



Institute for Democracy and Mediation
Instituti për Demokraci dhe Ndërmjetësim



Government of the Netherlands

The background of the cover is a faded, high-angle photograph of a group of police officers in blue uniforms, looking down or at each other.

REPORT ON

Assessment of State Police

Ethics and Integrity

(using hypothetical scenarios)



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ETHICS AND INTEGRITY

(Using Hypothetical Scenarios)

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Disclaimer:

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LIST ACRONYMS AND ABBREVIATIONS

CoE	Council of Europe
DCM	Decision of Council of Ministers
EU	European Union
IDM	Institute for Democracy and Mediation
OSCE	Organization for Security and Cooperation in Europe
SP	State Police

SUMMARY OF MAIN FINDINGS

This assessment report on police ethics and integrity examines the integrity in the State Police (SP) in Albania and the need to enhance the police organization's integrity as a tool to prevent and curb corruption. The purpose of this report is to provide an analysis on the types of integrity violations by the police in exercising their duty as well as the causes of individual and collective attitudes and perceptions among police officers. This report is of utmost importance, because it provides evidence on how to boost effective integrity management systems in the police organization.

This report employs a methodological approach by using hypothetical scenarios with police officers. The report combines a quantitative approach of the survey with scenarios of potential ethics and integrity violations and qualitative approach by discussing the findings in a focus group. The study describes the types of violations undermining the integrity of the police organization and the causes of the economic, social and organizational culture of the SP affecting the likelihood of their occurrence. The main findings of the report are summarized below:

- Breach of police integrity has been largely identified with bribe taking and opportunistic theft, although the types of violations that harm the integrity of the police organization are numerous. Bribe taking is considered to be the most severe offense/violation in the personal conduct of the respondents than of their colleagues.
- Dual employment of police officers is not reported as a severe conduct breaching the integrity of the police organization and has been welcomed and understood among colleagues due to poor financial treatment of police officers.
- The willingness to report on violations continues to remain low. Average values for individual attitudes are lower than those on fellow officers' perceived willingness. Exceptions to this trend include the most serious violations of integrity of the police organization, which would approximately find more individual willingness than among colleagues.
- The group of young police officers (with less than 5 years of experience in SP) and women police officers generally report a more attenuated attitude towards violations that undermine the integrity of the police organization in assessing disciplinary measures against violations as well as willingness to report them.

- The culture of silence for reporting fellow officers' corrupt acts continues to prevail in the State Police and the will to report violations is persistently depleted. However, there is a tendency to break silence by the most experienced employees in the State Police (those officers with more than 30 years of experience) who are more likely to report violations that undermine integrity of the police organization.

1. INTRODUCTION

Police integrity is one of the key challenges for the State Police in fulfilling its mission to maintain public order and safety. Police officers are responsible for preventing and detecting crime, guaranteeing law enforcement, maintaining public order, and protecting the rights of citizens. In exercising these responsibilities, they may face the emergence of unethical, unacceptable and corrupt behavior. The bias to resist temptation for abuse with the rights and privileges of the police profession implies the integrity of the police¹. Police integrity can be individual and organizational. Individual integrity is the moral strength of the behavioral connection with ethical values and rules. Organization's integrity exists when the organization operates in accordance with the list of clearly defined ethical values and adopted rules.

This report aims to assess the police integrity in Albania. In this context, the purpose of the report is to contribute, through evidence, in the public discourse on police integrity, to assist the State Police in improving anti-corruption framework focusing in strengthening the institutional integrity. Prevention of and effective fight against corruption in the police would impact the increase of citizens' trust in the State Police and would further improve its operation to provide for public safety for citizens. Finally, strengthening of institutional integrity aims at professional advancement of the police to ensure good governance in the SP.

Therefore, taking stock of the above mentioned, the selected approach is that police corruption is more an organizational concern rather than an individual problem of police officers and is closely linked with the work culture of the police organization. The purpose of the assessment is to analyze the types of police integrity violations while on duty and the motives of individual attitudes and collective perceptions among police officers. This report is the third edition after two studies on police ethics and integrity published in 2014 and 2016.² This assessment report is divided into four chapters. The first chapter provides a description of the structure of the assessment report and the concept of integrity. The second chapter offers a detailed description of the methodology

¹ Llamallari, B. (2015) "Enhancing police integrity in Albania". Institute for Democracy and Mediation, p. 9.

² Studies conducted by IDM in the framework of "Enhancing Police Integrity in Albania" and "Police Integrity Index" projects funded by the Ministry of Foreign Affairs of the Kingdom of the Netherlands; For more information visit: <http://idmalbania.org/police-integrity-and-corruption-in-albania/> and <http://idmalbania.org/study-police-integrity-and-corruption-in-albania-2-0/>

employed for the data collection and processing. The next chapter provides more empirical data and analysis on the issue of police integrity with regard to: i) individual perceptions of police officers and fellow officers' perceptions on the severity of violations introduced in the scenarios; ii) the disciplinary measures that surveyed police officers think should be taken against colleagues who commit such violations taking into account the severity of the violation; iii) personal and perceived willingness in others to report witnessed violations; and iv) assessment of respondents' knowledge on the compliance of behaviors presented in the scenarios with the SP official policies. The fourth chapter of the report elaborates the dynamics of perceptions on police integrity for 2014-2018. This section compares the findings of this report with the those of previous studies in terms of hypothetical scenarios. The report ends with conclusions drawn from its findings and provides some recommendations intended to strengthen the organizational integrity of the State Police.

2. METHODOLOGY

This assessment report employs a methodological approach with hypothetical scenarios attested to police officers. The report combines a quantitative approach for the survey with scenarios of potential violations of ethics and integrity as well as a qualitative approach by discussing findings in a focus group.

The survey was conducted in November 2018 - January 2019 with 225 police officers with an equal quota of 15 police officers in 15 police units in Tirana, Durres, Shijak, Vora Lushnje, Shkodra and Kavaja.³ During this assessment, a focus group discussion was also held with 7 police officers of different characteristics, such as age, gender, and rank.⁴

The attitude and perceptions of police officers reported in this assessment are very important, as they will serve to establish a set of indicators related to police integrity. These indicators can be used to improve anti-corruption policies in the country as well as to monitor the progress and achievement of goals of the State Police in enhancing police integrity.

2.1 Survey with Hypothetical Scenarios

Hypothetical scenarios gather the perceptions and attitudes of police officers on issues related to police integrity. According to authors Klockars, Haberfeld and Ivkovic, the methodology on questionnaire is designed so that it measures the phenomenon from different points of view, reducing the potential resistance to answering questions on concrete/real-life cases of involvement of surveyed police officers or their colleagues in corruption.⁵ The survey questionnaire with scenarios measures the attitude towards enforcement of rules on ethics and integrity to certain categories of police integrity violations while on duty. The questionnaire was conducted in several police units in the

³ Collection of data by police officers, validation of the scenarios envisaged in the survey as well as the sample, was

conducted by IDM supported by the working group of the General Directorate of SP established by an official letter

of the GDSP, protocol no. 6681, dated 09.10.2018 "On Taking Measures and Cooperation with IDM"

⁴ Focus group discussion with State Police employees held on 10.05.2019.

⁵ Klockars C.B., Ivkovic, S.K., and Haberfeld M.R. "Enhancing Police Integrity". Springer, NY 2006. p. 16

Tirana district and in some other municipalities of the country, such as Durres, Shijak, Shkodra and Lushnje.

The questionnaire of this assessment report comprises of 15 scenarios (11 scenarios from the previous IDM studies and 4 new scenarios added from present experience). These scenarios describe events that lead to situations where the opportunity to profit undermine the integrity of police officers.⁶ For each scenario, seven questions are required to be evaluated. Six questions out of these examine the integrity as a tendency to resist the risks of violating the ethical conduct and integrity by the police officer him/herself and his/her willingness to report on other employees. Two out of seven questions for each scenario relate to the disciplinary measure they think should be taken for each violation. Finally, police officers have reported the level of willingness to report corruption cases and violations of police integrity by the police officer him/herself and his/her opinion about the willingness of other employees to report these violations. One of the questions seeks to solicit answers whether police officers think that the attitude described in the scenario constitutes a violation of the official policy in the police. Two of the questions relate to the perception of the severity of the violation at individual level as well as for other state police officers. The Likert assessment scale for five questions spans from 1 (not serious at all) to 5 (very serious) and two questions use alternatives related to the disciplinary measure that can be applied/imposed to the violation.

The 15 scenarios used in the questionnaire are provided below:

Scenario 1: Dual Employment

A police officer, a father of five, works a second undeclared job after office hours. He works as an apprentice mechanic in his brother's car repair shop. He is, of course, paid for this job, but he did NOT report this second activity that he runs beyond office hours.

Scenario2: Accepting favors when on duty

A police officer regularly accepts free meals, cigarettes and other goods at low cost from the dealers in the area of his patrol. He does not ask for these and is careful not to abuse with the generosity of the people offering gratuities.

⁶ See full questionnaire in Appendix 8.

Scenario 3: Taking bribes

A police officer pulls over a speedy motorist. The police officer agrees to accept a bribe in exchange for skipping the ticket; the bribe is half the amount of the ticket he was supposed to write.

Scenario 4: Accepting favors when off duty

A police officer is much esteemed in his community. Businesspeople of the area, restaurant and bar owners try to show their appreciation of his service by giving him free food and drinks when he is off duty.

Scenario 5: Opportunistic theft

A police officer finds out that a burglary has occurred at a jeweler shop. The shop's display window glass was broken and many items were stolen. When examining the location, the police officer steals a watch, which is equal to half of his monthly salary. He reports that the watch is among other items stolen during the burglary.

Scenario 6: Taking commission for recommendation

A police officer, who controls traffic safety, has a private deal with a car service and spare part shop to recommend owners of cars crashed in accidents to have their car serviced in that particular shop. In exchange of recommendations, he takes a commission of 5% of the value of the car repair labor from the car service shop owner for every car recommended to and serviced by this business.

Scenario 7: Misuse of powers

A police officer, who is a very good car mechanic, is reluctantly assigned to work during vacation period. One of his supervisors offers him the opportunity to take some days off if the police officer repairs the personal car of the supervisor. How would you consider *the conduct of this supervisor*?

Scenario 8: Concealment a of a fellow officer's violation

It is 2 o'clock in the morning. A police officer on patrol is driving the police car in a road where there are no people. He spots a car off the road, stuck in a ditch. He approaches the car and sees that the driver is not harmed but he is drunk. He finds out that the drunk driver is a police officer. Instead of reporting this accident and register it as a traffic infraction, he helps the driver out and drives him home.

Scenario 9: Accepting gifts for dismissing violations of the law

A police officer, who is patrolling on foot in the area assigned to him, sees that a bar owner is serving drinks one hour beyond business closing hours and there is much noise coming from the loud music and its clients. Rather than

reporting this violation, the police officer agrees to have two free drinks from the bar owner.

Scenario 10: Use of excessive force

Two patrolling police officers see a young man trying to break into a car. The suspect takes to his heels upon spotting the approaching police officers, who run after him for a while. They catch him, take him down, and handcuff the suspect. After that, the police officers punch him in the belly as a punishment for his runaway and resistance to handcuffs.

Scenario 11: Theft of lost-and-found items

A police officer finds a wallet in a shopping mall where he was patrolling. In the wallet, there is some money worth his five days of work. He hands in the wallet to the lost-and-found unit, but decides to keep the money for himself.

Scenario 12: Verbal violence, discrimination based on ethnic origin

Two police officers were notified of a fierce confrontation between two Roma people. They went to the spot and one of the officers used words and phrases which were highly offensive: “You filthy gypsies, it’s always the same with you, we wouldn’t be dealing with you anymore” and other derogatory terms.

Scenario 13: Hiding domestic violence

A police officer and his colleague receive a denunciation at the police station from a woman who was physically abused. One of the officers finds out that his colleague was trying to persuade the abused woman that such conflicts should be resolved peacefully at home only. The officer does take notes of the woman’s reporting. The other officer does not report the conduct of his colleague.

Scenario 14: Coverup of a violation upon superior’s order

The superior officer calls the police officer and orders him not to write a report on a violation that occurred in a private security company (PSC) without providing any explanation. The police officer becomes aware that the business owner is a close friend of senior state police officers. The police officer obeys this verbal order and leaves the business without filling out a report card on the violation.

Scenario 15: Expression of opinion in public

A police officer writes in his personal social media account that the new law on the system of ranks in the State Police is not meritocratic and does not reflect the requirements for a professional activity of the State Police. While he had already provided his feedback on the new law in a series of consultation meetings held to solicit feedback during the drafting process of the law, he

considered that he should express his opinion publicly based on his right of freedom of expression.

The questions for each scenario used in the questionnaire are as follows:

1. How severe do you think this conduct is?

Not severe at all					Very severe
1	2	3	4	5	

2. How severe do most police officers in your unit/department think this conduct is?

Not severe at all					Very severe
1	2	3	4	5	

3. Is the described conduct considered to be a violation of the official line and policies in the police?

Absolutely no					Definitely yes
1	2	3	4	5	

4. If a police officer is involved in such a conduct and is detected acting like this, what disciplinary measures do you think should be taken against him, if such a measure is to be taken at all?

- | | |
|-------------------------|---------------------|
| 1. No measure | 4. Postponement of |
| promotion up to 2 years | |
| 2. Verbal warning | 5. Demotion up to 6 |
| months | |
| 3. Written reprimand | 6. Dismissal |

5. If a police officer in your unit/department is involved in such an activity and is detected acting like this, what disciplinary measures do you think should be taken against him?

- | | |
|-------------------------|---------------------|
| 1. No measure | 4. Postponement of |
| promotion up to 2 years | |
| 2. Verbal warning | 5. Demotion up to 6 |
| months | |
| 3. Written reprimand | 6. Dismissal |

Absolutely no 1 2 3 4 5 Definitely yes

Absolutely no 1 2 3 4 5 Definitely yes

2.2 The Sample and Its Demographic Data

⁷ Klockars C.B., Ivkovic, S.K., and Haberfeld M.R. "Enhancing Police Integrity". Springer, NY 2006.

- 1) Police Commissariat No. 1, Tirana;
- 2) Police Commissariat No. 2, Tirana;
- 3) Police Commissariat No. 3, Tirana;
- 4) Police Commissariat No. 4, Tirana;
- 5) Police Commissariat No. 5, Tirana;
- 6) Police Commissariat No. 6, Tirana;
- 7) Police Commissariat of Vora, Tirana;
- 8) Police Commissariat of Kavaja, Tirana;
- 9) Regional Commissariat of Traffic Police, Tirana;
- 10) Regional Directorate of Border and Migration, Tirana;
- 11) Academy of Security;
- 12) Police Commissariat of Durres;
- 13) Police Commissariat of Shkodra;
- 14) Police Commissariat of Shijak;
- 15) Police Commissariat of Lushnje.

This assessment included 225 police officers with an equal quota of 15 police officers per unit. Sampling of respondents was accomplished through the combination method with the random selection within the grouping. In the first step of sampling, 3 out of 12 local departments were selected as representative of the population of state police institutions. Given the number of employees for each commissariat within the group and the fact that the police organizational structure is standardized, 15 surveyed staff were randomly selected from each police unit involved in these groups. The probability of selecting each employee was 6% and the estimated error margin is -2.9% (with a statistical confidence level of 95%).

The reason to conduct the survey in Tirana and in some police units of other municipalities, such as Durres, Shkodra, Shijak and Lushnje, is twofold. Firstly, the State Police is a hierarchical institution, with vertical organization and unique rules that apply uniformly to all police units across the country, affecting the uniformity in handling and reporting corrupt practices. Therefore, the survey findings for these municipalities may be considered valid for the SP as a whole. Secondly, Tirana is the largest administrative unit in the country and the dynamics of situations or opportunities for corrupt behavior in this district as well as in the municipalities of Durres and Shkodra or Shijak is greater.

The sample demographics considers gender, age, and years of service in the occupation of the target population. The sample consists of 225 police officers, of which 171 (or 76%) are males and 54 (or 24%) are females. Age-wise, most respondents of the sample belong to the 46-55 years age group, which counts for 32.9% of the sample, followed by the 26-35 years age group with 31.6% of the sample (71 police officers). The lowest sample size is over 56 years age group with 10.2% of the sample or 23 police officers. Meanwhile, 26-35 years

and 36-45 years age groups have almost the same levels of representation in the sample, 12.4% and 12.9% respectively.

With regard to the characteristics of years of service in the profession, 29.8% of the sample (or 67 police officers) have a police work experience of 21-30 years, followed by police officers with less than 5 years of police service, making up 25.8% of the sample. The category with more than 30 years of work experience is less represented, i.e., 8% of the sample (18 employees).⁸ The category with 5-10 years of work experience in the police occupies 15.1% of the sample (34 police officers) and the category with 11-20 years of work experience is 21.3% of the sample (48 employees).

Consideration by rank reveals that 77.8% of the sample consists of police officers of the operational level and 22.8% are police officers of the management level. Approximately 75.6% of the surveyed police officers work in the public order and public security sector. This is explained by the fact that the sample was conducted with police officers of police units/commissariats, most of which hold the rank "Inspector".

Criminal Police represents 8.9% of the sample, border and migration police represent 7.1%, and Police Academy and Support Services combined make up 8.5% of the sample (see Table 1).

Table 1: Sample attributes/characteristics - Survey with police officers, 2018

Sample attributes/characteristics	Response categories	Frequency (in numbers.)	Percentage (in %)
Gender	Male	171	76.0%
	Female	54	24.0%
Age group	Up to 25 years	28	12.4%
	26-35 years	71	31.6%
	36-45 years	29	12.9%
	46-55 years	74	32.9%
	Over 56 years	23	10.2%
	Less than 5 years	58	25.8%

⁸ The criteria for inclusion of the new generation in the survey: 5 police officers in each commissariat should not have more than 3-5 years of work experience (i.e., have started to work as police officers in the last 3 years).

Years in Police Service	5-10 years	34	15.1%
	11-20 years	48	21.3%
	21-30 years	67	29.8%
	More than 30 years	18	8.0%
Rank	Police officer at operational level	175	77.8%
	Police officer at management level	50	22.2%
Sector of service	Criminal Police	20	8.9%
	Border and Migration Police	16	7.1%
	Public order and safety	170	75.6%
	Support Services	4	1.8%
	Police Academy	15	6.7%

2.3 Data Analysis

The entry of data obtained from the questionnaires was conducted by specialists following the random check-out practices of questionnaires and data input at 10% of the sample to ensure quality of data. The data in the questionnaire were codified according to a data processing strategy. The data was analyzed with the SPSS statistical software.

