, and funding priorities concerning a given topic promulgated by a governmental entity or its representatives" ("Definitions of Public Policy", 2000)

**Citizen's Review Board (CRB):** Board comprised of 11 citizens empowered with oversight of BART police for the purpose of providing an effective, independent system of oversight that promotes

integrity and encourages systematic change and improvement in the police service BART provides to the public.

Office of the Independent Police Auditor (OIPA): Independent auditor who conducts unbiased and thorough independent investigations and reviews of police department investigations, making policy recommendations to improve the performance of the police department, and maintaining continual communication with members of the public in the BART service area.

Peace Officer Standards and Training (POST): State legislatively established organization established to set minimum selection and training standards for California law enforcement.

Critical Incident: An event tends to cause disruption to an organization or creates significant danger or risk, which incites feelings of vulnerability and stress.

## **Chapter 4: Results and Analysis**

This case study was a qualitative and quantitative analysis on leadership amidst a climate of crisis at BART PD and looked at whether leadership had a role in influencing subordinates perspective on the organization. The data collected from the respondents of the survey, combined with key informant interviews of people with intimate knowledge of the crisis, and the subsequent changes were the core data analyzed.

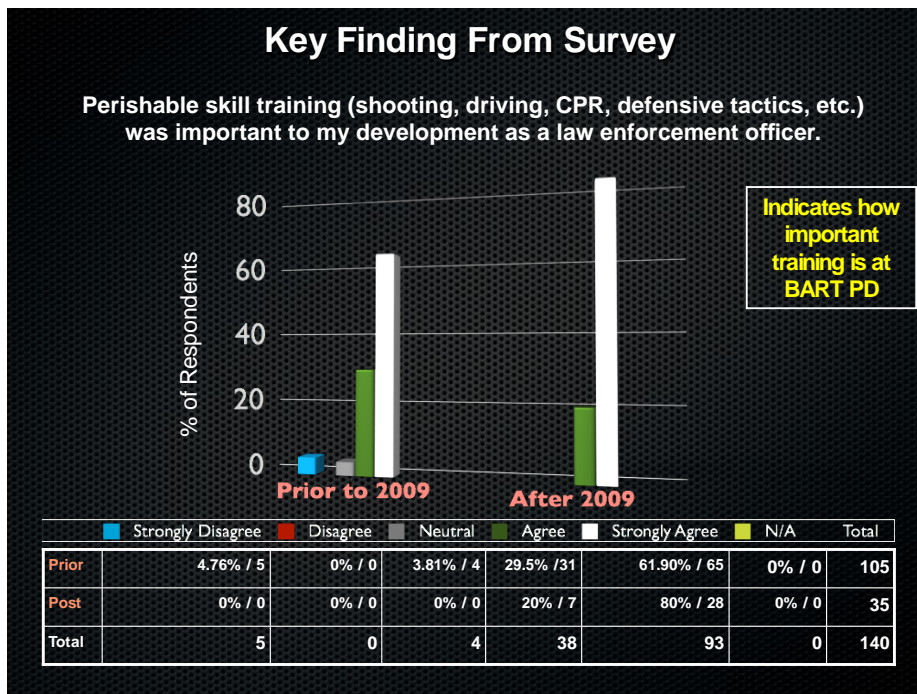
BART PD has an authorized staff of 206 sworn police officers. At the time the survey was administered there were 25 vacancies and 9 employees unavailable to work due to industrial leave of absence, which resulted in a remaining pool of 172 officers who received the survey. Completed surveys were received from 120 active sworn respondents, for a 69 percent participation rate from active duty BART PD. 20 respondents were retired sworn officers who were contacted via a closed social Internet network that is hosted by an active lieutenant at BART PD for a total of 140 respondents. The four key informant interviews were conducted by the researcher in a private setting and consisted of two police chiefs, one civilian executive at BART, and one civilian review board member.

### **Survey Data**

The survey questions were placed in random order to avoid creating a theme the respondent might notice and adapt their answers to. The questions were created to measure the level of engagement the sworn officer had with BART PD and to compare the different perception on leadership between officers employed pre and post the critical incident. The researcher analyzed the most interesting data points and significant statistical variations when breaking down the same questions as it related to command staff leadership at BART PD. The questions analyzed were

cross-tabulated with the main question at the top of the page with the corresponding answers below in bar graph and a summary box at the end with percentages and raw numbers displayed.

