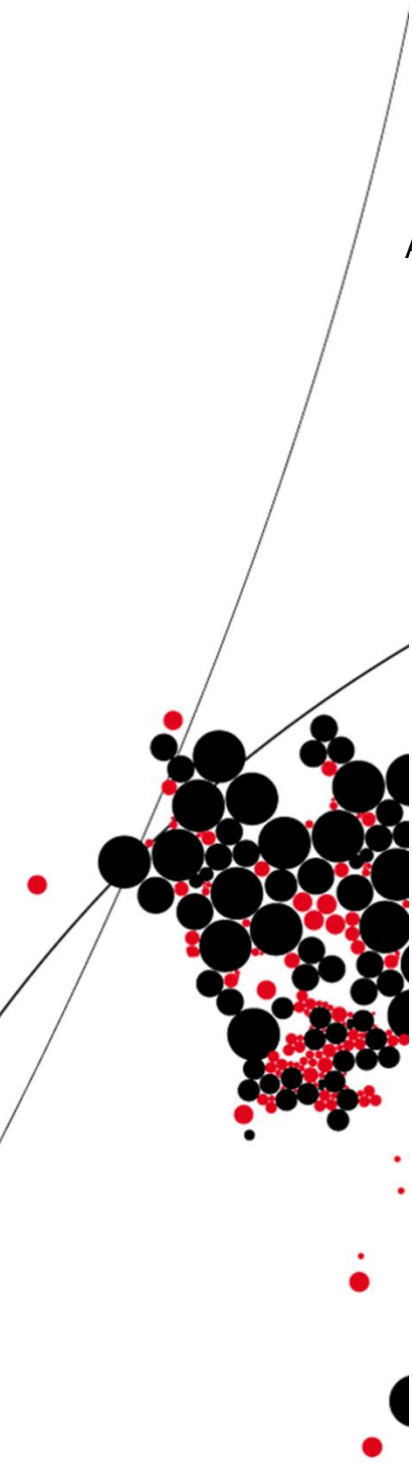# UNIVERSITY OF TWENTE.

Faculty of Behavioral, Management and Social Sciences (BMS)

Insight in the role of the OECPO

An evaluation of the Operational Expert Community Police Officer in the police region 'Oost-Nederland'.

Name:	Floris-Jan Okke Stam
Student number:	1920812
Supervisors UT:	dr. Guus Meershoek
	dr. Giedo Jansen
Supervisors Police:	drs. Ing. Adriaan Roskam
	MSc. Arjan Mengerink
Education:	Public Administration – Safety and Security
Date:	16/01/2019

"Let them do the job which they are hired for. Don't use them to fill management gaps" (CPO 88)

INSIGHT IN THE ROLE OF THE OECPO

Abstract

This thesis focused on the fairly new function of the Operational Expert Community Police Officer (OECPO) within the Dutch national police, with as goal to evaluate the role of the OECPO and hereby study the contribution of the OECPO to the community policing in 'Oost-Nederland'. Within the police region 'Oost-Nederland' a quantitative study has been conducted mainly among the senior Community Police Officers (CPO's) to explore their view towards this new role of the OECPO. In addition to the view of the CPO's, the relation between participatory management and community policing is examined. Does a higher level of participatory management result in a higher level of community policing and could a correlation be established? The main research question formulated during this study is: "*To what extent do Operational Expert community officers contribute to community policing in the police unit 'Oost-Nederland'?*". This study used a survey to accumulate the necessary data, which got sent to 485 CPO's and achieved a response rate of 63% (306 CPO's). The work of Terpstra (2008) is central in determining and operationalizing the standards of community policing. Crucial within the operationalization of the level of participatory management is the scale of Flamholtz and Randle (2012).

By measuring the level of community policing in the police region 'Oost-Nederland' it can be concluded that, according to themselves, the CPO's succeed to a fair extent towards the standards of community policing. On the one hand, the CPO's succeed in closing the 'gap' and improving the relationship between the police and the citizens. On the other hand, the levels for acting preventive and solve problems in the neighborhood are relatively lower. Additionally, the level of participatory management used by the OECPO's is measured. The 'mean' role of the OECPO in the police region Oost-Nederland corresponds with the role of the 'participative OECPO'. For both constructs differences appear on smaller levels, the district- and BT-level. However, the presence of a significant relationship between the constructs community policing and participatory management could not be proven.