This analysis uses descriptive statistics of questionnaire responses as well as comparative analysis of perceptions and assessment of attitudes according to the scenarios for different profiles of state police officers (cross-tabulation), including age, gender, rank and years of service.

A very important element of the analysis is the comparison of 2018 data with those of previous studies of 2014 and 2016 as a way to identify changes in the attitudes of police officers themselves about the incidence of corrupt behavior and their impact on the integrity of the police.

3. AN EMPIRICAL ANALYSIS OF THE SURVEY BY USING SCENARIOS

The analysis of the collected data is presented in four main sections. The first section compares respondent police officers' assessments regarding individual attitudes and their peers' perceptions on the severity of violations delineated in each scenario.

The second section provides an analysis of the disciplinary measures that respondents think should be undertaken for the surveyed violations versus the disciplinary measures they expect to be practically taken based on the assessment given on the severity provided in the first section.

An analysis of the tendency of personal willingness and other peers' inclination to report on the foreseen violations is given in the third section.

The fourth section presents an assessment of respondents' level of knowledge on compliance of their attitude with official policies and rules as delineated in the scenarios.

The last section analyzes police officers' attitudes to violations presented in the scenarios viewed from the work experience of police respondents.

3.1 Assessment Analysis on the Severity of Attitude

This section seeks to analyze the severity of attitudes of various police officers as per their personal judgment and respondents' perceptions on how serious that particular attitude is considered by most of his/her colleagues.

The data presented in Table 2 reveal that police officers appear to have priority assessments in terms of the attitude severity that each of the 15 scenarios envisaged. In almost all scenarios, police officers declared a more critical personal attitude to the behaviors specified in the scenarios compared to the attitude they think their colleagues have.

Dual employment (scenario 1) continues to remain, as in the previous studies, the less problematic behavior both in personal judgment and in the colleagues' perception. Having a second job has mostly taken the rating of 2 (rather serious).

Table 2: Average rating of severity of the impact of behavior on the integrity of the police officer, as stated by the interviewed SP officers

Scenarios	How serious do you think this conduct is?		How serious do most of your colleagues think this conduct is?	
	Average	Answer	Average	Answer
Dual employment	2.72	Somewhat serious	2.74	Somewhat serious
Accepting favours when off duty	3.23	Very Serious	3.17	Very Serious
Freedom of public expression of opinion	3.31	Very Serious	3.38	Very Serious
Accepting favours when on duty	3.63	Very Serious	3.43	Very Serious
Coverup of colleague's violation	3.86	Very Serious	3.73	Very Serious
Hiding domestic violence	3.92	Very Serious	3.86	Very Serious
Use of excessive force	3.97	Very Serious	3.68	Very Serious
Misuse of powers	4.07	Very Serious	3.96	Very Serious
Taking commission for recommendation	4.28	Very Serious	4.19	Very Serious
Verbal Violence - Discrimination	4.37	Very Serious	4.13	Very Serious
Theft of lost-and-found items	4.37	Very Serious	4.38	Very Serious

Coverup of violation upon order	4.42	Very Serious	4.20	Very Serious
Accepting gifts for dismissing violations of the law	4.45	Very Serious	4.20	Very Serious
Taking bribes	4.67	Very Serious	4.32	Very Serious
Opportunistic theft	4.93	Very Serious	4.76	Very Serious

** The Likert assessment scale used in the survey: 1- Not serious at all, 2- Somewhat serious, 3- Serious, 4- Quite serious, 5-Very serious*

Dual employment is not considered to be a serious violation, as police officers admit coping with financial problems and tolerate their fellow officer's violation.

"We do not feel financially motivated considering the actual workload we have. Overtime is not paid, because of a Decision of the Council of Ministers that authorizes payments only for 16 overtime hours" - SP employee participating in the focus group.⁹

The second less problematic scenario is 'accepting favors when off duty' (scenario 2). The most reported response for this scenario is 5 (very serious).

In their personal judgment, police officers report that they perceive the attitudes, such as opportunistic theft, taking bribes, accepting gifts, coverup of a violation by order, violence and abuse of power, envisaged in the scenarios as very serious.

Opportunistic theft (scenario 5) and taking bribes (scenario 3) are the attitudes that have received the highest average rating. These behaviors are perceived to be more severe in the personal judgment compared to the perception of the majority of colleagues.

Police officers have less trust in the colleagues' diligence than the personal actions, which reveals a lower level of trust among colleagues. These two

⁹ Focus group discussion with State Police employees held on 10 May 2019.

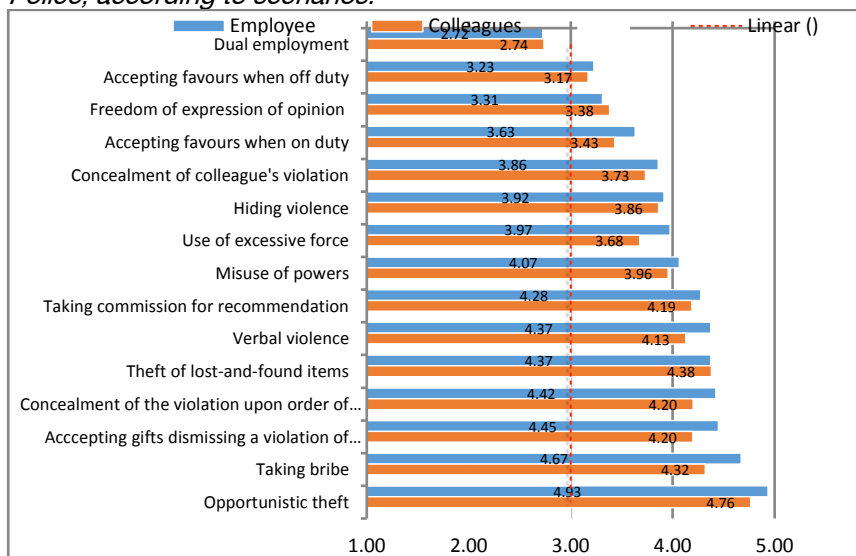
violations are perceived as socially punishable and as a consequence have a greater social sensitivity in relation to them¹⁰.

“Taking bribes and opportunistic theft are violations commonly related to the personal integrity of the officer”- SP employee participating in the focus group discussion.

There is a polarization of the assessment regarding the severity of the breach reported in scenario 3 (taking bribes) and scenario 2 (accepting favors when off duty). Taking bribes is considered to be one of the worst violations while accepting favors when off-duty is positioned on the opposite side as one of the least serious violation. Accepting favors when off-duty is not perceived as a serious violation to the integrity of SP, but is perceived as part of the process and well-being of the police officers.

“Accepting a modest favor outside working hours (when off duty) is part of the job of the police officer. He has to build trust in his relations with the community in the exercise of his duty”- representative of the SP in the focus group.

Graphic 1: Assessment of the average rate of individual and collective perceptions on severity of impact of violation on the integrity of the State Police, according to scenarios.



Likert scale of assessment used in the survey: 1- Not at all serious, 2- Somewhat serious, 3- Serious, 4- Quite Serious, 5-Very Serious

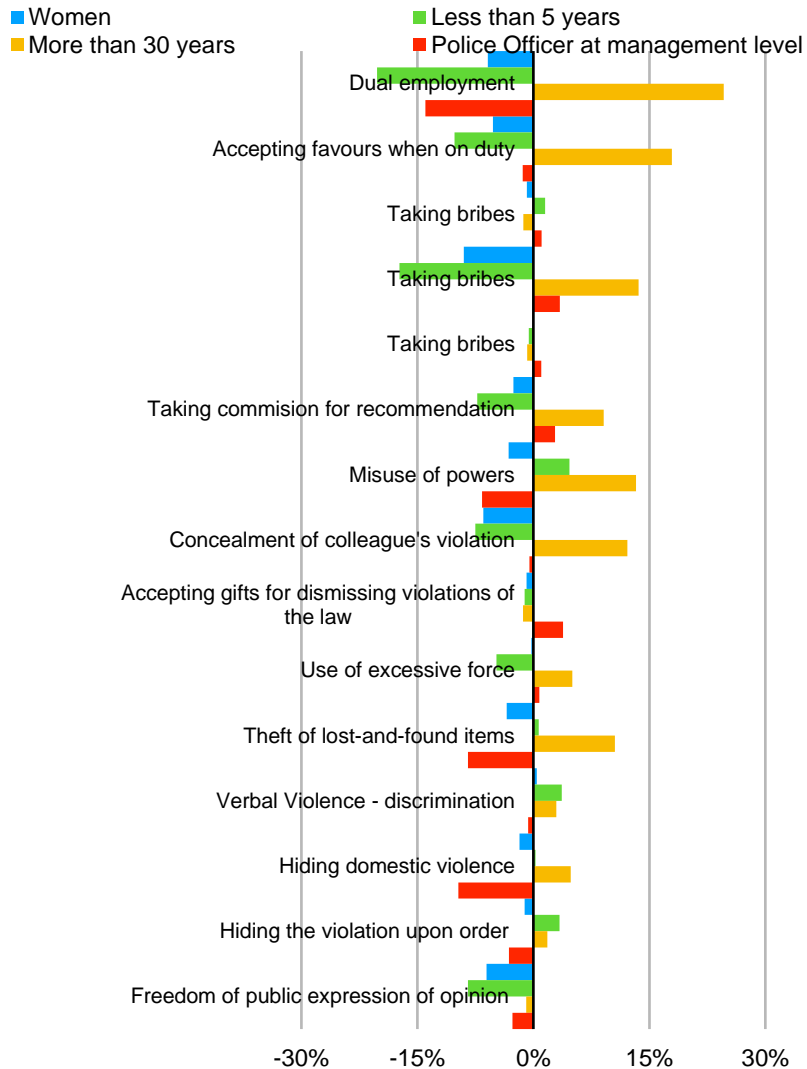
¹⁰ Dyrnishi, Arjan (2016) *“Police Integrity and Corruption in Albania 2.0”*. Institute for Democracy and Mediation. 2016, p., 66.

Data analysis of personal attitudes, by respondents' age group and years in service, revealed that senior police officers (of more than 30 years in police service) perceive the behaviors described in the scenarios to be most detrimental to the integrity compared to the average level reported. Almost the same opinion is also reported by senior management employees for whom violations such as taking bribes and rewards (accepting favors) are the most severe violations affecting integrity (see Graphic 2).

State Police employees, regardless of their age, gender or seniority, maintain the same attitude in terms of the severity of various behaviors affecting police integrity, such as taking bribes, accepting favors or rewards, and opportunistic theft. Less experienced police officers (with less than 5 years of work experience) as well as policewomen report a more attenuated attitude to behaviors such as coverup of domestic violence, dual employment, accepting favors when off-duty or coverup of a fellow officer's violations by order of a superior (see graphic 2). Newcomers (young police officers) and policewomen report higher tolerance compared to the more experienced police officers and the leading group, due to lack of experience and incomplete information on violations of ethics and integrity.

Representatives of the SP participating in the focus group discussions stated that: *"Young officers in the police and policewomen are more tolerant to violations because they lack experience and, consequently, do not properly assess the burden of particular actions."*

Graphic 1: Assessing the severity of attitude by gender, years of service, and rank



3.2 Disciplinary Measures and Their Application

This section analyzes respondents' response on enforced vs expected disciplinary measures to be taken on violations described in the scenarios. This analysis will also take into account the assessment provided by police officers on the severity of the violations made in the above section.

Disciplinary measures included in the questionnaire for all scenarios are taken from the provisions of the State Police Regulation. According to this regulation, disciplinary measures to be enforced for minor disciplinary infringements to police officers are classified as follows: 1- no measure; 2-verbal warning; 3-written reprimand; 4- postponement of promotion up to 2 years; 5- demotion up to 6 months; 6-dismissal (as set forth in Article 237 of the State Police Regulation) ¹¹ . Respondents have chosen their answers from optional responses for conducts specified in the scenarios.

The following table shows the sequence of scenarios according to the disciplinary measures that police officers report as appropriate to be taken; and the disciplinary measures expected to be taken for behavior described by various scenarios included in the study. Such sequence matches the reported estimation of the severity of the violation. (See Table 2), reflecting some changes. There are some variations between violations such as: accepting favors when off duty with the freedom of expression and opinion, in public; coverup of fellow officer's violation with the domestic violence; theft of lost-and found items with coverup of violation upon order of the superior.

A comparison of the assessment of the enforced disciplinary measures with those expected to be taken in practice reveals uniformity of responses provided by the respondents (See Table 3).

Table 3: Ranking of scenarios according to the average of the applied disciplinary measure against the expected ones.

Scenarios	Disciplinary measures that SHOULD be enforced (p. 4)		Disciplinary measures EXPECTED to be enforced (p. 5)	
	Average	Option	Average	Option
Dual employment	2.19	No measure	2.25	Verbal warning
Expression of opinion in public	2.48	No measure	2.62	Verbal warning
Accepting favors when off duty	2.66	Written reprimand	2.72	Written reprimand
Coverup of domestic violence	2.90	Written reprimand	2.96	Written reprimand

¹¹ Article 237 of the Decision of the Council of Ministers, No. 750, dated 16.09.2015, "On Adoption of the State Police Regulation"

Accepting favors when on duty	2.90	Verbal warning	3.01	Verbal warning
Use of excessive force	2.93	Written reprimand	2.94	Verbal warning
Coverup of fellow officer's violation	3.02	Written reprimand	3.19	Written reprimand
Accepting gifts dismissing a violation of law	3.13	Written reprimand	3.22	Written reprimand
Abuse of powers	3.18	Verbal warning	3.28	Written reprimand
Verbal violence – discrimination	3.20	Written reprimand	3.18	Written reprimand
Coverup of violation upon order	3.46	Written reprimand	3.52	Written reprimand
Theft of lost-and-found items	3.85	Dismissal	3.85	Dismissal
Taking commission for recommendation	3.96	Written reprimand	4.00	Dismissal
Taking bribes	4.33	Dismissal	4.40	Dismissal
Opportunistic theft	5.29	Dismissal	5.23	Dismissal

The categories of disciplinary measures are classified as follows: 1- No measure, 2-Verbal warning, 3- Written reprimand, 4- Postponement of promotion up to 2 years, 5-Demotion up to 6 months, 6-Dismissal.

The disciplinary measures reported by the respondents match those stipulated in the State Police Regulation in 12 out of 15 scenarios. Exceptions include the following violations: dual employment, free expression of opinion in public, and use of excessive force.

Respondents showed softer attitude when opting for “none” and “verbal warning” as disciplinary measures to violations, such as dual employment and free expression of opinion in public by the police officer given that the disciplinary measures specified in the State Police Regulation state “expulsion from Police”. Dual employment is prohibited by the Law on the State Police and, as a consequence, constitutes a serious violation of the law.¹²

¹² Article 91, Law No. 108/2014 “On the State Police”, as amended.

The public expression of police officers' position is regulated by the State Police Regulation¹³. According to the regulation, the police officer does not express any political affiliation on issues of sensitive nature to the public and that are being dealt with by the SP. Therefore, publicly expressed affiliation constitutes a serious disciplinary offense. The regulation does not clearly define the manner of public expression of opinion by the police officer or the type of information that can be publicly expressed and that does not affect the activity of the State Police.

"There is no regulation of how police officers should express their opinion in public or in the media. There is also lack of training in this area and this may tremendously impact the published opinions"- police officer during focus group discussions.

The reported disciplinary measure on the violation use of excessive of force, "written reprimand", does not match the one stipulated in the State Police Regulation - "expulsion from Police" or "dismissal" (Chapter V of the Regulation). This reporting noncompliance with the applicable secondary legal framework may result from police officers' lack of awareness on types of disciplinary offenses and their related disciplinary measures.

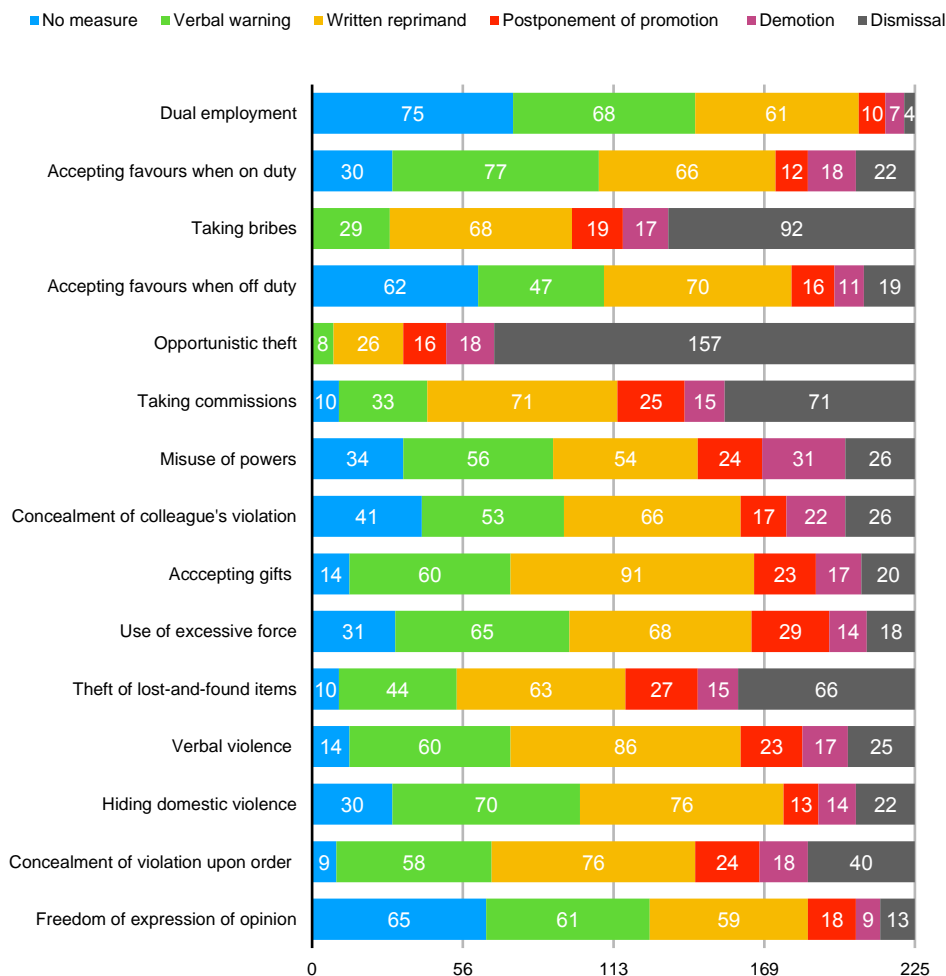
For violations of bribery taking or opportunistic theft, the "dismissal" is reported as most severe disciplinary measure. These violations are also assessed as the most serious violations by the respondents, in the above section.