**Chart 1**



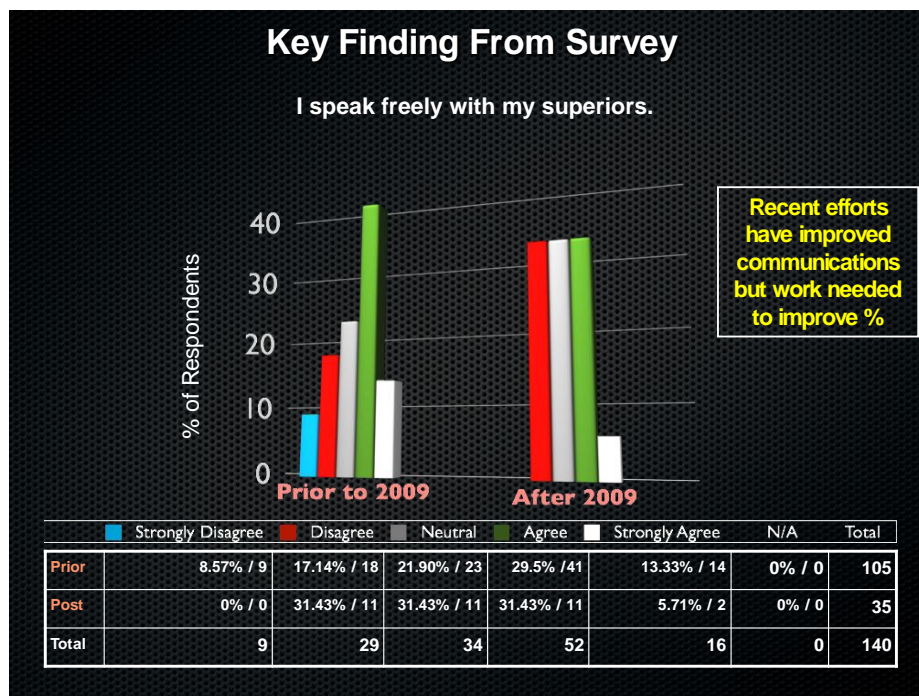
N = 140

Chart 1: The data collected illustrates that of staff hired post 2009, 100 percent of respondents agree, to strongly agree, that training is important to an officer's development.

The question regarding the respondent's understanding of the key mission at BART PD, was administered to see if new employees with less exposure to past command staff have been influenced with the established new mission of BART PD. Although the

respondents raw numbers for post 2009 respondents is smaller than the pre 2009 raw numbers, the data illustrates new hires have an increased awareness of the departments mission and the number who understand the mission may trend upwards with the addition of new sworn officers.

Chart 2



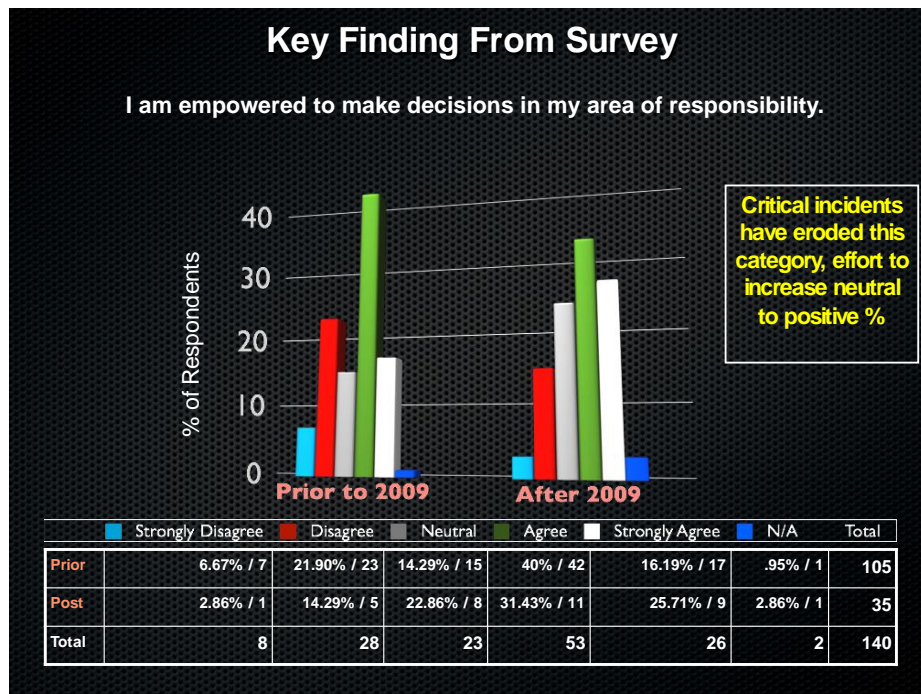
N = 140

Chart 2: This research question was designed to measure the perception of communication throughout the ranks at BART PD and assist in quantifying whether the employee had a sense of autonomy over their work. This author posits that when an



employee feels they have the discretion to work within the rule of law and make decisions without their superiors usurping their police powers, they feel empowered.

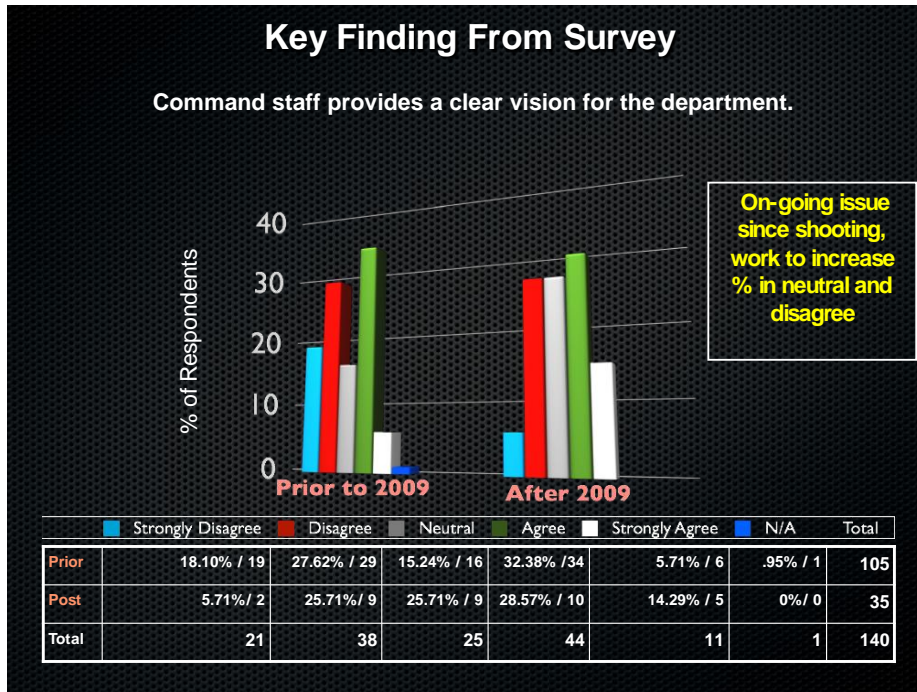
Chart 3



N = 140

Chart 3: This question was cross-tabulated to help measure if employees were engaged and invested with the department. It also analyzed whether they aspired to promote and if so, whether that correlated with their perception of whether their work performance had an effect on the public perception of BART PD.

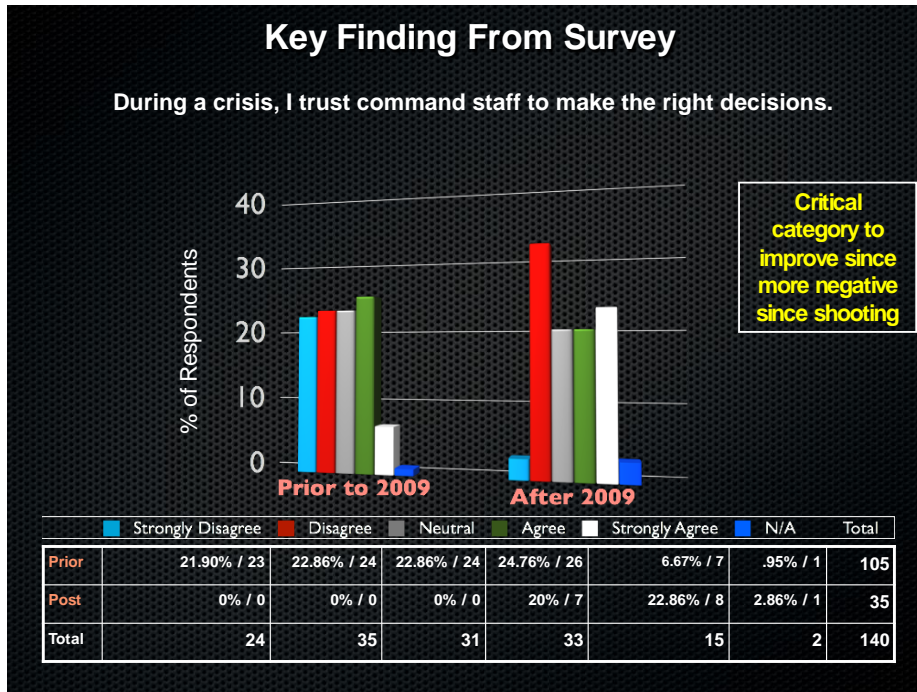
Chart 4



N = 140

Chart 4: Results from this question suggest current leadership has communicated a more clear vision for the department; as the prior strongly disagree and disagree both decreased.