Milder disciplinary measures are reported for dual employment, accepting favors when off-duty, or public expression of one's opinion. This is consistent with the evaluation of the respondents who reported these behaviors as less serious.

A comparison of the data reported in this study with those of previous research (2016) reveal no major differences.

¹³ Article 116 of the State Police Regulation

Graphic 2: Disciplinary measures to be taken, distributed by scenarios

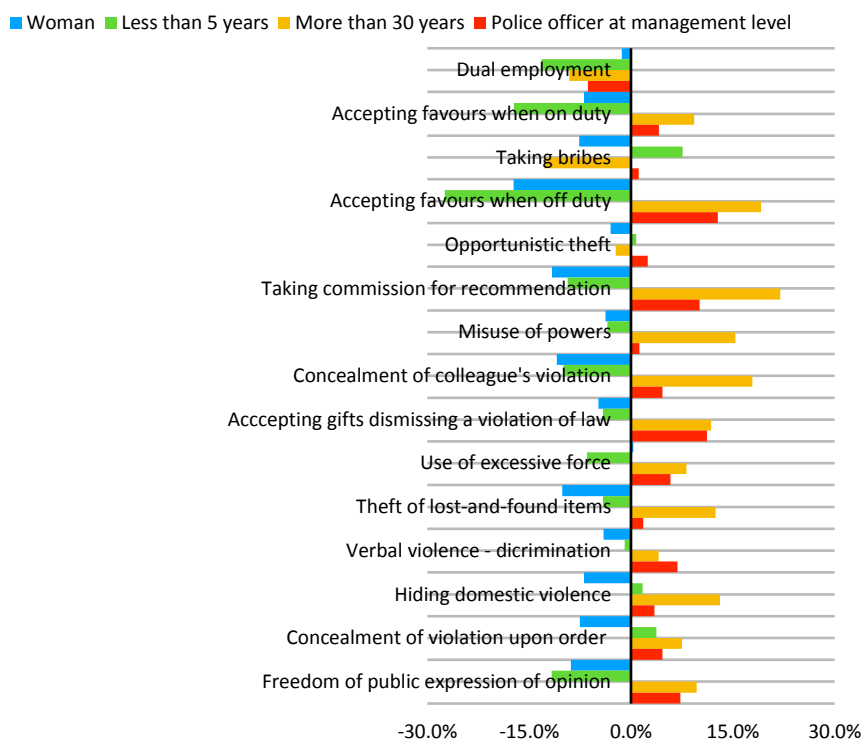


The management level staff thinks that disciplinary measures should be imposed on behaviors that affect the police integrity, as per the scenarios, and such measures should be stricter than the reported average level (see graphic 4). This attitude is reported for almost all scenarios, with the exception of the case of dual employment.

Employees with more than 30 years of work experience and policewomen are not in favor of reinforcing measures above the average level in the case of taking bribes (see graphic.4).

The group of experienced police officers (with more than 30 years of police service) demand that harsher disciplinary measures be enforced for violations such as remuneration during and after the service, taking commission for recommendation¹⁴ or accepting gifts. The vetting process in the State Police and the difficulty to go through procedures of providing legal justification for incomes may have helped to enhance understanding of the classical concept of corruption, such as bribery, to equalize it with other forms, including gifts, favors, or remunerations.

Graphic 4: Deviation from average of expected measures to be taken in cases affecting police integrity by certain categories of police officers (see Appendix 4 for more detailed analysis)



¹⁴ Scenario: A police officer, who controls traffic safety, has a private deal with a car service and spare part shop to recommend owners of cars crashed in accidents to have their car serviced in that particular shop. In exchange of recommendations, he takes a commission of 5% of the value of the car repair labor from the car service shop owner for every car recommended to and serviced by this business.

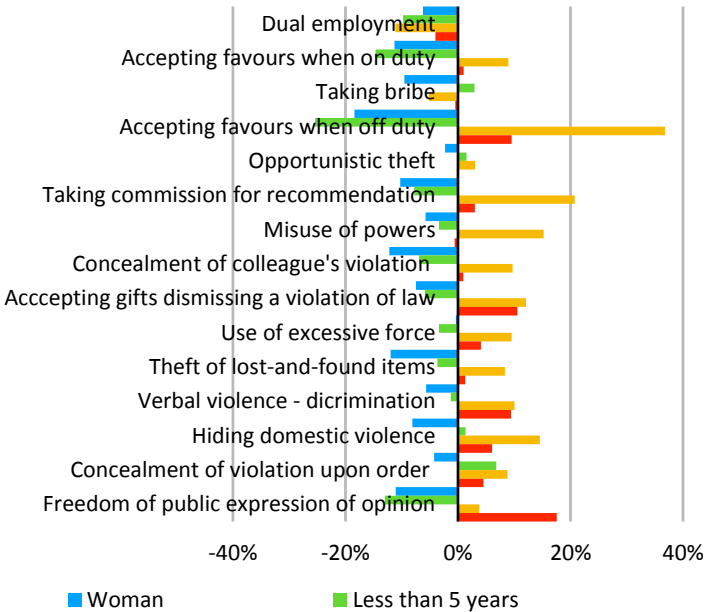
New police officers and officials of the management level reported that the disciplinary measures for bribery should be harsher than the general average only for cases of bribery and receiving bonuses or gifts (see Graphic 5).

New employees and women police officers report that disciplinary measures for all other behaviors should be less severe than the average. This perception may be affected by the role and involvement of female staff in the State Police, which is more likely to perform desk work rather than field work.

Experienced employees (with a police career of over 30 years) report that the disciplinary measures to be imposed for violations specified in the scenarios should be harsher than the average (figure 5). An exception was made for dual employment on which a milder disciplinary measure was proposed. Such approach shows the actual perception by the respondent (see section 3.1) as well as a common solidarity among police officers to meet their financial needs by working a second job.

“Dual employment is not considered as a severe violation, because police officers face many financial problems. To this end, this may be the common understanding among one another”- police officer during focus group discussions.

Graphic 5: Variation of measures to be enforced in cases of conducts that undermine the integrity of the police employee (more details in Appendix 5)



3.3 Reporting of Violations: Attitudes on Individual Willingness and Perceptions of Collective Willingness

The level of reporting on violations and related to collective willingness among police officers remains low. The average individual reporting is slightly lower than the perceptions of collective willingness (see Table 4).

Considered not to be a severe violation (see section 3.1), dual employment is reported on at lowest level, as it basically remains an underreported concern among police colleagues. Such discrepancy of assessment can be related with lack of trust in fellow officers' tolerance or strong belief in the police integrity system that would make fellow officers' reporting inevitable.

Table 4: Willingness to report violations

WILLINGNESS TO REPORT	By ME personally (p. 6)		By MOST of my colleagues (p. 7)	
	Average	Answer	Average	Answer
Dual employment	2.80	Absolutely No	3.17	Definitely Yes
Accepting favors when on duty	3.46	Definitely Yes	3.77	Definitely Yes
Taking bribe	4.10	Definitely Yes	4.12	Definitely Yes
Accepting favors when off duty	3.22	Definitely Yes	3.34	Definitely Yes
Opportunistic theft	4.63	Definitely Yes	4.61	Definitely Yes
Taking commission for recommendation	4.02	Definitely Yes	4.03	Definitely Yes
Misuse of powers	3.71	Definitely Yes	3.61	Definitely Yes

Coverup of fellow officer's violation	3.44	Definitely Yes	3.60	Definitely Yes
Accepting gifts for dismissing a violation of law	3.92	Definitely Yes	3.91	Definitely Yes
Use of excessive force	3.65	Definitely Yes	3.60	Definitely Yes
Theft of lost-and found items	4.00	Definitely Yes	4.02	Definitely Yes
Verbal violence – ethnic discrimination	3.90	Definitely Yes	3.86	Definitely Yes
Hiding domestic violence	3.67	Definitely Yes	3.68	Definitely Yes
Coverup of violation upon order	4.08	Definitely Yes	4.06	Definitely Yes
Expression of opinion in public	3.14	Definitely Yes	3.41	Definitely Yes

**Likert assessment scale: 1- Not willing at all; 2 – rather willing; 3- willing; 4- quite willing, 5-very willing*

The duty of employees to report various violations committed by fellow officers during and out of duty is one of the basic rules of ethical policing and a principal element of integrity. However, police officers face difficulties in implementing such duty in practice. One of the obstacles relates to the culture of silence, which pervades police structures.¹⁵ While highlighted in previous studies (IDM, 2014 and IDM, 2016), findings of the present study confirm that the culture of silence remains unaffected in the police organization.¹⁶

¹⁵ Dyrnishi, A. (2016) “*Manual on Ethics and Police Integrity*”. Institute for Democracy and Mediation, p. 20

¹⁶Dyrnishi. A., (2016). “*Police Integrity and Corruption in Albania: 2.0*, IDM's Manual on Ethics and Police Integrity. p. 71.

“Loyalty to colleague comes before the loyalty to the law and the duty”- a police officer in focus group discussions.

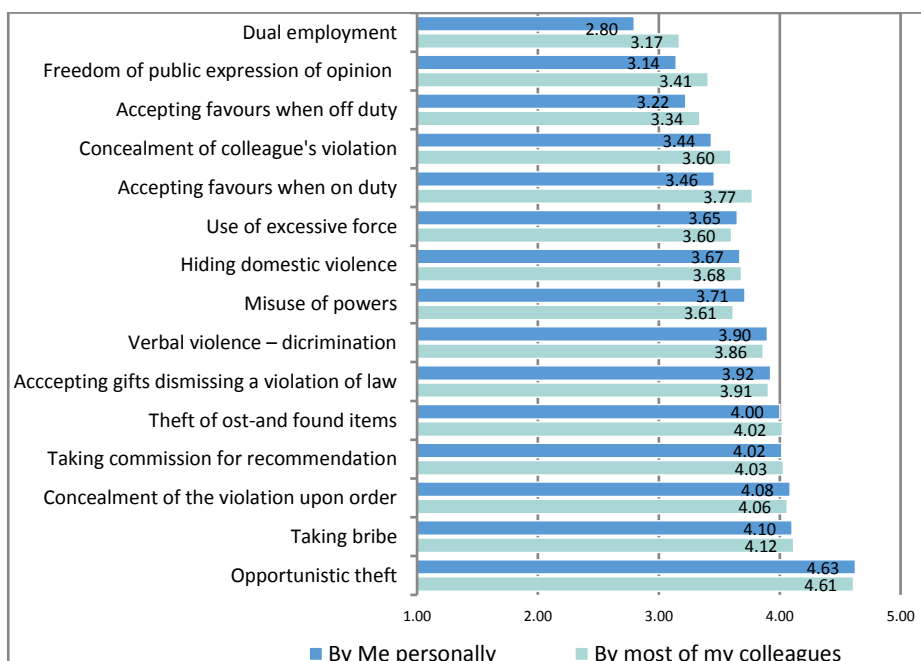
Violations such as opportunistic theft, coverup of a violation by superior order, use of excessive force, misuse of powers, and ethnicity-based verbal discriminatory violence are considered as violations that meet with more individual inclinations to report (see graphic 6). These violations are more individually assessed, as they pose issues related to individual integrity and socially punishable.

“Opportunistic theft is an issue that has to do with personal integrity”- a police officer during focus group discussions.

“The fact that officers have more confidence in their personal actions than in fellow officers’ attitude reveals the low level of trust in fellow officers”- a police officer during focus group discussions.

Violations such as taking bribes, opportunistic theft, and coverup of a violation upon order have a higher average level of willingness to report (see graphic 6), which corresponds to the assessment of the respondents regarding the severity of the violations under consideration (see section 3.1).

Graphic 6: Willingness of reporting violation



**Likert assessment scale: 1- Not willing at all; 2 – somewhat willing; 3- willing; 4- quite willing, 5-very willing*

A comparison of the collected data and cross-tabulation by gender, work experience, and hierarchical level reveal that:

- Policewomen police have a lower rate of willingness to report a colleague's improper behavior than the average, 10% lower; i.e., accepting favors when off duty or coverup of fellow officers' violations. A similar trend is observed among new police officers, whose willingness to report inappropriate action of a colleague is 13% lower than the average. Women and new police officers show higher tolerance to peer-to-peer reporting due to lack of experience (see Graphic7).

"Female and new police officers are more tolerant to violations because of lack of experience in assessing actions and/or inactions during the exercise of duty"- a police officer during focus group discussions.

- The culture of silence among police officers in reporting affects new police officers who actually feel more accepted by the organization if they do not report.

"Do not report, because they see it as an act of spying"- a police officer during focus group discussions.

- Experienced police officers tend to report colleagues' behavior that violate police integrity. The reporting level is 15% higher than the general average (see graphic 8). Also, senior officers show greater willingness to report colleague' misbehavior, particularly in the case of violations such as opportunistic theft and receiving gifts or bribes. Such willingness to report shows greater accountability due to their extensive experience in the Police.

"Responsibility towards duty is higher among senior police officers and the high-ranking officials; and this comes due to their long experience in police" – a State Police representative during focus group discussions.

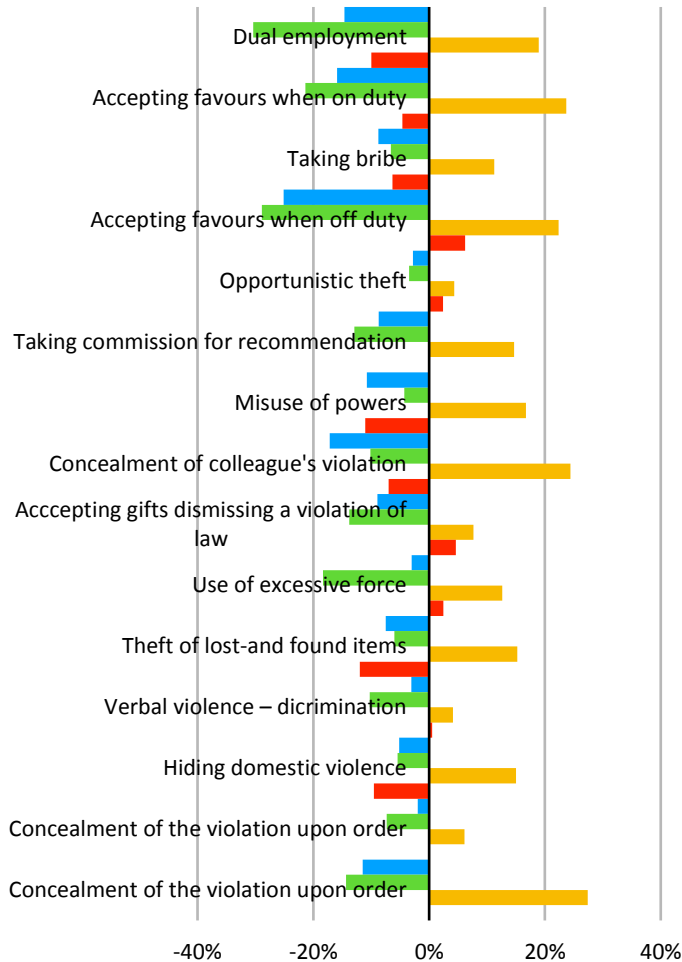
Graphic 7: Difference in the tendency to report a colleague's behavior by female and new police officers, experienced police officers and high-ranking officers compared to the average reporting rating

- Woman

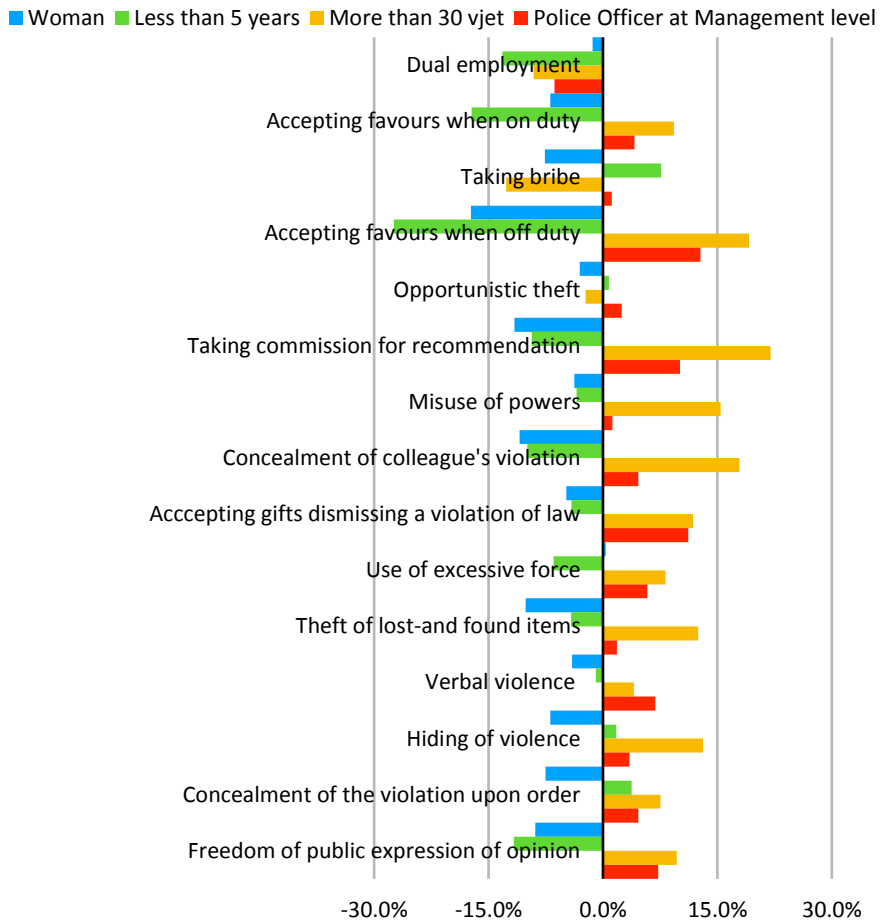
Less than 5 years

More than 30 years

Police Officer at management level



Graphic 8: Difference in the severity of disciplinary measures that should be enforced in case of violation of police integrity



3.4 Objective Knowledge on Violations Presented in Scenarios and Compliance with the Official Policies

One of the questions set out in the questionnaire for each scenario (question # 3: *Is this behavior considered a violation of the official police position and policies?*) assesses police officers' level of knowledge of State Police official policies. This section will analyze respondents' attitudes regarding their knowledge about the official policies and the assessment of the compliance of behaviors set out in scenarios with the SP official position. The rating scale for

this question for each scenario spans from 1 “absolutely no” to 5 “definitely yes”.