Chart 5



N = 140

Chart 5: This survey question was cross-tabulated with those who aspire to promote and those who have confidence in the command staff during a crisis. These numbers help to illustrate the sense that employees want to belong to a group that they have professional confidence in. Those employees that lacked confidence in command staff's decision-making process during a crisis also did not aspire to promote to a higher rank.

### Analysis of Key Findings of Survey Data

The primary data collected was from surveys representing the perspective of sworn BART PD officers. This data was cross-tabulated with selected critical questions about leadership that provided insight to the pre and post Oscar Grant shooting. 140 of 172 eligible sworn officers participated in the survey portion of the data collection for an 82 percent participation rate from BART PD. The overall perspective on command staff's leadership was positive regarding engaging and empowering sworn staff to fulfill the mission of the department, however there continues to be differing perspectives from the pre and post critical incident respondents. The data reveals that more officers agree or strongly agree that: there exists confidence in the command staff and the training provided; they believe their work product has a direct impact on the perception of BART PD to external customers; and they are more engaged with the department mission and goals.

A high percentage of the respondents selected neutral in many categories in a statistically significant 10 to 20 percent plus rate. This could be explained by the various tenure of the employees, which may include employees that have worked for nearly twenty years, under three chiefs, each of which understandably had different leadership characteristics. This fact was reflected in the comment section of the survey that stated some respondents were not sure which command staff the researcher was referring so this was a variable that was not accounted for in the survey questions which may have led participants to take a neutral position.

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### Key Informant Data

The researcher selected four key informants to interview for this case study. Each informant was interviewed in private, three conversations were digitally recorded and one interview was transcribed during the course of the interview. The researcher summarized the key informants response to six questions asked during the interview.

### **Interviewee #1 – Executive in Law Enforcement**

Anonymous (Participant Key submitted)

Question 1: What are the key components to your leadership style?

Focus is on transformational leadership due to my early assignments to problem areas in different departments. I have the ability to deal with troubled employees and assist them with getting their work in line with the mission of the agency. When I speak of transformational leadership I am looking at motivating and inspiring employees to reengage in a higher calling to work with selfless acts.

Question 2: While working with BART PD, what was working well?

Whenever you have time, I call it the one hundred day rule. Whenever I go into an assignment, unless there is a liability or safety issue, I try to observe for one hundred days before I move to change things. I ask lots of questions and try to gain historical knowledge because what I found in my travels is that today's problems were yesterdays solutions to yesterdays problems, you can unknowingly think you have a solution to a problem and make a change and recreate past problems, so I like to take my time and not react too quickly so I don't create a new battle to an issue that was already fought and won.

Question 3: While working with BART PD, what could have been improved upon?

Always things you wish you could redo, whether it is promotions or how you roll out a new policy and procedure, communication style, but there are no redo's in life. You learn from perceived weaknesses or mistakes but you become better or stronger as long as you recognize the mistakes. If you go back in time and start redoing things, and you play it safe because you don't want to risk failure, you lose out on a learning moment because you learn more from failure or mistakes.

Question 4: What do you think were the reasons for disbanding BART PD?

Every time that BART PD is in the paper there is renewed talk about whether BART is a legitimate police department and whether it should exist. Coming from a sheriff's department, we had contracts policing other cities or special districts, disbanding agencies are often contracted out to a larger agency so disbanding was a viable option for the district. Any person who runs a police department and thinks that somebody else cannot do what they do better and cheaper is fooling itself, to include BART Police Department. I try to make my personnel understand that this is a customer focused police department and that we (BART) is a business and once the customer loses confidence in the business with BART PD being a part of the service and safety, people will demand something different for their money. There are numerous case study's of department's that were disbanded, like Metro Transit in Los Angeles was taken over by Los Angeles Police Department, the New York Transit police and the Port Authority were absorbed by the New York Police Department. So, yes BART PD could have been disbanded and ran by a multijurisdictional compact agreement, it was a real alternative. Once you believe that no one can do your job better and cheaper than you, your days are numbered.

Question 5: If there is one thing you could change about BART PD, what would that be?

The culture that I inherited and one that I hope to transform, is one that I call corrupting influence, like a dock worker mentality, although many of our officers come from other agencies within the state of California, once they become members at BART the union gets a hold of them and they become indoctrinated in ways to avoid work and maximize their profit through work rules, double time provisions, call back provisions that are unheard of in law enforcement that have crept over from the other unions at BART.

Question 6: Is there anything you would like to add that would help with my research on leadership at BART PD?

My basic philosophy on leadership is that you don't have to be a formally recognized leader to have influence over an organization. As the designated leader, especially as a leader that comes from outside of the organization you need to find who the informal and formal leaders are and get them moving in a particular direction, especially if you have been given a mandate for specific organizational changes. Once you can get the informal and formal leaders to critical mass, the faster you can introduce certain changes to the organization.

#### **Interviewee #2 – Executive at BART**

Anonymous (Participant key submitted)

Question 1: What are the key components to your leadership style?

I have learned very early in my career that the most important asset of any organization is the people that work there. Now, people are difficult and complex and this can make managing them a challenge but they are the best assets. My style has always been to value people and I believe that each individual contributes to the organization and when they are not contributing to the organization they are dragging the people around them down. Although I am people oriented, I am very clear on expectations and tough when I need to be. Leadership is to encourage, mentor to support and make sure they have the tools they need to do their job, but is also to make sure that the people you are responsible for are performing and if they are not and you don't deal with them it shifts the burden throughout the organization. A good manager delegates responsibilities, trusts you to do your job and shields you from the politics involved with the business so that you can do your job. A good

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leader is an advocate for their employees and always operates in the best interest of the public and the employees they supervise.

Question 2: While working with BART PD, what was working well?

When I was first hired at BART it was a few days before 911 and I was involved with security issues and BART PD took the threats to our system seriously it was a good introduction to the police department. I believe that there was some talent and expertise that the police department had that came to light during the multi-disciplinary security committee meetings that we had to address threats to the system.

Question 3: While working with BART PD, what could have been improved upon?

As I continued working with the PD, there appeared to be a sense of favoritism within the organization, but I could not speak on the level of professionalism from the officers I dealt with except on the surface level, working in the committee. I will add that the department was not as integrated with the district as it is now. The PD did not get a lot of focus from the General Manager or from the Board of Directors because it wasn't part of our core mission of running a transit business and up until the Oscar Grant shooting, and within hours of that incident it became clear that we didn't have enough management over the police department and could not depend on the police department to process the entire the agencies responsibility and the need for transparency that really caused us problems.

Question 4: What do you think were the reasons for disbanding BART PD?

Disbanding BART PD was not a realistic option and the matter was driven by a couple of politicians and a vocal minority who do not like the police under any circumstance, who did not see the value or the need for BART to have its own police department. BART PD is specialty policing and



the need to satisfy our external customers is our main goal and the police department is there to serve a purpose for our customers transit needs.

Question 5: If there is one thing you could change about BART PD, what would that be?

Well, lots have changed especially over at the PD and there are some organizational changes that I think should be explored but that would be for the police to make those decisions.

Question 6: Is there anything you would like to add that would help with my research on leadership at BART PD?

BART PD was always looked at as a one off, meaning they were a part of the organization but they were not the districts focus and the district did not need the PD to carry out the primary function to transport our customers across the region on our trains. That all changed after the Oscar Grant tragedy and we at the district quickly realized that the PD had not been given the proper attention that was warranted. After the internal affairs investigation by an outside agency and the Police Management Services recommended it the NOBLE report we were acutely aware of the critical issues. Through the NOBLE report we discovered multiple critical areas that were failing, policies and procedures were antiquated, the police department was out of compliance with training and training records. Since the reformations that were put into place, I see a more professional police department with systems in place to track and monitor performance and that is due to having a leader that cares about the product. It was time for a change when the time came. I am impressed with the direction of the police department, leadership is better, hiring from the outside to provide a different perspective has improved the department, and the department was not as professional as it is now before the incident.

### **Interviewee #3 – Executive on Civilian Review Board**

Anonymous (Participant key submitted)

Question 1: What are the key components to your leadership style?

First off, you have to hire the right people and set a good tone for your employees right from the start. I like to tell my employees to be a doctor not a patient, in other words come to me with a problem and with a possible solution to that problem and exercise your own judgment. Even when the employee's judgment is off, I focus on providing feedback to the issue and not focus on the person, I think that style is empowering to employees.

Question 2: While working with BART PD, what was working well?

I joined BART as a Civilian Review Board (CRB) member and did not have much insight into BART PD before I was selected for the CRB, but I became intimately aware of the NOBLE report, which outlined the deficiencies in the police department. I do not know enough to judge the nuts and bolts of the PD.

Question 3: While working with BART PD, what could have been improved upon?

Again, not having intimate knowledge of the PD, I have a sense that BART PD could be more proactive in providing information to the public regarding safety and current events on and around the train stations, but besides a cursory view, I don't feel like I know enough to improve upon a police function.

Question 4: What do you think were the reasons for disbanding BART PD?