Graphic 8 shows the average rating for each scenario in relation to this question. The most reported value for all scenarios is 5, which stands for “definitely yes”. With this assessment, the respondents report all violations that are incompatible with the official SP policies. The expectation that these behaviors are a violation of the police official position is higher than the average (estimated at 3)

The highest rating regarding non-compliance of violations with the official policies was reported in the scenarios of opportunistic theft, bribery, and coverup of the violation by order of the superior (respectively 4.91 and 4.8 and 4.72)

Taking bribes by police officers is ranked as a permanent and frequent risk and the most severe violation of the official line. Bribery is also reported in two previous studies (IDM, 2014 and IDM: 2016) as a behavior that violates the official line.

Acceptance of gifts, coverup of a violation committed by a police officer or his/her colleagues, misuse of powers, use ethnicity-based verbal discriminatory violence, and coverup of domestic violence are considered relatively less deviant from the official State Police policies. The average rating varies from 4.5 to 4.15 (see graphic 9).

Violations such as dual employment violation¹⁷ and public expression of personal opinion by a police officer¹⁸ have received the lowest rating of compliance with the official SP policies (respectively 3.64 and 3.49) (see graphic 9). These violations are reported as less serious by the respondent (see section 3.1).

¹⁷ Article 91 of the Law No. 108/2014 “On State Police”, as amended, stipulates restrictions on dual employment and prohibits private activity by police officers, with the exception of teaching.

¹⁸ The State Police Regulation states that the police officer should be careful about the use of social media networks. “The police employee uses social networks in a restricted and responsible manner.”

Graphic 9: Is the described conduct considered as a violation of the official line and police policies?



**Likert Scale: 1- Absolutely not deviant; 2-somewhat deviant; 3-deviant; 4- quite deviant; 5- very deviant*

The group of new police officers (with less than 5 years of work experience in the SP) and female police officers perceive theft of lost-and-found items, coverup of a fellow officers' violation, opportunistic theft, and abuse of powers as less deviant to official SP line compared to the average rate of perception (see Graphic 10). This assessment may be because women police officers are more desk oriented rather than filed oriented. And therefore, they may lack information on these violations. This assessment by the new police officers may be due to lack of experience, lack of information about the official SP policies and the types of violations on duty.

"New police officers are more tolerant towards violations due to their lack of experience and, as a consequence, they do not evaluate their behaviors carefully"- a police officer during focus group discussions.

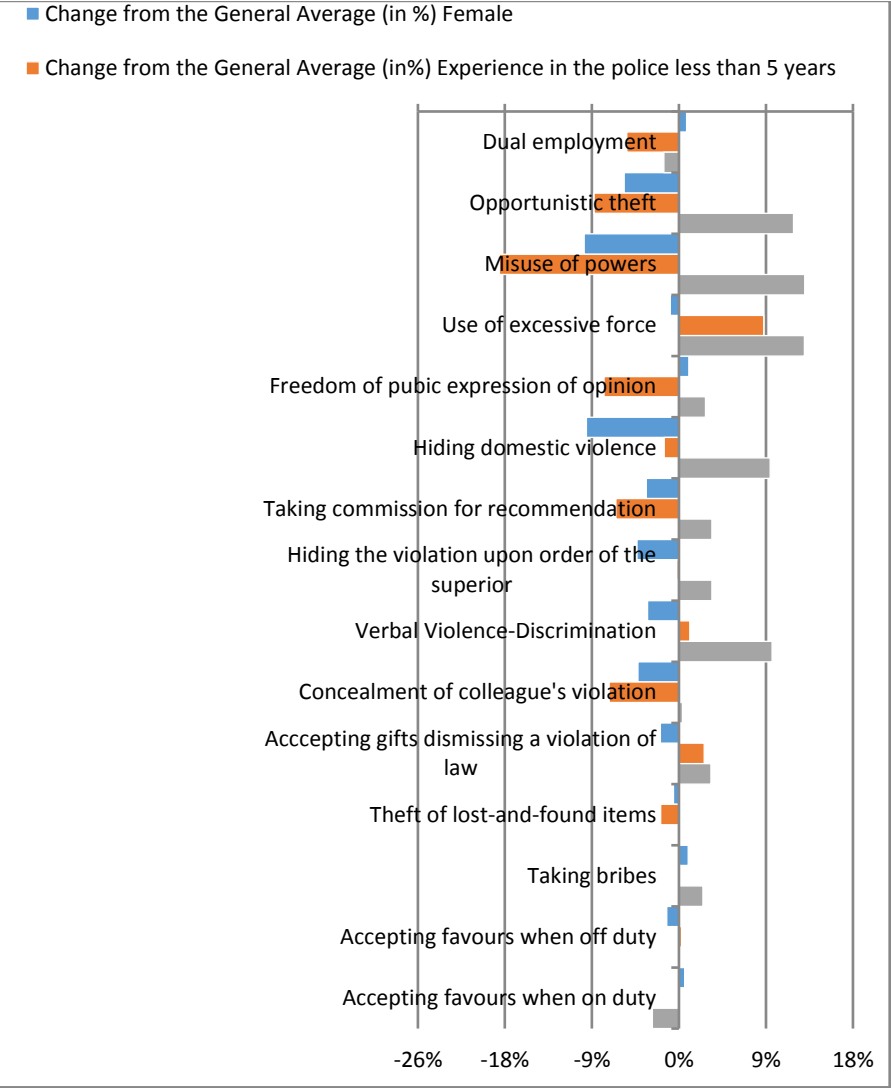
Accepting gifts and use of excessive force are considered by the new police officers as deviations from the official line giving them the highest rating (see

graphic 10). Assessing acceptance of gifts as a conduct that defies official policies may indicate the lack of information on police integrity and on types of violations that harm it.

The assessment provided by the new police respondents on the use of excessive force as a violation remains a common approach and it is considered as deviant from the official SP line (second “acceptance of gifts”). This assessment may be due to the greater awareness that has been undertaken for this violation. The extensive media coverage and the public discourse that followed upon the unfortunate death of a young man held in custody in the pre-detention premises of the Korça Police Commissariat brought awareness among police officers about the severity and consequences of this violation. In addition, publication of reports by various public institutions, including Ombudsman, on the issue of use of excessive force by the police has produced an impact on police structures.¹⁹

¹⁹ The Albanian Helsinki Committee. (2019) "Monitoring Report on the Situation of Respect of Human Rights and Freedoms of Escorted, Detained and Arrested Persons at Police Commissariats"

Graphic 10: Difference of the perceived rate of deviation of behavior from the official line by gender and police work experience versus general assessment (see Appendix 7 for more details)



3.5 Experience in the State Police and Attitudes Towards Violations

In this section, we analyze the attitudes reported by respondents to behaviors included in the scenarios, taking into account their personal experience in the police force. The groups divided by years of service in the police include: senior police staff (with more than 30 years of service in the police); police officers with 21-30 years of police experience; those with 11-21 years of experience; officers with 5-10 years of police service, and police staff with less than 5 years of work in the State Police.

Data analysis shows that the respondents belonging to age groups of senior police officers (with more than 30 years of police service) and (21-30 years) report higher rating for the severity of violations presented in the scenarios, compared to the group of police officers with less than 5 years of work experience.

The group of police officers with 21 to 30 years of work experience gave highest rating for “bribery” and “opportunistic theft” by rating these violations as most severe. On the other hand, police staff with less than 5 years of police work rank behind the group of 21-30 years of police experience in providing an average high rating for these two violations.

The more experienced police group (of police officers with more than 30 years of experience in the police) has provided the lowest average rating regarding “expression of opinion in public” and “dual employment”.

The least experienced group in the police (those officers with less than 5 years of police work) has proved that “verbal violence - discrimination on grounds of ethnicity” as the most serious violation of the comparison with other groups divided by experience. This assessment made by the new police officers’ group regarding the violation may be due to a good understanding of these types of violations, which are increasingly reflected in the curricula of police training modules.

“New police officers are well trained for preventing these violations; they come with less prejudices compared to older police officials”- police officer during focus group discussions.

The group of officers with less police experience (less than 5 years) has given lowest rate to “dual employment” and “accepting favors when off-duty”, claiming that these violations are less serious. As we have noted in the above sections, these violations are not considered to be severe given the prevailing understanding among fellow officers to meet their financial needs through dual employment.

Table 5: Average rating of seriousness of the impact of behavior on the integrity of police officers

Scenario	Less than 5 years	5-10 years	11-20 years	21-30 years	More than 30 years
Dual employment	2.17	2.26	2.73	3.25	3.39
Accepting favors when on duty	3.26	3.18	3.69	3.97	4.28
Taking bribes	4.74	4.62	4.50	4.78	4.61
Accepting favors when off duty	2.67	2.82	3.48	3.61	3.67
Opportunistic theft	4.90	4.94	4.96	4.96	4.89
Taking commission for recommendation	3.97	3.82	4.40	4.58	4.67
Misuse of powers	4.26	4.00	3.77	4.00	4.61
Coverup of fellow officer's violation	3.57	3.21	3.75	4.39	4.33
Accepting gifts dismissing a violation of law	4.40	4.35	4.33	4.64	4.39
Use of excessive force	3.78	3.32	3.92	4.46	4.17
Theft of lost-and-found items	4.40	4.06	3.98	4.67	4.83
Verbal violence, discrimination	4.53	4.00	4.31	4.43	4.50

Coverup of domestic violence/abuse	3.93	3.32	3.65	4.34	4.11
Coverup of the violation upon order of the superior	4.57	3.97	4.17	4.69	4.50
Expression of opinion in public	3.03	3.00	3.35	3.69	3.28

**Likert scale of assessment used in the survey: 1- Not at all serious, 2- Somewhat serious, 3- Serious, 4- Quite Serious, 5-Very Serious*

Regarding the common perception among fellow officers on the severity of violations presented in the scenarios (see Table 6), it turns out that:

- Most experienced police staff report higher ratings compared to the newest group in the police (less than 5 years);
- Taking bribes is deemed to be a violation for the well experienced police group (of officers with more than 30 years of police experience);
- The younger police group reports a higher rating for the severity of “theft” compared to the more experienced group;
- The lowest rating given by the young police officers’ group goes for “dual employment” and “accepting favors when off-duty”. This assessment is consistent with the individual assessment of the seriousness of the violations. The financial expectations of the youth in the police are higher and tend to tolerate these violations and evaluate them as not too serious relative to the violation of police integrity.

“Dual employment is not considered a severe violation, due to the financial situation of the colleagues. They understand each other”- a police officer during focus group discussions.

Table 5: The perception of colleagues on the seriousness of the violations in the integrity of the police officer

Scenario	Years of service in the State Police				
	Less than 5 years	5-10 years	11-20 years	21-30 years	More than 30 years
Dual employment	2.31	2.59	2.65	3.13	3.17
Accepting favours when on duty	3.00	3.12	3.56	3.73	3.94
Taking bribes	4.43	4.03	4.13	4.52	4.28
Accepting favours when off duty	2.67	2.85	3.38	3.48	3.67
Opportunistic theft	4.83	4.71	4.73	4.82	4.56
Taking commission for recommendation	3.95	3.88	4.29	4.39	4.50
Misuse of powers	4.16	3.91	3.73	3.79	4.61
Coverup of fellow officer's violation	3.62	3.15	3.54	4.15	4.17
Accepting gifts for dismissing a violation of law	4.19	4.09	4.13	4.36	4.00
Use of excessive force	3.71	2.91	3.46	4.16	3.78
Theft of lost-and-found items	4.48	4.15	4.08	4.58	4.50

Verbal violence, Discrimination	4.36	3.50	3.88	4.33	4.50
Coverup of domestic violence	4.00	3.18	3.54	4.27	4.06
Coverup of violation upon order	4.36	3.65	3.96	4.49	4.28
Expression of opinion in public	3.17	3.15	3.48	3.67	3.17

Likert scale of assessment used in the survey: 1- Not at all serious, 2- Somewhat serious, 3- Serious, 4- Quite Serious, 5-Very Serious

Peer-review behaviors that impact the police integrity (see Section 3.1) have received the highest rating from experienced employees compared to new officers (those with up to 5- years in the police). Young employees report bribery and opportunistic theft or theft of lost-and-found items as behaviors with the most serious impact on the integrity of the police organization. Experienced employees state that abuse of power by the police is a behavior with the most serious impact on integrity (see Table 7).

The reported assessment of the disciplinary measures expected to be taken for the 15 violations set out in the scenarios appears to be similar between the young group in the police (less than 5 years of work experience) and the older ones (more than 30 years of experience) for behaviors like having a second job, on-duty reward, opportunistic theft or theft of lost-and- found items, concealing domestic violence, or concealing fellow officer's violations. Young police officers report that measures expected to be taken in bribery cases are expected to be severe, level 5 (demotion in rank), one step ahead of the disciplinary measure of dismissal. Among the experienced employees the measures that are expected to be taken in the case of taking bribes are easier (see Table 7).

Table 7: Disciplinary measures expected to be taken - The average ratio

Scenarios	Less than se 5 years	5-10 years	11-20 years	21-30 years
Dual employment	2	2	2	3
Accepting favours when on duty	3	2	3	4
Taking bribes	5	4	4	5
Accepting favours when off duty	2	2	3	3
Opportunistic theft	5	5	5	5
Taking commission for recommendation	4	3	4	4
Misuse of powers	3	3	3	3
Coverup of fellow officer's violation	3	3	3	4
Accepting gifts dismissing a violation of law	3	3	3	3
Use of excessive force	3	3	3	3
Theft of lost-and- found items	4	4	4	4
Verbal Violence, Discrimination	3	3	3	3
Coverup of domestic violence	3	3	3	3
Coverup of violation upon order	4	3	3	4
Pubic expression of opinion	2	3	3	3

The categories of disciplinary measures are classified as follows: 1- None, 2- Verbal warning, 3- Written reprimand, 4- Postponement of promotion up to 2 years, 5-Demotion up to 6 months, 6-Dismissal.

The response given for the measures to be enforced for the said scenarios is approximately the same among all groups vis-à-vis their police experience, albeit presented in small variations and in favor of a higher rating given by the group of senior police officers (see table 8).

“Opportunistic theft” is the violation that has received the maximum rating “5” (6-month demotion) by all groups of police experience in relation to the disciplinary measures to be enforced.

Taking bribes is reported as a violation for which disciplinary measures to be taken, as an average value, is highest among new police officers compared to the most experienced officers' group. The young police officers reported the rating of 5 (6-month demotion). Officers of the most experienced group reported the rating of 3 (written reprimand).

Dual employment has received the lowest average rating of "2", implying "verbal warning" as a disciplinary measure by all police employee groups regardless of their experience in the police service.

Table 8: Disciplinary measures that should be taken - average ratio according to work experience

Scenarios	Less than 5 years	5-10 years	11-20 years	21-30 years	More than 30 years
	Average	Average	Average	Average	Average
Dual employment	2	2	2	2	2
Accepting favours when on duty	2	2	3	3	3
Taking bribes	5	4	4	5	4
Accepting favours when off duty	2	2	3	3	3
Opportunistic theft	5	5	5	5	5
Taking commission for recommendation	4	3	4	4	5
Misuse of powers	3	3	3	3	4
Coverup of fellow officer's violation	3	3	3	4	4
Accepting gifts dismissing a violation of law	3	3	3	3	4

Use of excessive force	3	3	3	3	3
Theft of lost-and-found items	4	4	4	4	4
Verbal violence, discrimination	3	3	3	4	3
Coverup of domestic violence	3	2	3	3	3
Coverup of violation upon order	4	3	3	4	4
Expression of opinion in public	2	2	2	3	3

The categories of disciplinary measures are classified as follows: 1- No measure, 2-Verbal warning, 3- Written reprimand, 4- Postponement of promotion up to 2 years, 5-Demotion up to 6 months, 6-Dismissal.

With regard to the willingness to report for all violations in the scenarios, the more experienced group tends to have a higher rating in reporting the violations when compared with the young group of the police officers (see Table 9).

Violations reported as most serious (see section 3.1) are more likely to be reported by both groups, the new officers and those with much experience in the police.

New police officers have showed the lowest rate of willingness to report “dual employment”, “accepting favours when off-duty” and “expression of opinion in public” when compared with experienced police officers (see Table 9). These violations are considered less serious (see section 4.1). Dual employment is the violation that gets the lowest reporting alert for all disaggregated police experience groups. This is not only due to the fact that the dual employment is not deemed to be a serious violation, but there is also shared understanding among fellow officers to not report it, as stated by participants of the focus group discussions.²⁰

²⁰ Focus group with SP employees organized on 10.05.2019

“It is thought that about 10% of police officers may have dual employment, but there are no cases reported by the police” – a police officer during focus group discussions.