I believe a vocal minority who did not want police services at any cost at BART drove the media to focus on talk of disbanding the PD. As a practical matter, disbanding the PD was not an

option, there are too many county boundaries, and the business of policing would be fractured and uneven and would probably provide inconsistent policing throughout the system.

Question 5: If there is one thing you could change about BART PD, what would that be?

BART PD should provide more “news you can use” such as tips to keep you safe, protection for your smart phones and how to reduce bike thefts.

Question 6: Is there anything you would like to add that would help with my research on leadership at BART PD?

The hiring numbers from outside agencies appears to improve the professionalism of the department; the new officers and the deputy chief’s bring in a perspective and new blood to an organization that needed a change. It appears that BART PD is retaining good employees and is moving in the right direction with the new leadership.

#### **Interviewee #4 – Executive in Law enforcement**

Anonymous (Participant key submitted)

Question 1: What are the key components to your leadership [style?](#)

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I believe in and advocate open communication, accountability, cooperation, and consistency, starting with the leader of the organization. The message I convey is that every police employee has a voice; and I valued everyone. I believed the leader of an organization should be inclusive and I welcomed union leaders to attend command staff meetings and during promotions or selections for special assignments I convened with command staff and asked their opinions before decisions were made.

My leadership style also included a sense of humor, something I found that many police employees lacked. I attribute having a good sense of humor to my longevity as a police officer and especially as I ascended up the ranks to an executive.

I was a believer in management and leadership by walking around. When I had time, I would ride and walk through trains or drive to stations alone in uniform and engage riders as if conducting a patrol check and, at the same time, visit with beat officers, community service officers (CSOs), and transportation and station personnel. I told new sergeants to never forget where they came from and would regularly remind myself of that.

Question #2 – While working with BART PD what was working well?

Until January 1, 2009, I believed that management and the rank-and-file of the department worked together fairly well. Budget shortfalls prevented me from acquiring more personnel, reorganizing the department's command structure, and purchasing state-of-the-art equipment that would make officers' jobs safer and more efficient, but we got by. Grievances were few and most were resolved at the first step. Having an officer leave for another law-enforcement agency was very rare, maybe one or two a year.

In 2008, the department began contracting with Lexipol to consolidate its policies into an automated and more professional and user-friendly format. That year, there was money in the budget to purchase TASERs, which the vast majority of officers wanted. Until then, BART PD was one of only a handful of Bay Area law-enforcement agencies that did not equip its first-responders with TASERs. (Little did anyone know then how a TASER on one officer's gun belt would forever change the course of the department.)

Question #3 - While working with BART PD, what could have been improved upon?

The BART Police Department never received the funding needed to staff and operate a full-service law enforcement agency. As a leader of the PD I did not receive the full support of the general manager to increase staffing at any level, so the PD suffered trying to staff dispatch and the communication equipment, hiring civilian staff (CSO) to augment sworn staff and the need for more authorized sworn personnel requests were denied.

Question #4 - What do you think were the reasons for disbanding BART PD?

The BART PD was not disbanded as a result of the death of Oscar Grant, but two members of the board of directors advocated taking away firearms from BART police officers and disbanding the department other politicians and religious leaders joined them; one recommended having the California Highway Patrol police the BART system. There were raucous and destructive protest marches on the streets of Oakland and loud mobs that took over the BART board meetings, where the vocal minority, led by the family and friends of Oscar Grant, demanded not only the disbanding of the department, but the firings of the general manager and the chief of police. I do not believe that disbanding the police department would work due to the four counties BART traveled through and the only reason the talk for disbanding was driven by a vocal minority that had the public's attention.

Question #5 - If there is one thing you could change about BART PD, what would that be?

The leadership of the department should mentor and develop incumbent personnel to prepare them to be leaders and managers in the department. As long as sergeants and command-level officers are hired from the outside, incumbent officers and sergeants who aspire to earn higher rank within the department will continue to have their desire and motivation daunted. That will drive officers to seek careers at other law-enforcement agencies; and serve as a disincentive for applicants who want to join a law-enforcement agency and someday climb the ranks.

Question #6 - Is there anything you would like to add that would help with my research on leadership at BART PD?

The interviewee provided several former employees to interview to discuss leadership at BART PD.

### **Summary of All Data Significant Key**

In summary BART police officers have an overall positive perspective on key issues regarding training, communication, feeling empowered, understanding the vision and confidence in command staff, but an underlying key finding is the large percentage of officers who selected neutral on those same critical questions from the survey. The findings from the key informants provided a common theme for the need to change leadership post 2009 and for that leader to possess certain professional characteristics of a good leader and the ability to change the organization from the inside out, some of the issues were lines of communication, developing good policy and procedures, providing good training, consistent discipline, and developing a mentoring program and a succession plan, at the same time a transformative leader is cognizant that problem employees can be a significant obstacle to operating an effective organization. All four key informants espoused that a leader must communicate, coach, mentor and train their employees and address problem employees or risk demoralizing the hard working valued employee's who may become disillusioned with management for being ineffective. Another theme that emerged was that three of the four key informants did not believe that the disbanding of BART PD was a viable option due to the complexity of transit policing and the multitude of jurisdictions the BART system traveled through, with one key informant stating that it was a viable option and indeed pointed out several agencies that had been disbanded or absorbed by another agency. Three of the four key informants were in agreement that the information provided from the NOBLE Report made it clear the police department needed new

leadership, organizational structure changes, updated policies and procedures and standardized, reliable, verifiable and on-going training to bring the BART PD into compliance with law enforcement industry standards.

The survey data from sworn staff indicates that the command staff needs to improve on communication, training, empowering officers and improving the staff's confidence in command staff. The key informants expressed the need for a leader to have open communication, provide good training and supervision and for the leader to be an advocate for their subordinates by requesting the proper equipment and training and for the leader to be the face of the agency. The value from the survey and the key informant interviews is that BART PD has specific data that the executive staff can focus resources to improve the BART PD

## **Chapter 5 – Conclusions and Recommendations**

### Conclusions

BART PD was in a crisis after the Oscar Grant shooting in 2009, the chief during the incident had a transactional style of leadership that had served the community well during his 37 years of service but was not adequate to handle the crisis and turmoil that ensued immediately following the shooting. BART PD had worked under decades of anonymity in the Bay [Area](#); it was not common public knowledge that BART PD was staffed [with sworn](#) police officers as defined in the California Penal Code. After the critical incident and an outside audit was completed it was discovered that BART PD lacked professional training, policies and procedures and did not have a vision and mission focus similar to any law enforcement agency in the Bay Area. The majority of the key informants believed that after the Oscar Grant shooting in 2009 the need for a new direction for BART PD was required to establish a sense of trust with patrons, the community BART served and with other stakeholders. The key informants described their key components of leadership and what they expected from effective leaders and their expectations aligned with the scholarly literature that described transformative leadership. According to the scholarly literature, a transformative leader is better suited to implement changes when an organization is in crisis, and subsequently a new leader was hired to change the culture of BART PD and that leader's qualities were more in line with a transformative leadership style.

The second conclusion from the survey is that overall the sworn staff have a favorable opinion of command staff's leadership but there is a difference in opinion in that staff hired before 2009 have a less favorable opinion compared to those hired after the 2009 and in addition the statistics from the survey indicate a significant percentage of staff disagree or are neutral in key areas from the survey such as trainings importance, open communication throughout the ranks, vision of department,

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individual officers feeling empowered to make decisions, and officer's trust of command staff to make the right decisions in crisis. Command staff's purpose is to provide leadership that instills trust with internal and external stakeholders, and provide the training and tools for sworn officers to complete the day-to-day operations and most in the organization with has a mission to provide staff with the tools necessary to complete the day-to-day operations of the PD with confidence. BART PD Command staff has to implement a strategic plan to increase the percentage of staff that has confidence in the leadership help make BART PD a high performing law enforcement organization.

### **Policy Recommendations**

The California Legislature mandated that BART create a civilian oversight committee over the PD, and the Civilian Review Board was established to work with the community and the PD to ensure transparent governance. BART PD command staff should continue working with the Civilian Review Board in this endeavor to provide effective and efficient police services responsive to the various communities BART serves.

### **Recommendations**

It is recommended that BART PD command staff formalize plans to increase positive responses to the key survey questions identified in Chapter 4 by 10% by 2016. The command staff should target these key survey questions that were answered with a disagree or neutral response which affect the perception, leadership, professionalism, effectiveness and efficiency of BART PD. It is further recommended that command staff focus on the five key areas identified in the findings of this study (communication, empowerment, training, vision and trust) which are fundamental principles in establishing and maintaining an efficient organization. The recruiting unit should focus on hiring candidates that are service driven, hold themselves accountable, and are aware that their work has a direct impact on public perception of BART PD. Command staff must focus on a continual

assessment of policy, procedure and training, to ensure alignment with industry standards.

Command staff should also create a mentoring program, a strategic succession plan, and develop a plan to improve communication throughout the ranks of the department.