Table 9: Willingness to report

Scenarios	Less than se 5 years	5-10 years	11-20 years	21-30 years	More than30 years
	Average	Average	Average	Average	Average
Dual employment	1.95	2.03	2.92	3.69	3.33
Accepting favours when on duty	2.72	2.59	3.79	4.07	4.28
Taking bribes	3.83	3.38	4.19	4.52	4.56
Accepting favours when off duty	2.29	2.65	3.6	3.85	3.94
Opportunistic theft	4.47	4.41	4.71	4.76	4.83
Taking commission for recommendati on	3.5	3.35	4.29	4.45	4.61
Misuse of powers	3.55	3.38	3.44	4.04	4.33
Coverup of fellow officer’s violation	3.09	2.59	3.25	4.07	4.28
Accepting gifts dismissing a violation of law	3.38	3.85	4.06	4.25	4.22

Use of excessive force	2.98	3.03	3.88	4.25	4.11
Theft of lost-and-found items	3.76	3.47	3.79	4.46	4.61
Verbal Violence, Ethnic Discrimination	3.5	3.5	3.94	4.37	4.06
Coverup of domestic violence/abuse	3.47	2.97	3.42	4.24	4.22
Coverup of violation upon order	3.78	3.56	4.12	4.52	4.33
Expression of opinion in public	2.69	2.71	3.17	3.51	4

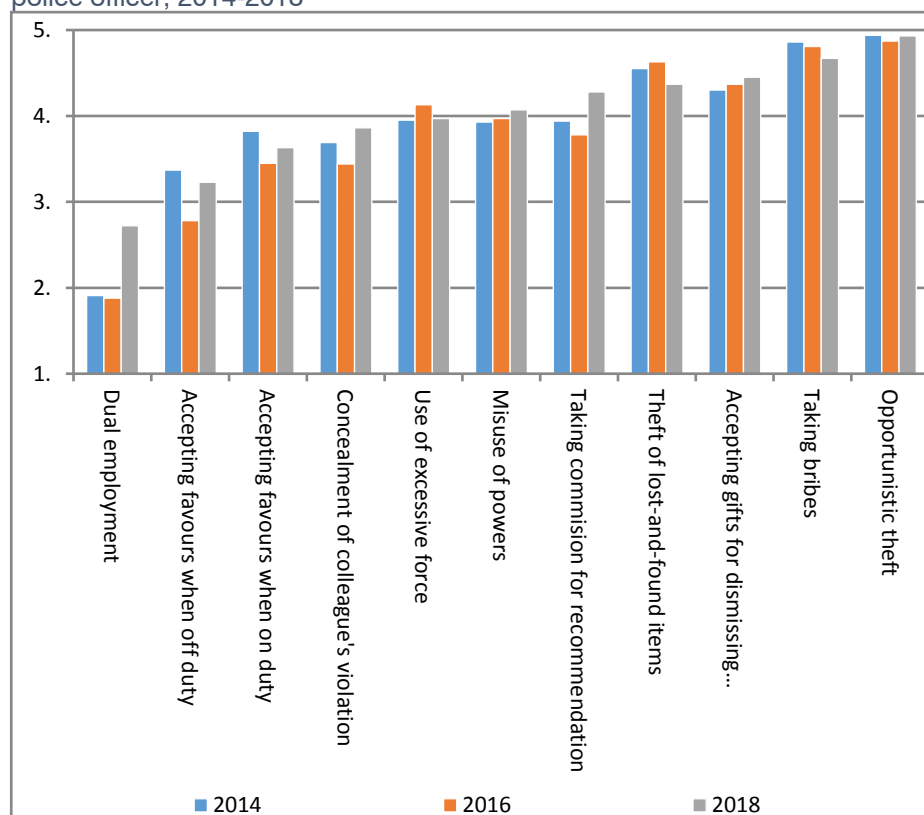
**Likert assessment scale: 1- unwilling; 2 – rather willing; 3- willing; 4- quite willing, 5 very willing*

4. DYNAMICS OF ATTITUDES AND PERCEPTIONS FOR 2014-2018

The perception of respondents on the severity of the conducts presented in the scenarios does not show strong dynamics for the period 2014-2018. The data reflect a declining tendency of police officers' perceived severity for violations of police integrity during this time span. This is noted for conducts such as bribery, opportunistic theft, theft of lost-and-found items, and accepting favours when on and off duty. These behaviors are reported to be less detrimental to police integrity in 2018 when compared with the reported perception of 2014.

On the other hand, "dual employment", "coverup of a fellow officer's violation", "taking commissions for recommendation" or "abuse of powers" are perceived in 2018 to be more serious violations that affect police officers' integrity as compared with the perceptions of 2014, 2016 (see Graphic 11).

Graphic 11: The average rate of behavior severity in breaching integrity of the police officer, 2014-2018

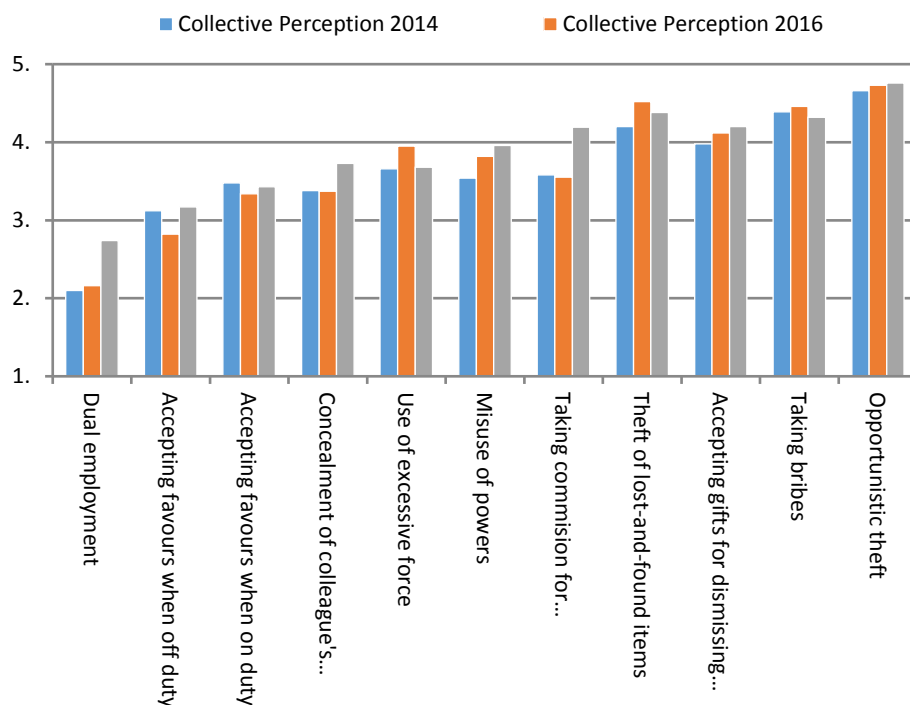


** Likert scale of assessment used in the survey: 1- Not at all serious, 2- Somewhat serious, 3- Serious, 4- Quite Serious, 5-Very Serious*

The dynamics of the police officers' perception of severity of the violations as perceived by their fellow officers is similar with that of individual attitude of police officers. This comparable dynamics between individual and collective attitudes may be due to the cohesion in how they understand police integrity. "Dual employment", "coverup of a fellow officer's violation" or "taking a commission for recommendation" are considered as the most serious and harmful violations of police integrity in 2018 compared to 2016/2014 (see Graphic 12).

"Accepting favors", "accepting gifts" or "taking bribes" are perceived to be severe violations at the similar rate with the previous studies. These violations over the years continue to be perceived as acts that gravely affect police integrity. The risk perception of a certain on police integrity increases if that conduct is consistently perceived as problematic.

Graphic 12: The dynamics of the average assessment of collective perceptions on severity of behavior * in affecting police integrity



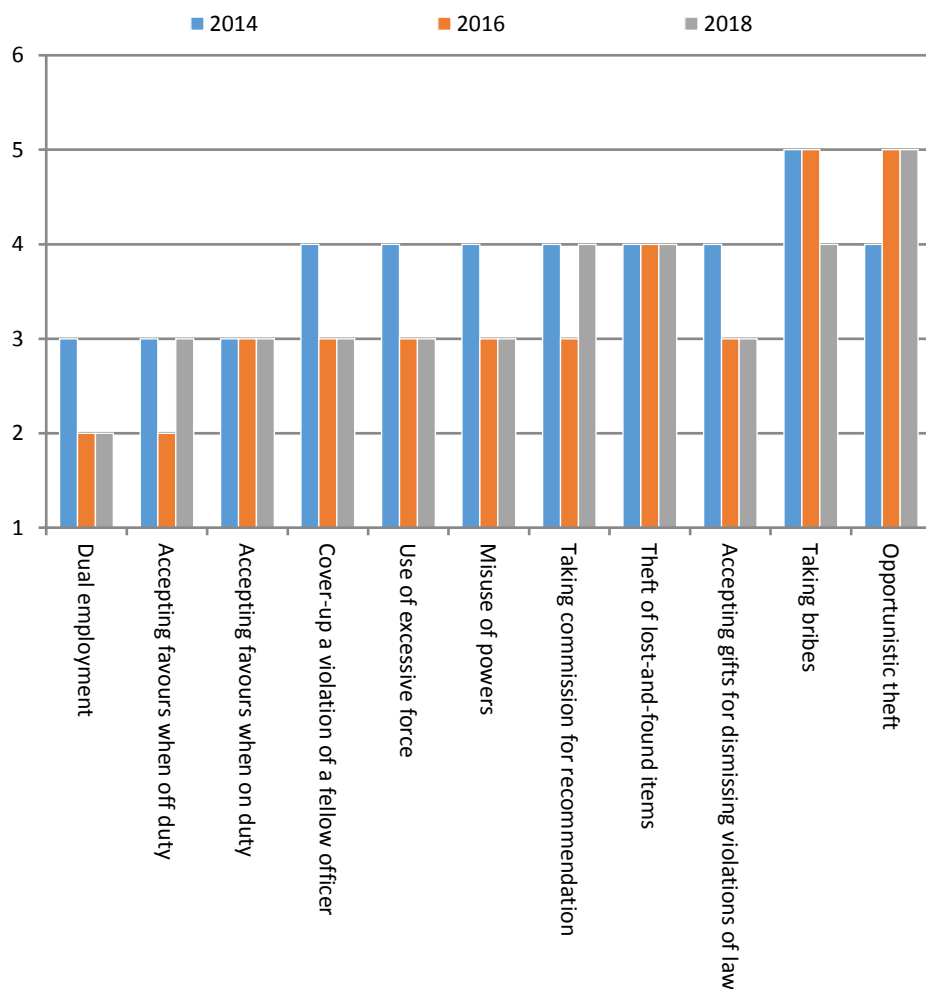
**Likert scale of assessment used in the survey: 1- Not at all serious, 2- Somewhat serious, 3- Serious, 4- Quite Serious, 5-Very Serious*

The dynamics gets even more interesting when it comes to the issue of the disciplinary measures to be enforced for violations set out in the scenarios. “Dual employment”, “coverup of a fellow officer’s violation” “abuse of powers” “use of excessive force” or “taking bribes” are considered and reported as more serious violations in 2014 compared to 2018 and that harsher punitive measures should be applied.

On the other hand, “opportunistic theft” is reported as most punishable in 2018 compared to the previous years. The degree of severity of disciplinary measures in 2018 is closer to the one reported in 2016, while in 2014 the measures that were supposed to be enforced for improper behavior of State Police officials are most severe (see Graphic 13 and 14).

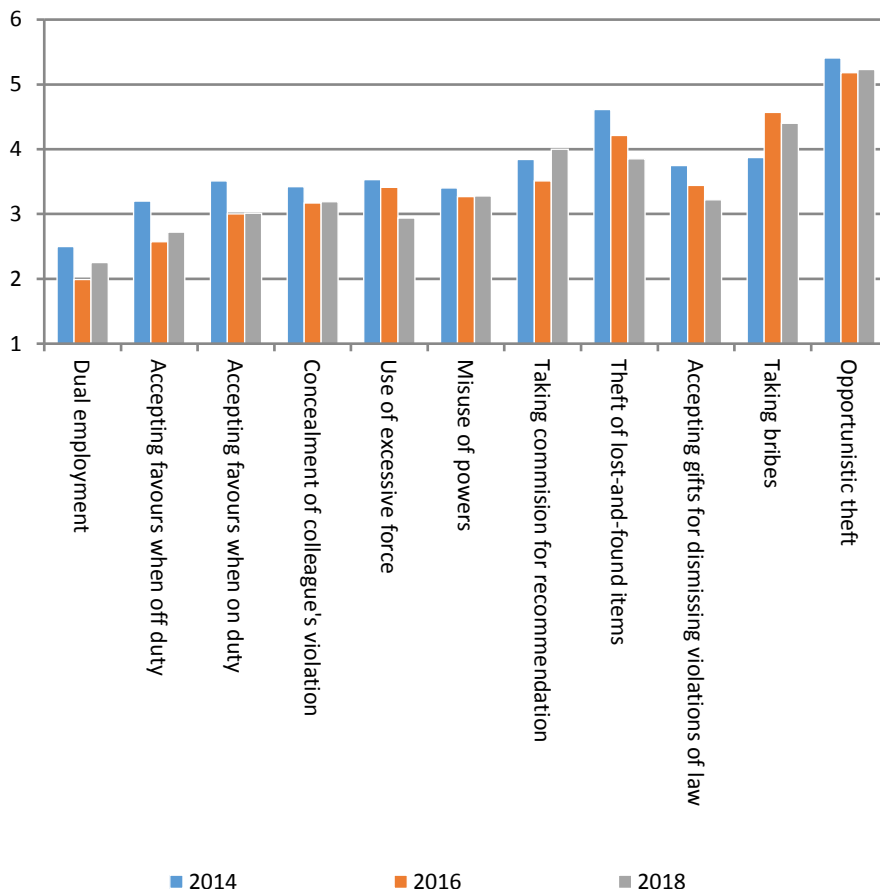
The dynamics of disciplinary measures to be taken and those expected to be taken remains similar, indicating a relaxed attitude in 2018 compared to 2014 for violations presented in the survey scenarios. This may also be related to the phase of reforms in the State Police, which in 2014 was undergoing radical transformations, while in later years these reforms entered the consolidation phase.

*Graphic 13: Disciplinary measures to be taken in cases of identifying misconduct breaching the integrity of the police employee**



** The categories of disciplinary measures are classified as follows: 1- None, 2- Verbal warning, 3- Written reprimand, 4- Postponement of promotion up to 2 years, 5- Demotion up to 6 months, 6- Dismissal.*

Graphic14: Disciplinary measures expected to be taken, 2014-2018



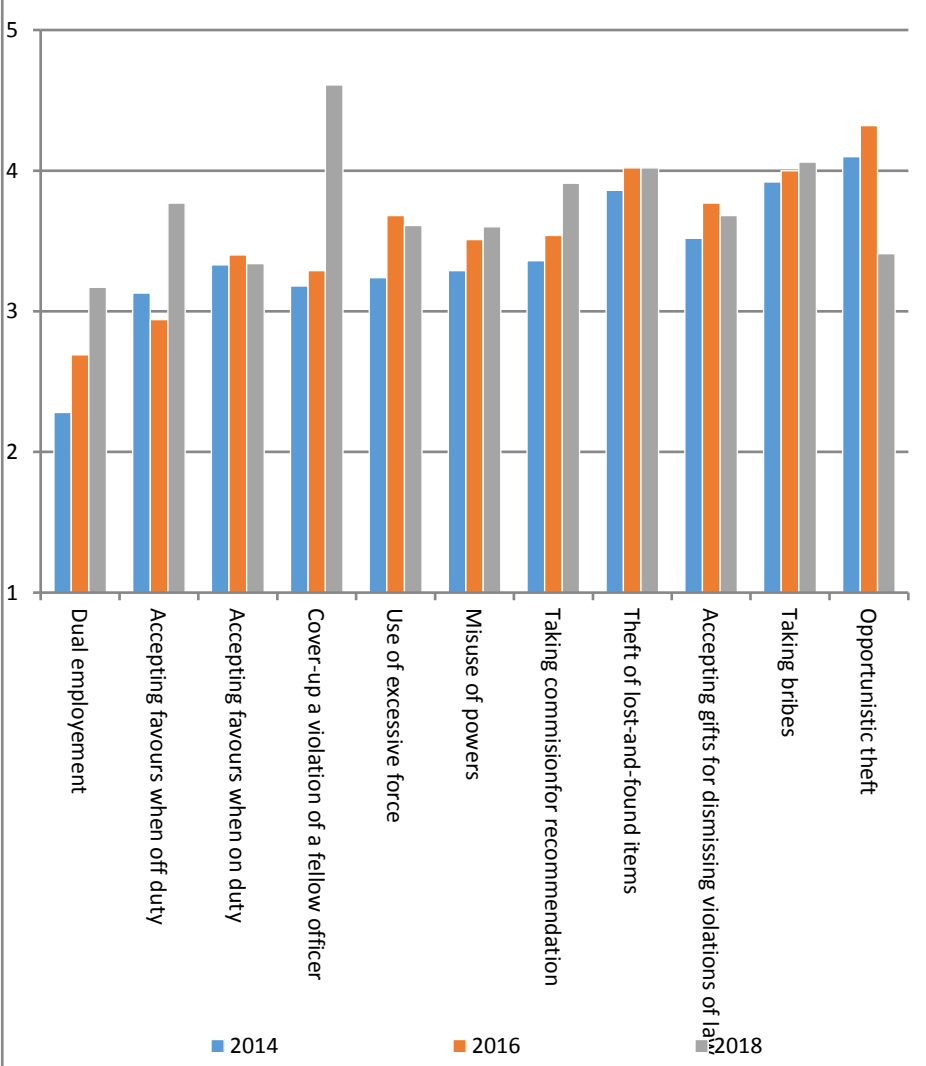
The categories of disciplinary measures are classified as follows: 1- None, 2- Verbal warning, 3- Written reprimand, 4- Postponement of promotion up to 2 years, 5- Demotion up to 6 months, 6- Dismissal.

Generally speaking, respondents express a higher willingness in 2018 to report misconduct that harms police integrity compared to 2014 and 2016 (see Graphic 15).

This willingness is higher in reporting for allegedly more serious violations of police integrity. Police officers are more reluctant to report violations such as “dual employment”, “accepting favors when off duty”, “coverup of violations”

or “receiving commission for recommendations”. On the other hand, police officers show a positive trend of willingness to report “taking bribes”, “accepting favours when on duty” or “abuse of power”. Police officers’ readiness to report “opportunistic theft” has shrunk in 2018 compared to 2014 and 2016.