### **Recommended Action Plan**

Command staff will utilize weekly command staff meetings, monthly police managers meetings, and the semi annual all hands meetings to increase the positive percentages by 10% by January 2016. Command staff will establish ad hoc committees to accomplish the following:

- By May 2014, select instructors for a promotional examination and mentoring programs, recruit subordinates for courses and begin meetings for next promotional examination in July 2014
- By June 2014, encumber additional funding for the next fiscal year to send command staff to professional development courses (Senior Management, FBI Academy, Command College, etc.)
- By July 2014, increase the number of sergeants who attend Supervisory Leadership Institute, Interperspectives Training etc.
- By 2015, rotate command staff and executive staff who have been in same bureau for two to three years for professional development and succession planning
- In January 2016 resubmit same survey to staff and compare results to assess if Command staff has reached its goal to improve the critical categories by 10%

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## Appendix A

### Leadership at BART Police Department

This survey is anonymous and is addressed to police personnel only. Your name rank or other identifying information will not be divulged. The data collected will be sent to an independent survey contracted out by author and the author will not be provided information to any participant's identity. The purpose of the survey is to analyze the perspective of law enforcement personnel on leadership at BART PD over a period of time. This survey is the key component to author's graduate capstone and your participation is greatly appreciated.

**\*1. How many years have you worked at BART PD?**

- A. 0 to 5
- B. 6 to 10
- C. 11 or more
- D. Retired

**\*2. Have you worked at another law enforcement agency?**

- Yes
- No

**\*3. If you worked at another agency, how many years were you employed?**

- A. 0 to 4
- B. 5 to 10
- C. 11 or more
- D. Not Applicable

**\*4. What was your highest rank?**

- A. Officer
- B. Sergeant
- C. Lieutenant or above

**\*5. Have you held a specialty assignment, such as investigations, canine etc.?**

Yes

No

**\*6. Do you aspire to promote to a higher rank?**

Yes

No

Undecided

**7. Gender.**

Female

M a l e

**8. What is your ethnicity?**

A. Caucasian

B. Black

C. Asian

D. Latino

E. Other

**\*9. What is your age?**

A. 21 to 29

B. 30 to 39

C. 40 or older

**\*10. I started working at BART PD:**

Prior to 2009

After 2009

**\*11. Feedback from command staff was important to my development as law enforcement professional**

☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree ☐ N/A

**\*12. Perishable skill training (shooting, driving, cpr, defensive tactics, etc.) was important to my development as a law enforcement officer.**

☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree ☐ N/A

**\*13. Interpersonal skills training are important to my development as a law enforcement officer.**

☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree ☐ N/A

**\*14. Command staff places a high priority on the professional development of sworn staff.**

☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree ☐ N/A

**\*15. I speak freely with my superiors**

☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree ☐ N/A

**\*16. BART PD has the same responsibility of a municipal police department.**

☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree ☐ N/A

**\*17. Command staff provides a clear vision for the department.**

☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree ☐ N/A

**\*18. I am empowered to make decisions in my area of responsibility.**

☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree ☐ N/A

**\*19. During a crisis, I trust command staff to make the right decisions.**

☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree ☐ N/A

**\*20. I am expected to make the best contribution I can toward the organization's goals.**

☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree ☐ N/A

**\*21. Command staff establishes the organization's priorities.**

☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree ☐ N/A

**\*22. I have support of command staff to do my job effectively.**

\_\_\_ Strongly Disagree \_\_\_ Disagree \_\_\_ Neutral \_\_\_ Agree \_\_\_ Strongly Agree \_\_\_ N/A

**\*23. I have the resources to do my job effectively.**

\_\_\_ Strongly Disagree \_\_\_ Disagree \_\_\_ Neutral \_\_\_ Agree \_\_\_ Strongly Agree \_\_\_ N/A

**\*24. My performance has a direct affect on the public perception of the organization.**

\_\_\_ Strongly Disagree \_\_\_ Disagree \_\_\_ Neutral \_\_\_ Agree \_\_\_ Strongly Agree \_\_\_ N/A

**\*25. Overall, I enjoy working at BART PD.**

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Neutral \_\_\_ Agree \_\_\_ Strongly Agree \_\_\_ N/A

**26. If you would like to add any additional comments, use the comment box below.**



## **Appendix B**

### **Key Informant Interview Questions**

Background questions? Who are you, name, job title and area of responsibilities, and how long have you been associated with BART PD.

1. What are the key components to your leadership style?
2. While working with BART PD, what was working well?
3. While working with BART PD, what could have been improved upon?
4. What do you think were the reasons for disbanding the BART PD?
5. If there is one thing you could change about BART PD, what would that be?
6. Is there anything you would like to add that would help with my research on leadership at BART PD?