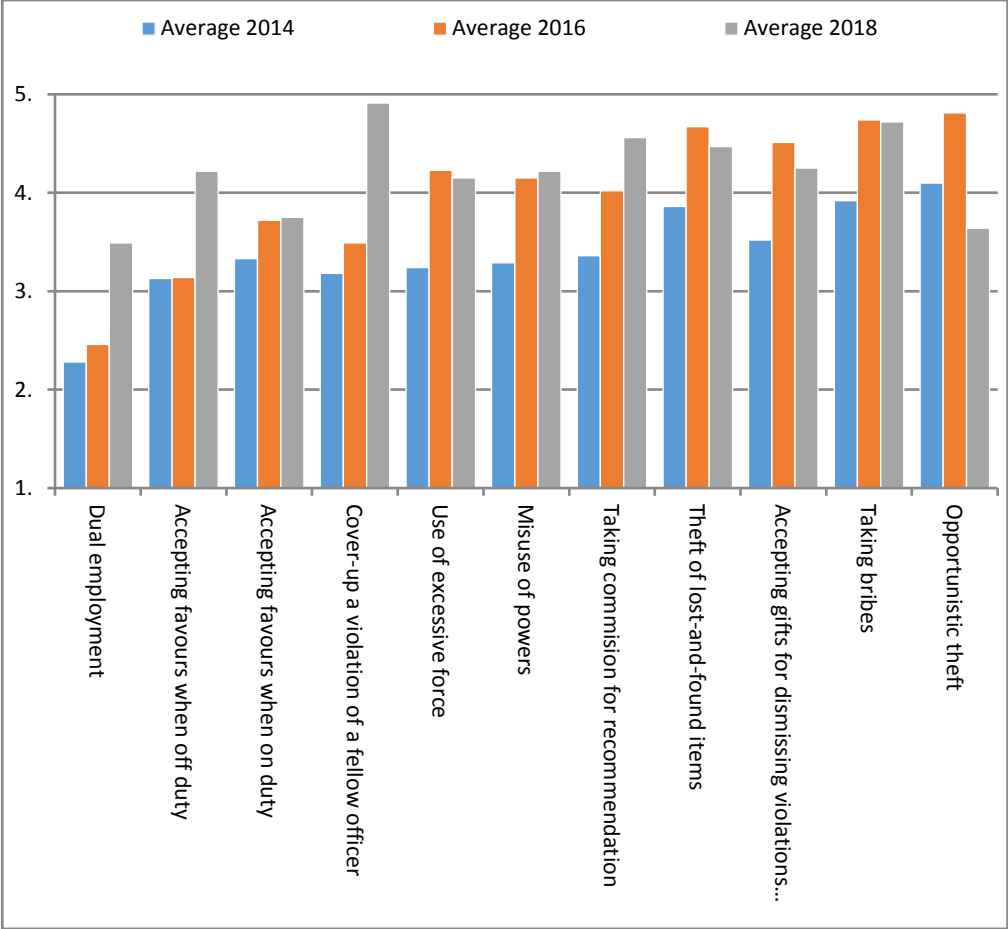
Graphic15: Average willingness to report on colleagues during 2014-2018



*Likert rating scale: 1- unwilling; 2 - somewhat willing; 3- willing; 4- quite willing, 5-very willing

This assessment report presents a number of behaviors as strong deviations from the State Police official line. This deviation is reported to be higher in 2018 compared to 2014 for violations such as “dual employment”, “accepting favors when off duty” “coverup of fellow officer’s violation” “receiving commission for recommendation”, and “taking bribes”. Contrariwise, “opportunistic theft” violation is perceived as the easiest deviation from the official policy in 2018 compared to 2014 and 2016. The same trend is reported for the “accepting of gifts” (see Graphic 16).

Graphic16: The average perceived deviation of the conduct from the official line/policy of the SP during 2014 -2018



** Likert Scale: 1- Absolutely not deviant; 2-somewhat deviant; 3-deviant; 4- quite deviant; 5- very deviant*

5. CONCLUSIONS AND RECOMMENDATIONS

Enhancement of police integrity is a new concept not only for the Albanian State Police but also for the police organizations of the countries in the region. Its purpose is to combat irregularities within the police organization with a more comprehensive approach in addressing integrity issues, such as accepting favors when off duty, coverup of a fellow officer's violation, accepting gifts, abuse of power and other unethical behavior.

This assessment report relies on quantitative and qualitative data and provides an analysis of the status of police integrity in the Albanian State Police with the data generated from a hypothetical scenario survey. Some of the most important findings of this assessment report include the following:

- Dual employment and accepting favors when off duty are the less serious violations considered both at the individual level of conduct and in the perception of fellow officers. These violations have the lowest rate of reported willingness both at individual level as well as among fellow officers.
- Opportunistic theft and taking bribes have received the highest score with regard to the severity of violation. Taking bribes has received the highest score in the personal attitude with regard to the severity of violation rather than in the perception among fellow officers.
- Ethnicity-based discrimination has been considered more severe (the highest average score) by new police officers (with less than 5 years of experience in the police).
- Dual employment and public expression of opinion are reported as less severe violations triggering softer disciplinary measures compared to minor violations. The disciplinary measures stated by police officers are “no measure” for “dual employment” and “verbal warning” for “public expression of personal opinion.” Dual employment is not perceived as a severe violation due to shared understanding among fellow officers of the need to of dual employment as a means to make both ends meet.
- Use of excessive force is reported to be the most severe violation that calls for the disciplinary measure of “expulsion from police”. This assessment is due to the great awareness among police officers of the importance and consequences of this violation to the police integrity.
- The willingness to report offenses continues to be low. Average values for individual attitude are lower than those on perceptions of fellow officers’ willingness. Exceptions to this trend include violations considered as more severe, which would averagely prompt willingness at individual level rather than among fellow officers (e.g. taking bribes, opportunistic theft, and use of excessive force or abuse of power).

- The group of young police officers (with less than 5 years of police experience) reports a more relaxed approach to the violations set out in the scenarios, both in the enforcement of softer disciplinary measures as well as in terms of willingness to report among fellow officers. This group also indicated a lower rate of willingness that the overall rate in terms of reporting on fellow officers' violations. These attitudes may be the result of the lack of information on the types of violations and the consequences they have on police integrity.
- A similar attitude is shown by policewomen. Female police officers are more inclined to work in administration rather than in the field and, therefore, lack information on the types of violations.
- Because of their greater experience and accountability, the group of police officers with more experience in the police (more than 30 years) and the group of high-ranking police officers (commissars) demand harsher disciplinary measures to be taken for all types of violations reported in the scenarios. Similarly, these groups show more willingness to report fellow officers' violations as outlined in the scenarios. The most reported violations for these groups are "opportunistic theft" and "taking bribes".
- The blue wall of silence in reporting violations is a culture instilled in the police organization. However, the most experienced employees in the State Police (with more than 30 years of police service) have shown a tendency to break this blue shield by indicating that they are more likely to report on violations outlined in the scenarios when compared with other groups of police officers.

The findings of this report are intended to help police to improve its institutional performance, enhance the integrity management system of the organization and ultimately strengthen the State Police integrity.

These findings helped to draw the following recommendations:

- Improve training capacity and curricula provided by the Police Academy with the revision of specific modules on ethics, integrity, and instruments intended to enhance integrity;
- Provide continuous training modules to police officers (of all levels/ranks) on new legal acts and/or rules adopted in the framework of the fight against corruption and enhancing police integrity;
- Develop a work plan on delivery of continuous training on ethics and police integrity to new police officers (particularly to those with less than 5 years of experience in the police) and policewomen;
- Review human resource management policies in the Albanian State Police, focusing on the involvement of policewomen in senior positions in order to better understand the responsibilities for certain violations in the exercise of their duties;

- Revise the applicable legislation on State Police regarding the prohibition of dual employment for police officers, limiting it to the provisions of the Labor Code of the Republic of Albania.
- Revise the Council of Ministers' Decision No. 101/2017 regarding payment for overtime hours for police officers in accordance with the provisions of the Labor Code and applicable labor legislation. In case of impossibility to pay overtime hours, consider payment of an extra salary for all actual hours worked beyond official hours by police officers.
- Develop and adopt an integrity plan at the police organization level, based on an integrity risk assessment methodology for the State Police as an obligation to strengthen the organization's integrity management system. This plan should strive to establish a regular method to identify all processes and practices that make administration of police organization complex as well as to detect vulnerabilities that affect police work.
- The culture of silence that is still very much present in the State Police can be curbed by guaranteeing anonymity and confidentiality for reporting on unethical or corrupt behavior/conduct within the police ranks, based on the legal provisions of the law on whistleblowers.

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LIST OF APPENDIXES

Appendix 1: Average collective rating* for the degree of seriousness/severity of the attitude/conduct affecting the integrity of the police officer, listed according to conduct scenarios comprised in the survey

Scenario	Description	Average	Gender		Ranks		Age Group					Level of experience in the State Police				
		(overall)	Male	Female	Police Officer at Operational Level	Police Officer at management level	Up to 25 years	26-35 years	36-45 years	46-55 years	Over 56 years	Less than 5 years	5-10 years	11-20 years	21-30 years	More than 30 years
Scenario 1	Dual employment	2.74	2.7	2.87	2.86	2.3	2.64	2.32	2.48	3.22	2.91	2.31	2.59	2.65	3.13	3.17
Scenario 2	Accepting favours when on duty	3.43	3.5	3.2	3.48	3.26	3.04	2.92	3.48	3.86	4.04	3	3.12	3.56	3.73	3.94
Scenario 3	Taking bribes	4.32	4.36	4.2	4.35	4.22	4.5	4.11	4	4.53	4.48	4.43	4.03	4.12	4.52	4.28
Scenario 4	Accepting favours when off duty	3.17	3.23	2.96	3.21	3.04	3	2.63	3.28	3.5	3.83	2.67	2.85	3.37	3.48	3.67
Scenario 5	Opportunistic theft	4.76	4.75	4.8	4.77	4.74	4.82	4.73	4.76	4.82	4.61	4.83	4.71	4.73	4.82	4.56
Scenario 6	Taking commission for recommendation	4.19	4.21	4.11	4.22	4.08	4	3.83	4.1	4.54	4.48	3.95	3.88	4.29	4.39	4.5
Scenario 7	Misuse of powers/competences	3.96	4.02	3.76	4.05	3.64	3.93	4.1	3.34	4	4.17	4.16	3.91	3.73	3.79	4.61
Scenario8	Coverup of fellow officer's violation	3.73	3.82	3.46	3.8	3.5	3.46	3.3	3.48	4.3	3.91	3.62	3.15	3.54	4.15	4.17
Scenario 9	Accepting gifts to dismiss violations of the law	4.2	4.24	4.06	4.19	4.22	4.39	3.92	4.34	4.36	4.09	4.19	4.09	4.13	4.36	4
Scenario 10	Use of excessive force	3.68	3.71	3.56	3.77	3.34	3.5	3.3	3.21	4.24	3.83	3.71	2.91	3.46	4.16	3.78
Scenario11	Theft of lost-and-found items	4.38	4.43	4.2	4.48	4.02	4.43	4.2	4.03	4.64	4.48	4.48	4.15	4.08	4.58	4.5
Scenario 12	Verbal Violence - Discrimination	4.13	4.16	4.02	4.23	3.78	4.36	3.8	3.72	4.41	4.48	4.36	3.5	3.87	4.33	4.5
Scenario13	Coverup of domestic violence	3.86	3.91	3.7	3.98	3.44	3.75	3.54	3.31	4.34	4.17	4	3.18	3.54	4.27	4.06
Scenario 14	Coverup of the violation upon order	4.2	4.21	4.17	4.28	3.92	4.14	4.14	3.62	4.49	4.26	4.36	3.65	3.96	4.49	4.28
Scenario 15	Freedom of expression of opinion	3.38	3.44	3.2	3.38	3.4	2.93	3.17	3.52	3.72	3.35	3.17	3.15	3.48	3.67	3.17

*The Likert assessment scale used in the survey: 1- Not at all severe, 2- Somewhat severe, 3- Severe, 4- Quite severe, 5-Very severe

Appendix 2: Average * Individual rating on the degree of severity of behavior undermining the integrity of the policeman

Scenario	Description	Average	Gender		Ranks		Age Group					Level of experience in the State Police				
		(overall)	Male	Female	Police Officer at Operational Level	Police Officer at management level	Up to 25 years	26-35 years	36-45 years	46-55 years	Over 56 years	Less than se 5 years	5-10 years	11-20 years	21-30 years	More than 30 years
Scenario 1	Dual employment	2.72	2.78	2.56	2.83	2.34	2.29	2.06	2.69	3.42	3.13	2.17	2.26	2.73	3.25	3.39
Scenario 2	Accepting favours when on duty	3.63	3.69	3.44	3.65	3.58	3.39	3.01	3.66	4.12	4.22	3.26	3.18	3.69	3.97	4.28
Scenario 3	Taking bribes	4.67	4.68	4.63	4.66	4.72	4.68	4.63	4.41	4.81	4.65	4.74	4.62	4.5	4.78	4.61
Scenario 4	Accepting favours when off duty	3.23	3.32	2.94	3.19	3.34	3.07	2.63	3.48	3.61	3.7	2.67	2.82	3.48	3.61	3.67
Scenario 5	Opportunistic theft	4.93	4.94	4.93	4.92	4.98	4.79	4.96	4.93	4.96	4.96	4.9	4.94	4.96	4.96	4.89
Scenario 6	Taking commission for recommendation	4.28	4.31	4.17	4.24	4.4	3.89	3.87	4.24	4.68	4.74	3.97	3.82	4.4	4.58	4.67
Scenario 7	Misuse of powers/competences	4.07	4.11	3.94	4.14	3.8	3.96	4.21	3.34	4.23	4.13	4.26	4	3.77	4	4.61
Scenario8	Coverup of fellow officer's violation	3.86	3.94	3.61	3.86	3.84	3.61	3.34	3.76	4.39	4.17	3.57	3.21	3.75	4.39	4.33
Scenario 9	Accepting gifts to dismiss violations of the law	4.45	4.46	4.41	4.4	4.62	4.71	4.13	4.52	4.62	4.48	4.4	4.35	4.33	4.64	4.39
Scenario 10	Use of excessive force	3.97	3.98	3.96	3.97	4	3.71	3.58	3.9	4.43	4.13	3.78	3.32	3.92	4.46	4.17
Scenario11	Theft of lost-and-found items	4.37	4.42	4.22	4.48	4	4.39	4.06	3.86	4.78	4.65	4.4	4.06	3.98	4.67	4.83
Scenario 12	Verbal Violence - Discrimination	4.37	4.37	4.39	4.38	4.34	4.61	4.21	4.28	4.47	4.39	4.53	4	4.31	4.43	4.5
Scenario13	Coverup of domestic violence	3.92	3.94	3.85	4.02	3.54	3.64	3.59	3.48	4.45	4.09	3.93	3.32	3.65	4.34	4.11
Scenario 14	Coverup of the violation upon order	4.42	4.44	4.37	4.46	4.28	4.46	4.31	4.03	4.69	4.35	4.57	3.97	4.17	4.69	4.5
Scenario 15	Freedom of expression of opinion	3.31	3.37	3.11	3.34	3.22	2.82	2.97	3.45	3.74	3.39	3.03	3	3.35	3.69	3.28

**The Likert assessment scale used in the survey: 1- Not at all severe, 2- Somewhat severe, 3- Severe, 4- Quite severe, 5-Very severe*

Appendix 3: Average individual evaluation*on the disciplinary measures to be taken in case of violations, described as per the scenarios

Scenario	Description	Average	Gender		Ranks		Age Group					Level of experience in the State Police				
		(overall)	Male	Female	Police Officer at Operational Level	Police Officer at management level	Up to 25 years	26-35 years	36-45 years	46-55 years	Over 56 years	Less than se 5 years	5-10 years	11-20 years	21-30 years	More than 30 years
Scenario 1	Dual employment	2	2	2	2	2	2	2	2	3	2	2	2	2	2	2
Scenario 2	Accepting favours when on duty	3	3	3	3	3	2	2	3	4	3	2	2	3	3	3
Scenario 3	Taking bribes	4	4	4	4	4	5	4	4	5	4	5	4	4	5	4
Scenario 4	Accepting favours when off duty	3	3	2	3	3	2	2	3	3	3	2	2	3	3	3
Scenario 5	Opportunistic theft	5	5	5	5	5	5	5	5	6	5	5	5	5	5	5
Scenario 6	Taking commission for recommendation	4	4	4	4	4	4	3	4	5	5	4	3	4	4	5
Scenario 7	Misuse of powers/competences	3	3	3	3	3	3	3	2	3	3	3	3	3	3	4
Scenario8	Coverup of fellow officer's violation	3	3	3	3	3	3	3	2	4	3	3	3	3	4	4
Scenario 9	Accepting gifts to dismiss violations of the law	3	3	3	3	3	3	3	3	3	3	3	3	3	3	4
Scenario 10	Use of excessive force	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3
Scenario11	Theft of lost-and-found items	4	4	3	4	4	4	3	4	4	4	4	4	4	4	4
Scenario 12	Verbal Violence - Discrimination	3	3	3	3	3	3	3	3	3	3	3	3	3	4	3
Scenario13	Coverup of domestic violence	3	3	3	3	3	3	3	2	3	3	3	2	3	3	3
Scenario 14	Coverup of the violation upon order	3	4	3	3	4	4	3	3	4	4	4	3	3	4	4
Scenario 15	Freedom of expression of opinion	2	3	2	2	3	2	2	2	3	3	2	2	2	3	3

**The categories of disciplinary measures are classified as follows: 1- None, 2-. Verbal Warning, 3- . Written reprimand, 4- Postponement of the promotion up to 2 years, 5-Demotion up to 6 months, 6-Dismissal.*

Appendix 4: Average individual evaluation*on the disciplinary measures to be taken in case of violations, described as per the scenarios

Scenario	Description	Average	Gender		Ranks		Age Group					Level of experience in the State Police				
		(overall)	Male	Female	Police Officer at Operational Level	Police Officer at management level	Up to 25 years	26-35 years	36-45 years	46-55 years	Over 56 years	Less than se 5 years	5-10 years	11-20 years	21-30 years	More than 30 years
Scenario 1	Dual employment	2	2	2	2	2	2	2	2	3	2	2	2	2	3	2
Scenario 2	Accepting favours when on duty	3	3	3	3	3	3	2	3	4	3	3	2	3	4	3
Scenario 3	Taking bribes	4	5	4	4	4	4	4	4	5	4	5	4	4	5	4
Scenario 4	Accepting favours when off duty	3	3	2	3	3	2	2	3	3	4	2	2	3	3	4
Scenario 5	Opportunistic theft	5	5	5	5	5	5	5	5	6	5	5	5	5	5	5
Scenario 6	Taking commission for recommendation	4	4	4	4	4	4	3	4	5	4	4	3	4	4	5
Scenario 7	Misuse of powers/competences	3	3	3	3	3	3	3	2	4	4	3	3	3	3	4
Scenario8	Coverup of fellow officer's violation	3	3	3	3	3	3	3	2	4	4	3	3	3	4	4
Scenario 9	Accepting gifts to dismiss violations of the law	3	3	3	3	4	3	3	3	4	4	3	3	3	3	4
Scenario 10	Use of excessive force	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Scenario11	Theft of lost-and-found items	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4
Scenario 12	Verbal Violence - Discrimination	3	3	3	3	3	3	3	3	3	4	3	3	3	3	4
Scenario13	Coverup of domestic violence	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3
Scenario 14	Coverup of the violation upon order	4	4	3	3	4	4	3	3	4	4	4	3	3	4	4
Scenario 15	Freedom of expression of opinion	3	3	2	2	3	2	3	2	3	3	2	3	3	3	3

*The categories of disciplinary measures are classified as follows: 1- None, 2-. Verbal warning, 3- . Writtenreprimand, 4-Postponement of the promotion up to 2 years, 5-Demotion up to 6 months, 6-Dismissal.

Appendix 5: The average evaluation* of the individual willingness to report attitudes affecting the integrity of the police

Scenario	Description	Average	Gender		Ranks		Age Group					Level of experience in the State Police				
		(overall)	Male	Female	Police Officer at Operational Level	Police Officer at management level	Up to 25 years	26-35 years	36-45 years	46-55 years	Over 56 years	Less than 5 years	5-10 years	11-20 years	21-30 years	More than 30 years
Scenario 1	Dual employment	2.80	2.92	2.39	2.87	2.52	2.25	1.72	2.90	3.77	3.52	1.95	2.03	2.92	3.69	3.33
Scenario 2	Accepting favours when on duty	3.46	3.63	2.91	3.50	3.30	2.86	2.41	3.83	4.31	4.22	2.72	2.59	3.79	4.07	4.28
Scenario 3	Taking bribes	4.10	4.22	3.74	4.18	3.84	4.00	3.42	4.28	4.59	4.52	3.83	3.38	4.19	4.52	4.56
Scenario 4	Accepting favours when off duty	3.22	3.48	2.41	3.17	3.42	2.68	2.27	3.72	3.88	4.09	2.29	2.65	3.60	3.85	3.94
Scenario 5	Opportunistic theft	4.63	4.67	4.50	4.59	4.74	4.36	4.48	4.69	4.80	4.78	4.47	4.41	4.71	4.76	4.83
Scenario 6	Taking commission for recommendation	4.02	4.13	3.67	4.02	4.02	3.50	3.35	4.41	4.57	4.43	3.50	3.35	4.29	4.45	4.61
Scenario 7	Misuse of powers/competences	3.71	3.84	3.31	3.83	3.30	3.32	3.61	3.00	4.09	4.17	3.55	3.38	3.44	4.04	4.33
Scenario8	Coverup of fellow officer's violation	3.44	3.62	2.85	3.50	3.20	2.96	2.79	2.90	4.26	4.04	3.09	2.59	3.25	4.07	4.28
Scenario 9	Accepting gifts to dismiss violations of the law	3.92	4.04	3.57	3.87	4.10	3.61	3.42	4.31	4.31	4.13	3.38	3.85	4.06	4.25	4.22
Scenario 10	Use of excessive force	3.65	3.68	3.54	3.62	3.74	3.04	2.94	3.97	4.30	4.09	2.98	3.03	3.88	4.25	4.11
Scenario11	Theft of lost-and-found items	4.00	4.09	3.70	4.14	3.52	3.68	3.46	3.83	4.55	4.48	3.76	3.47	3.79	4.46	4.61
Scenario 12	Verbal Violence - Discrimination	3.90	3.94	3.78	3.89	3.92	3.43	3.45	4.00	4.43	4.00	3.50	3.50	3.94	4.37	4.06
Scenario13	Coverup of domestic violence	3.67	3.73	3.48	3.77	3.32	3.18	3.15	3.31	4.34	4.17	3.47	2.97	3.42	4.24	4.22
Scenario 14	Coverup of the violation upon order	4.08	4.11	4.00	4.09	4.08	3.82	3.76	4.28	4.38	4.22	3.78	3.56	4.12	4.52	4.33
Scenario 15	Freedom of expression of opinion	3.14	3.26	2.78	3.14	3.14	2.57	2.56	3.41	3.58	3.87	2.69	2.71	3.17	3.51	4.00

*Likert rating scale: 1- unwilling; 2 - somewhat willing; 3- willing; 4- quite willing, 5-very willing

Appendix 6: The average evaluation* of the collective willingness to report attitudes affecting the integrity of the police

Scenario	Description	Average	Gender		Ranks		Age Group					Level of experience in the State Police				
		(overall)	Male	Female	Police Officer at Operational Level	Police Officer at management level	Up to 25 years	26-35 years	36-45 years	46-55 years	Over 56 years	Less than 5 years	5-10 years	11-20 years	21-30 years	More than 30 years
Scenario 1	Dual employment	2.80	2.92	2.39	2.87	2.52	2.25	1.72	2.90	3.77	3.52	1.95	2.03	2.92	3.69	3.33
Scenario 2	Accepting favours when on duty	3.46	3.63	2.91	3.50	3.30	2.86	2.41	3.83	4.31	4.22	2.72	2.59	3.79	4.07	4.28
Scenario 3	Taking bribes	4.10	4.22	3.74	4.18	3.84	4.00	3.42	4.28	4.59	4.52	3.83	3.38	4.19	4.52	4.56
Scenario 4	Accepting favours when off duty	3.22	3.48	2.41	3.17	3.42	2.68	2.27	3.72	3.88	4.09	2.29	2.65	3.60	3.85	3.94
Scenario 5	Opportunistic theft	4.63	4.67	4.50	4.59	4.74	4.36	4.48	4.69	4.80	4.78	4.47	4.41	4.71	4.76	4.83
Scenario 6	Taking commission for recommendation	4.02	4.13	3.67	4.02	4.02	3.50	3.35	4.41	4.57	4.43	3.50	3.35	4.29	4.45	4.61
Scenario 7	Misuse of powers/competences	3.71	3.84	3.31	3.83	3.30	3.32	3.61	3.00	4.09	4.17	3.55	3.38	3.44	4.04	4.33
Scenario8	Coverup of fellow officer's violation	3.44	3.62	2.85	3.50	3.20	2.96	2.79	2.90	4.26	4.04	3.09	2.59	3.25	4.07	4.28
Scenario 9	Accepting gifts to dismiss violations of the law	3.92	4.04	3.57	3.87	4.10	3.61	3.42	4.31	4.31	4.13	3.38	3.85	4.06	4.25	4.22
Scenario 10	Use of excessive force	3.65	3.68	3.54	3.62	3.74	3.04	2.94	3.97	4.30	4.09	2.98	3.03	3.88	4.25	4.11
Scenario11	Theft of lost-and-found items	4.00	4.09	3.70	4.14	3.52	3.68	3.46	3.83	4.55	4.48	3.76	3.47	3.79	4.46	4.61
Scenario 12	Verbal Violence - Discrimination	3.90	3.94	3.78	3.89	3.92	3.43	3.45	4.00	4.43	4.00	3.50	3.50	3.94	4.37	4.06
Scenario13	Coverup of domestic violence	3.68	3.77	3.41	3.80	3.28	3.43	3.37	3.24	4.18	3.96	3.71	3.06	3.46	4.07	3.94
Scenario 14	Coverup of the violation upon order	4.06	4.08	4.00	4.12	3.86	3.93	3.79	4.21	4.26	4.26	3.81	3.59	4.17	4.37	4.33
Scenario 15	Freedom of expression of opinion	2.80	2.92	2.39	2.87	2.52	2.25	1.72	2.90	3.77	3.52	1.95	2.03	2.92	3.69	3.33

*Likert rating scale: 1- unwilling; 2 - somewhat willing; 3- willing; 4- quite willing, 5-very willing

Appendix 7: The average rating* of deviation of behavior/attitude from the official communication line by gender and work experience versus

Scenario	Description	Average	Gender		Ranks		Age Group					Level of experience in the State Police				
		(overall)	Male	Female	Police Officer at Operational Level	Police Officer at management level	Up to 25 years	26-35 years	36-45 years	46-55 years	Over 56 years	Less than se 5 years	5-10 years	11-20 years	21-30 years	More than 30 years
Scenario 1	Dual employment	3.49	3.49	3.52	3.49	3.50	3.61	3.14	3.83	3.77	3.13	3.31	3.41	3.67	3.58	3.44
Scenario 2	Accepting favours when on duty	4.22	4.20	4.26	4.21	4.24	4.00	3.87	4.72	4.50	4.00	3.90	3.91	4.44	4.46	4.33
Scenario 3	Taking bribes	4.78	4.80	4.72	4.74	4.90	4.68	4.76	4.72	4.88	4.70	4.79	4.74	4.73	4.82	4.78
Scenario 4	Accepting favours when off duty	3.75	3.86	3.39	3.67	4.02	3.46	3.25	3.79	4.12	4.35	3.07	3.65	3.98	4.09	4.22
Scenario 5	Opportunistic theft	4.91	4.90	4.94	4.91	4.92	4.82	4.97	4.90	4.92	4.83	4.91	4.94	4.85	4.97	4.78
Scenario 6	Taking commission for recommendation	4.48	4.54	4.30	4.40	4.78	4.14	4.18	4.62	4.84	4.52	4.17	4.38	4.65	4.69	4.50
Scenario 7	Misuse of powers/competences	4.15	4.16	4.11	4.22	3.88	4.11	4.38	3.14	4.27	4.35	4.50	4.15	3.75	3.99	4.67
Scenario8	Coverup of fellow officer's violation	4.22	4.35	3.83	4.23	4.18	3.75	4.04	3.55	4.74	4.52	4.16	3.79	4.00	4.55	4.61
Scenario 9	Accepting gifts to dismiss violations of the law	4.56	4.57	4.54	4.52	4.72	4.68	4.34	4.62	4.69	4.65	4.48	4.65	4.50	4.64	4.56
Scenario 10	Use of excessive force	4.25	4.29	4.11	4.20	4.42	3.82	3.94	4.24	4.64	4.48	3.98	3.79	4.33	4.61	4.39
Scenario11	Theft of lost-and-found items	4.47	4.51	4.33	4.55	4.20	4.25	4.31	3.90	4.84	4.78	4.52	4.26	4.06	4.72	4.89
Scenario 12	Verbal Violence - Discrimination	4.52	4.55	4.44	4.53	4.52	4.46	4.48	4.38	4.62	4.61	4.64	4.26	4.52	4.52	4.67
Scenario13	Coverup of domestic violence	4.25	4.30	4.07	4.30	4.08	3.93	4.10	3.79	4.64	4.43	4.24	3.82	4.00	4.61	4.39
Scenario 14	Coverup of the violation upon order	4.72	4.70	4.76	4.69	4.80	4.68	4.69	4.72	4.74	4.74	4.72	4.47	4.73	4.79	4.83
Scenario 15	Freedom of expression of opinion	3.64	3.70	3.44	3.58	3.84	3.18	3.61	3.59	3.77	3.96	3.33	3.79	3.62	3.73	4.06

*1- Absolutely no; 2-somewhat deviant; 3-deviant; 4- quite devious; 5- very deviant

Appendix 8: Scenario-based Questionnaire



Institute for Democracy and Mediation

QUESTIONNAIRE

The Institute for Democracy and Mediation (IDM) in collaboration with the General Directorate of the State Police (SP) is implementing the “Strengthening the Integrity of State Police” project (July 2013 - December 2014) with the support of the Netherlands Ministry of Foreign Affairs in the framework of MATRA Program.

In the framework of this initiative, IDM is conducting a survey with SP employees on their perceptions and experiences regarding the anti-corruption legal framework, types, extent and causes of corrupt practices. The data of this survey will help to analyze the effectiveness of the policy framework, legal and sub legal acts, police practice, etc. This data will also help to improve the legal framework and consolidate the integrity of the State Police.

IDM guarantees the anonymity and confidentiality of the data as well as their use only for scientific purposes.

Thank you for your collaboration!

I. DEMOGRAPHIC DATA

1. **Gender:** Male ☐ Female ☐

2. **Which age group do you belong to?**

Up to 25 years of age	<input type="checkbox"/> 1
26 - 35 years	<input type="checkbox"/> 2
36 – 45 years	<input type="checkbox"/> 3
46 – 55 years	<input type="checkbox"/> 4
Over 56 years	<input type="checkbox"/> 5

3. **Since when are you part of the State Police?**

Less than 5 years	<input type="checkbox"/> 1
5 – 10 years	<input type="checkbox"/> 2
11 – 20 years	<input type="checkbox"/> 3
21 – 30 years	<input type="checkbox"/> 4
Over 30 years	<input type="checkbox"/> 5

4. **What is your actual rank?**

Police Officer at the Operational Level	Vice-Inspector	<input type="checkbox"/> 1
	Inspector	<input type="checkbox"/> 2
	Chief Inspector	<input type="checkbox"/> 3
Police Officer at the first management level	Vice-commissar	<input type="checkbox"/> 4
	Commissar	<input type="checkbox"/> 5
	Chief Commissar	<input type="checkbox"/> 6
Police Officer at the mid-management level	Leader	<input type="checkbox"/> 7
	First Leader	<input type="checkbox"/> 8
Police Officer at the high-level management	Director	<input type="checkbox"/> 9
	General Director	<input type="checkbox"/> 10

5. **Which service of the State Police do you work for?**

Criminal Police	<input type="checkbox"/> 1
Border and Migration Police	<input type="checkbox"/> 2
Public Order and Safety	<input type="checkbox"/> 3
Support Services	<input type="checkbox"/> 4
Police Academy	<input type="checkbox"/> 5

Scenario 1	A police officer runs his own private business, selling and installing security equipment, such as alarm systems, safety and anti-ligature locks, etc. He runs this business after office hours.			
1. How severe do You think this conduct is?				
Not severe at all				Very severe
1	2	3	4	5
2. How severe do MOST POLICE OFFICERS IN YOUR UNIT/DEPARTMENT think this conduct is?				
Not severe at all				Very severe
1	2	3	4	5
3. Is this conduct considered a violation of the official line and policies of the police?				
Absolutely not				Definitely yes
1	2	3	4	5
4. If a police officer is involved in such a conduct and is detected acting like this, what disciplinary measures, do YOU think that SHOULD be taken against HIM, if such a measure is to be taken?				
1. None				4. Suspension without pay
2. Verbal warning				5. Demotion
3. Written reprimand				6. Dismissal
5. If a police officer in your unit/department is involved in such an activity and is detected acting like this, what disciplinary measures do YOU think SHOULD be taken against HIM?				
1. None				4. Suspension without pay
2. Verbal warning				5. Demotion
3. Written reprimand				6. Dismissal
6. Do you think you WOULD YOU REPORT ON a fellow officer who is involved in such conduct?				
Absolutely not				Definitely yes
1	2	3	4	5
7. According to your opinion, WOULD MOST POLICE OFFICERS IN YOUR UNIT/DEPARTMENT REPORT ON a fellow officer who is involved in such a conduct?				
Absolutely not				Definitely yes
1	2	3	4	5

Scenario 2	A police officer regularly accepts free meals, cigarettes and other goods at low cost from the dealers in THE AREA OF HIS PATROL. He does not ask for these and is careful not to abuse with the generosity of the people that offer things as gifts.			
1. How severe do You think this conduct is?				
Not severe at all				Very severe
1	2	3	4	5
2. How severe do MOST POLICE OFFICERS IN YOUR UNIT/DEPARTMENT think this conduct is?				
Not severe at all				Very severe
1	2	3	4	5
3. Is this conduct considered a violation of the official line and policies of the police?				
Absolutely not				Definitely yes
1	2	3	4	5
4. If a police officer is involved in such a conduct and is detected acting like this, what disciplinary measures, do YOU think that SHOULD be taken against HIM, if such a measure is to be taken?				
1. None				4. Suspension without pay
2. Verbal warning				5. Demotion
3. Written reprimand				6. Dismissal
5. If a police officer in your unit/department is involved in such an activity and is detected acting like this, what disciplinary measures do YOU think SHOULD be taken against HIM?				
1. None				4. Suspension without pay
2. Verbal warning				5. Demotion
3. Written reprimand				6. Dismissal
6. Do you think you WOULD YOU REPORT ON a fellow officer who is involved in such conduct?				
Absolutely not				Definitely yes
1	2	3	4	5
7. According to your opinion, WOULD MOST POLICE OFFICERS IN YOUR UNIT/DEPARTMENT REPORT ON a fellow officer who is involved in such a conduct?				
Absolutely not				Definitely yes
1	2	3	4	5

Scenario 3	A police officer pulls over a speedy motorist. The police officer agrees to accept a bribe in exchange for skipping the ticket; the bribe is half the amount of the ticket he was supposed to write.			
1. How severe do You think this conduct is?				
Not severe at all				Very severe
1	2	3	4	5
2. How severe do MOST POLICE OFFICERS IN YOUR UNIT/DEPARTMENT think this conduct is?				
Not severe at all				Very severe
1	2	3	4	5
3. Is this conduct considered a violation of the official line and policies of the police?				
Absolutely not				Definitely yes
1	2	3	4	5
4. If a police officer is involved in such a conduct and is detected acting like this, what disciplinary measures, do YOU think that SHOULD be taken against HIM, if such a measure is to be taken?				
1. None				4. Suspension without pay
2. Verbal warning				5. Demotion
3. Written reprimand				6. Dismissal
5. If a police officer in your unit/department is involved in such an activity and is detected acting like this, what disciplinary measures do YOU think SHOULD be taken against HIM?				
1. None				4. Suspension without pay
2. Verbal warning				5. Demotion
3. Written reprimand				6. Dismissal
6. Do you think you WOULD YOU REPORT ON a fellow officer who is involved in such conduct?				
Absolutely not				Definitely yes
1	2	3	4	5
7. According to your opinion, WOULD MOST POLICE OFFICERS IN YOUR UNIT/DEPARTMENT REPORT ON a fellow officer who is involved in such a conduct?				
Absolutely not				Definitely yes
1	2	3	4	5

Scenario 4	A police officer is much esteemed in his community. Businesspeople of the area, restaurant and bar owners try to show their appreciation of his service by giving him free food and drinks WHEN HE IS OFF DUTY.			
1. How severe do You think this conduct is?				
Not severe at all				Very severe
1	2	3	4	5
2. How severe do MOST POLICE OFFICERS IN YOUR UNIT/DEPARTMENT think this conduct is?				
Not severe at all				Very severe
1	2	3	4	5
3. Is this conduct considered a violation of the official line and policies of the police?				
Absolutely not				Definitely yes
1	2	3	4	5
4. If a police officer is involved in such a conduct and is detected acting like this, what disciplinary measures, do YOU think that SHOULD be taken against HIM, if such a measure is to be taken?				
1. None				4. Suspension without pay
2. Verbal warning				5. Demotion
3. Written reprimand				6. Dismissal
5. If a police officer in your unit/department is involved in such an activity and is detected acting like this, what disciplinary measures do YOU think SHOULD be taken against HIM?				
1. None				4. Suspension without pay
2. Verbal warning				5. Demotion
3. Written reprimand				6. Dismissal
6. Do you think you WOULD YOU REPORT ON a fellow officer who is involved in such conduct?				
Absolutely not				Definitely yes
1	2	3	4	5
7. According to your opinion, WOULD MOST POLICE OFFICERS IN YOUR UNIT/DEPARTMENT REPORT ON a fellow officer who is involved in such a conduct?				
Absolutely not				Definitely yes
1	2	3	4	5

Scenario 5	A police officer finds out that a burglary has occurred at a jeweler shop. The shop's display window glass was broken and many items were stolen. When examining the location, the police officer steals a watch, which is equal to half of his monthly salary. He reports that the watch is among other items stolen during the burglary.			
1. How severe do You think this conduct is?				
Not severe at all				Very severe
1	2	3	4	5
2. How severe do MOST POLICE OFFICERS IN YOUR UNIT/DEPARTMENT think this conduct is?				
Not severe at all				Very severe
1	2	3	4	5
3. Is this conduct considered a violation of the official line and policies of the police?				
Absolutely not				Definitely yes
1	2	3	4	5
4. If a police officer is involved in such a conduct and is detected acting like this, what disciplinary measures, do YOU think that SHOULD be taken against HIM, if such a measure is to be taken?				
1. None				4. Suspension without pay
2. Verbal warning				5. Demotion
3. Written reprimand				6. Dismissal
5. If a police officer in your unit/department is involved in such an activity and is detected acting like this, what disciplinary measures do YOU think SHOULD be taken against HIM?				
1. None				4. Suspension without pay
2. Verbal warning				5. Demotion
3. Written reprimand				6. Dismissal
6. Do you think you WOULD YOU REPORT ON a fellow officer who is involved in such conduct?				
Absolutely not				Definitely yes
1	2	3	4	5
7. According to your opinion, WOULD MOST POLICE OFFICERS IN YOUR UNIT/DEPARTMENT REPORT ON a fellow officer who is involved in such a conduct?				
Absolutely not				Definitely yes
1	2	3	4	5

Scenario 6	A police officer, who controls traffic safety, has a private deal with a car service and spare part shop to recommend owners of cars crashed in accidents to have their car serviced in that particular shop. In exchange of recommendations, he takes a commission of 5% of the value of the car repair labor from the car service shop owner for every car recommended to and serviced by this business.			
1. How severe do You think this conduct is?				
Not severe at all				Very severe
1	2	3	4	5
2. How severe do MOST POLICE OFFICERS IN YOUR UNIT/DEPARTMENT think this conduct is?				
Not severe at all				Very severe
1	2	3	4	5
3. Is this conduct considered a violation of the official line and policies of the police?				
Absolutely not				Definitely yes
1	2	3	4	5
4. If a police officer is involved in such a conduct and is detected acting like this, what disciplinary measures, do YOU think that SHOULD be taken against HIM, if such a measure is to be taken?				
1. None			4. Suspension without pay	
2. Verbal warning			5. Demotion	
3. Written reprimand			6. Dismissal	
5. If a police officer in your unit/department is involved in such an activity and is detected acting like this, what disciplinary measures do YOU think SHOULD be taken against HIM?				
1. None			4. Suspension without pay	
2. Verbal warning			5. Demotion	
3. Written reprimand			6. Dismissal	
6. Do you think you WOULD YOU REPORT ON a fellow officer who is involved in such conduct?				
Absolutely not				Definitely yes
1	2	3	4	5
7. According to your opinion, WOULD MOST POLICE OFFICERS IN YOUR UNIT/DEPARTMENT REPORT ON a fellow officer who is involved in such a conduct?				
Absolutely not				Definitely yes
1	2	3	4	5

Scenario 7	A police officer, who is a very good car mechanic, is reluctantly assigned to work during vacation period. One of his supervisors offers him the opportunity to take some days off if the police officer repairs the personal car of the supervisor. How would you consider the conduct of this supervisor?			
1. How severe do You think this conduct is?				
Not severe at all				Very severe
1	2	3	4	5
2. How severe do MOST POLICE OFFICERS IN YOUR UNIT/DEPARTMENT think this conduct is?				
Not severe at all				Very severe
1	2	3	4	5
3. Is this conduct considered a violation of the official line and policies of the police?				
Absolutely not				Definitely yes
1	2	3	4	5
4. If a police officer is involved in such a conduct and is detected acting like this, what disciplinary measures, do YOU think that SHOULD be taken against HIM, if such a measure is to be taken?				
1. None				4. Suspension without pay
2. Verbal warning				5. Demotion
3. Written reprimand				6. Dismissal
5. If a police officer in your unit/department is involved in such an activity and is detected acting like this, what disciplinary measures do YOU think SHOULD be taken against HIM?				
1. None				4. Suspension without pay
2. Verbal warning				5. Demotion
3. Written reprimand				6. Dismissal
6. Do you think you WOULD YOU REPORT ON a fellow officer who is involved in such conduct?				
Absolutely not				Definitely yes
1	2	3	4	5
7. According to your opinion, WOULD MOST POLICE OFFICERS IN YOUR UNIT/DEPARTMENT REPORT ON a fellow officer who is involved in such a conduct?				
Absolutely not				Definitely yes
1	2	3	4	5

Scenario 8	It is 2 o'clock in the morning. A police officer on patrol is driving the police car in a road where there are no people. He spots a car off the road, stuck in a ditch. He approaches the car and sees that the driver is not harmed but he is drunk. He finds out that the drunk driver is a police officer. Instead of reporting this accident and register it as a traffic infraction, he helps the driver out and drives him home.			
1. How severe do You think this conduct is?				
Not severe at all				Very severe
1	2	3	4	5
2. How severe do MOST POLICE OFFICERS IN YOUR UNIT/DEPARTMENT think this conduct is?				
Not severe at all				Very severe
1	2	3	4	5
3. Is this conduct considered a violation of the official line and policies of the police?				
Absolutely not				Definitely yes
1	2	3	4	5
4. If a police officer is involved in such a conduct and is detected acting like this, what disciplinary measures, do YOU think that SHOULD be taken against HIM, if such a measure is to be taken?				
1. None				4. Suspension without pay
2. Verbal warning				5. Demotion
3. Written reprimand				6. Dismissal
5. If a police officer in your unit/department is involved in such an activity and is detected acting like this, what disciplinary measures do YOU think SHOULD be taken against HIM?				
1. None				4. Suspension without pay
2. Verbal warning				5. Demotion
3. Written reprimand				6. Dismissal
6. Do you think you WOULD YOU REPORT ON a fellow officer who is involved in such conduct?				
Absolutely not				Definitely yes
1	2	3	4	5
7. According to your opinion, WOULD MOST POLICE OFFICERS IN YOUR UNIT/DEPARTMENT REPORT ON a fellow officer who is involved in such a conduct?				
Absolutely not				Definitely yes
1	2	3	4	5

Scenario 9	A police officer, who is patrolling on foot in the area assigned to him, sees that a bar owner is serving drinks one hour beyond business closing hours and there is much noise coming from the loud music and its clients. Rather than reporting this violation, the police officer agrees to have two free drinks from the bar owner.			
1. How severe do You think this conduct is?				
Not severe at all				Very severe
1	2	3	4	5
2. How severe do MOST POLICE OFFICERS IN YOUR UNIT/DEPARTMENT think this conduct is?				
Not severe at all				Very severe
1	2	3	4	5
3. Is this conduct considered a violation of the official line and policies of the police?				
Absolutely not				Definitely yes
1	2	3	4	5
4. If a police officer is involved in such a conduct and is detected acting like this, what disciplinary measures, do YOU think that SHOULD be taken against HIM, if such a measure is to be taken?				
1. None				4. Suspension without pay
2. Verbal warning				5. Demotion
3. Written reprimand				6. Dismissal
5. If a police officer in your unit/department is involved in such an activity and is detected acting like this, what disciplinary measures do YOU think SHOULD be taken against HIM?				
1. None				4. Suspension without pay
2. Verbal warning				5. Demotion
3. Written reprimand				6. Dismissal
6. Do you think you WOULD YOU REPORT ON a fellow officer who is involved in such conduct?				
Absolutely not				Definitely yes
1	2	3	4	5
7. According to your opinion, WOULD MOST POLICE OFFICERS IN YOUR UNIT/DEPARTMENT REPORT ON a fellow officer who is involved in such a conduct?				
Absolutely not				Definitely yes
1	2	3	4	5

Scenario 10	Two patrolling police officers see a young man trying to break into a car. The suspect takes to his heels upon spotting the approaching police officers, who run after him for a while. They catch him, take him down, and handcuff the suspect. After that, the police officers punch him in the belly as a punishment for his runaway and resistance to handcuffs.			
1. How severe do You think this conduct is?				
Not severe at all				Very severe
1	2	3	4	5
2. How severe do MOST POLICE OFFICERS IN YOUR UNIT/DEPARTMENT think this conduct is?				
Not severe at all				Very severe
1	2	3	4	5
3. Is this conduct considered a violation of the official line and policies of the police?				
Absolutely not				Definitely yes
1	2	3	4	5
4. If a police officer is involved in such a conduct and is detected acting like this, what disciplinary measures, do YOU think that SHOULD be taken against HIM, if such a measure is to be taken?				
1. None				4. Suspension without pay
2. Verbal warning				5. Demotion
3. Written reprimand				6. Dismissal
5. If a police officer in your unit/department is involved in such an activity and is detected acting like this, what disciplinary measures do YOU think SHOULD be taken against HIM?				
1. None				4. Suspension without pay
2. Verbal warning				5. Demotion
3. Written reprimand				6. Dismissal
6. Do you think you WOULD YOU REPORT ON a fellow officer who is involved in such conduct?				
Absolutely not				Definitely yes
1	2	3	4	5
7. According to your opinion, WOULD MOST POLICE OFFICERS IN YOUR UNIT/DEPARTMENT REPORT ON a fellow officer who is involved in such a conduct?				
Absolutely not				Definitely yes
1	2	3	4	5

Scenario 11	A police officer finds a wallet in a shopping mall where he was patrolling. In the wallet, there is some money worth his five days of work. He hands in the wallet to the lost-and-found unit, but decides to keep the money for himself.			
1. How severe do You think this conduct is?				
Not severe at all				Very severe
1	2	3	4	5
2. How severe do MOST POLICE OFFICERS IN YOUR UNIT/DEPARTMENT think this conduct is?				
Not severe at all				Very severe
1	2	3	4	5
3. Is this conduct considered a violation of the official line and policies of the police?				
Absolutely not				Definitely yes
1	2	3	4	5
4. If a police officer is involved in such a conduct and is detected acting like this, what disciplinary measures, do YOU think that SHOULD be taken against HIM, if such a measure is to be taken?				
1. None				4. Suspension without pay
2. Verbal warning				5. Demotion
3. Written reprimand				6. Dismissal
5. If a police officer in your unit/department is involved in such an activity and is detected acting like this, what disciplinary measures do YOU think SHOULD be taken against HIM?				
1. None				4. Suspension without pay
2. Verbal warning				5. Demotion
3. Written reprimand				6. Dismissal
6. Do you think you WOULD YOU REPORT ON a fellow officer who is involved in such conduct?				
Absolutely not				Definitely yes
1	2	3	4	5
7. According to your opinion, WOULD MOST POLICE OFFICERS IN YOUR UNIT/DEPARTMENT REPORT ON a fellow officer who is involved in such a conduct?				
Absolutely not				Definitely yes
1	2	3	4	5

Scenario 12	Two police officers were notified of a fierce confrontation between two Roma people. They went to the spot and one of the officers used words and phrases which were highly offensive: "You filthy gypsies, it's always the same with you, we wouldn't be dealing with you anymore" and other derogatory terms.			
1. How severe do You think this conduct is?				
Not severe at all				Very severe
1	2	3	4	5
2. How severe do MOST POLICE OFFICERS IN YOUR UNIT/DEPARTMENT think this conduct is?				
Not severe at all				Very severe
1	2	3	4	5
3. Is this conduct considered a violation of the official line and policies of the police?				
Absolutely not				Definitely yes
1	2	3	4	5
4. If a police officer is involved in such a conduct and is detected acting like this, what disciplinary measures, do YOU think that SHOULD be taken against HIM, if such a measure is to be taken?				
1. None				4. Suspension without pay
2. Verbal warning				5. Demotion
3. Written reprimand				6. Dismissal
5. If a police officer in your unit/department is involved in such an activity and is detected acting like this, what disciplinary measures do YOU think SHOULD be taken against HIM?				
1. None				4. Suspension without pay
2. Verbal warning				5. Demotion
3. Written reprimand				6. Dismissal
6. Do you think you WOULD YOU REPORT ON a fellow officer who is involved in such conduct?				
Absolutely not				Definitely yes
1	2	3	4	5
7. According to your opinion, WOULD MOST POLICE OFFICERS IN YOUR UNIT/DEPARTMENT REPORT ON a fellow officer who is involved in such a conduct?				
Absolutely not				Definitely yes
1	2	3	4	5

Scenario 13	A police officer and his colleague receive a denunciation at the police station from a woman who was physically abused. One of the officers finds out that his colleague was trying to persuade the abused woman that such conflicts should be resolved peacefully at home only. The officer does take notes of the woman's reporting. The other officer does not report the conduct of his colleague.			
1. How severe do You think this conduct is?				
Not severe at all				Very severe
1	2	3	4	5
2. How severe do MOST POLICE OFFICERS IN YOUR UNIT/DEPARTMENT think this conduct is?				
Not severe at all				Very severe
1	2	3	4	5
3. Is this conduct considered a violation of the official line and policies of the police?				
Absolutely not				Definitely yes
1	2	3	4	5
4. If a police officer is involved in such a conduct and is detected acting like this, what disciplinary measures, do YOU think that SHOULD be taken against HIM, if such a measure is to be taken?				
1. None			4. Suspension without pay	
2. Verbal warning			5. Demotion	
3. Written reprimand			6. Dismissal	
5. If a police officer in your unit/department is involved in such an activity and is detected acting like this, what disciplinary measures do YOU think SHOULD be taken against HIM?				
1. None			4. Suspension without pay	
2. Verbal warning			5. Demotion	
3. Written reprimand			6. Dismissal	
6. Do you think you WOULD YOU REPORT ON a fellow officer who is involved in such conduct?				
Absolutely not				Definitely yes
1	2	3	4	5
7. According to your opinion, WOULD MOST POLICE OFFICERS IN YOUR UNIT/DEPARTMENT REPORT ON a fellow officer who is involved in such a conduct?				
Absolutely not				Definitely yes
1	2	3	4	5

Scenario 14	The superior officer calls the police officer and orders him not to write a report on a violation that occurred in a private security company (PSC) without providing any explanation. The police officer becomes aware that the business owner is a close friend of senior state police officers. The police officer obeys this verbal order and leaves the business without filling out a report card on the violation.			
1. How severe do You think this conduct is?				
Not severe at all				Very severe
1	2	3	4	5
2. How severe do MOST POLICE OFFICERS IN YOUR UNIT/DEPARTMENT think this conduct is?				
Not severe at all				Very severe
1	2	3	4	5
3. Is this conduct considered a violation of the official line and policies of the police?				
Absolutely not				Definitely yes
1	2	3	4	5
4. If a police officer is involved in such a conduct and is detected acting like this, what disciplinary measures, do YOU think that SHOULD be taken against HIM, if such a measure is to be taken?				
1. None			4. Suspension without pay	
2. Verbal warning			5. Demotion	
3. Written reprimand			6. Dismissal	
5. If a police officer in your unit/department is involved in such an activity and is detected acting like this, what disciplinary measures do YOU think SHOULD be taken against HIM?				
1. None			4. Suspension without pay	
2. Verbal warning			5. Demotion	
3. Written reprimand			6. Dismissal	
6. Do you think you WOULD YOU REPORT ON a fellow officer who is involved in such conduct?				
Absolutely not				Definitely yes
1	2	3	4	5
7. According to your opinion, WOULD MOST POLICE OFFICERS IN YOUR UNIT/DEPARTMENT REPORT ON a fellow officer who is involved in such a conduct?				
Absolutely not				Definitely yes
1	2	3	4	5

Scenario 15	A police officer writes in his personal social media account that the new law on the system of ranks in the State Police is not meritocratic and does not reflect the requirements for a professional activity of the State Police. While he had already provided his feedback on the new law in a series of consultation meetings held to solicit feedback during the drafting process of the law, he considered that he should express his opinion publicly based on his right of freedom of expression.			
1. How severe do You think this conduct is?				
Not severe at all				Very severe
1		2	3	4
2. How severe do MOST POLICE OFFICERS IN YOUR UNIT/DEPARTMENT think this conduct is?				
Not severe at all				Very severe
1		2	3	4
3. Is this conduct considered a violation of the official line and policies of the police?				
Absolutely not				Definitely yes
1		2	3	4
4. If a police officer is involved in such a conduct and is detected acting like this, what disciplinary measures, do YOU think that SHOULD be taken against HIM, if such a measure is to be taken?				
1. None				4. Suspension without pay
2. Verbal warning				5. Demotion
3. Written reprimand				6. Dismissal
5. If a police officer in your unit/department is involved in such an activity and is detected acting like this, what disciplinary measures do YOU think SHOULD be taken against HIM?				
1. None				4. Suspension without pay
2. Verbal warning				5. Demotion
3. Written reprimand				6. Dismissal
6. Do you think you WOULD YOU REPORT ON a fellow officer who is involved in such conduct?				
Absolutely not				Definitely yes
1		2	3	4
7. According to your opinion, WOULD MOST POLICE OFFICERS IN YOUR UNIT/DEPARTMENT REPORT ON a fellow officer who is involved in such a conduct?				
Absolutely not				Definitely yes
1		2	3	4
				5