The results derived from the data of the survey towards the CPO's showed a substantial amount of CPO's who is satisfied with the current level of participatory management. Nevertheless, the overall view of the CPO's towards the role of the OECPO is fairly negative. An extensive group is (to a certain extent) dissatisfied with the role of the OECPO in its current form and/or don't think that the current role of OECPO adds value to the community policing in their neighborhoods. CPO's are critical towards the extensive number of additional tasks the OECPO's fulfill which leads to a reduced amount of time in or for the neighborhoods and 'their' CPO's. Other concerns mentioned by the CPO's are: the OECPO acts too much as

an additional layer of management and the OECPO isn't communicating enough with the CPO's. To answer the main question, the OECPO isn't contributing enough to the community policing in 'Oost-Nederland'. This implies that the current fulfillment of the role of the OECPO is sub-optimal for the community policing. Nonetheless, the function of OECPO has potential to benefit the community policing in 'Oost-Nederland'. This led to the main recommendation: If the police want to improve the role of the OECPO to stimulate the community policing in 'Oost-Nederland', the OECPO should receive less secondary tasks to focus on (cooperation with) the CPO's and the community policing in the neighborhoods.

Preface

While writing this preface, my master-thesis for my education Public Administration is nearly finished. Approximately a year ago, I was given the opportunity by the Dutch police to conduct research for their organization. My thesis sheds light on the fairly new role of the operational expert community police officer. This research fitted perfectly with my personal preferences, my specialization track of my master: 'safety and security', and my bachelor 'Forensic Research'. The past year has been full of writing, digging into scientific articles, collecting data and occasionally, frustration. I learned a lot, on the one hand on a scientific basis and on the other hand on a personal level.

I would like to use this preface as a word of thanks for the persons that have helped, guided and supported me during the time that I worked on this study. First of all, I would like to thank my supervisors from the Dutch Police: Adriaan Roskam and Arjan Mengerink, for the opportunity to conduct research at the Dutch police. Both were, despite their busy schedules, always ready to help and schedule meetings to discuss the progress of this research. Second of all, I would like to thank my supervisors Guus Meershoek, who brought me in contact with the Dutch police, and Giedo Jansen. Both supervisors from the university provided me from useful feedback and guidance during this year. Furthermore, I would also like to thank my parents for their support and lastly, I would like to thank my classmates Sumedin, Maikel and Christiaan for the many hours we spend together on the campus or on the police station struggling with, and discussing both, our theses.

Thank you all for everything. I wish everyone much fun reading.

Okke Stam

Nijverdal, January 2018

Content

1. Introduction

Community policing is an important component of the organization of the Dutch national police since the early 1970s. The standard police model received critique and was replaced by community policing[1] to counter social changes in the Netherlands that led to protest movements and a loss of authority of the police among the citizens (Terpstra, 2008). It became the fundament of an organizational philosophy of the police that focused on law enforcement while working together with the community and its members to resolve crimes and disorder within the community. The focus of community policing is to get in contact with the citizens and learn which problems are present in the neighborhood. Community officers solve problems and thereby improve the overall quality of life for members of the community (Crowl, 2017). When minor problems in the neighborhoods receive attention, issues such as disorder and the fear of crime can be reduced (Weisburd & Eck, 2004). Additionally, community policing, when implemented and executed correctly, "will increase the attitude towards, and the trust in, the police" (Crowl, 2017, p. 449). A goal of community policing is the improvement of the overall quality of life for members of the community and increase the trust and satisfaction of the police by reducing crime and disorder (Crowl, 2017; Terpstra, 2008). The community policing model aims to achieve this by cooperation- and by exploiting partnerships with stakeholders in the community (Terpstra, 2008).

During the latest reorganization of the Dutch national police, a new type of community officer was introduced to assist the regular community officers in the field. These new officers, so-called 'operational-expert community police officers', or short 'OECPO's', are capable of dealing with larger problems that transcend the borders of the neighborhoods where the senior community officers are operating (Politie a., 2016). This new function within the Dutch national police will be further elaborated in chapter 2.

1.1) Motive of research

This fairly new profession of the OECPO has barely been the subject of an evaluation study. Little research has been done to the OECPO since the introduction of the new type of community police officer. Meurs and Kreulen (2017) did one of the few pieces of research concerning the OECPO. They focused on the interpretation of the function of the OE community officer. However, little evaluation has been done whether the OECPO is a valuable

---

[1] The Dutch police uses the term 'GebiedsGebonden Politiewerk (GGP)', literally translated it would be area-bounded policing, for the mode of policing they use. Community policing is the term used within the scientific literature that most accurately grasps the idea of the or GGP. Although community policing in, for example, America is different than GGP, the term community policing is often used in this rapport to describe the GGP in the Netherlands.

addition to community policing within the Netherlands. There are still several questions that cannot be answered, for example:' 'What do senior CPO's think of this new function within the police, do they appreciate the support or do they think that the old system worked better?' 'What is the influence of the OECPO on the GGP within the Netherlands and what is the effect of this fairly new relation between the OE-officers and the senior community police officers?' and 'how much influence do senior CPO's have in the decision-making process of the OECPO?'. The district chief of the police region 'Oost-Nederland', Arjan Mengerink, initiated this study to evaluate this role of the OECPO.

This research aims to answer some of the questions and to give more insight into the function of the OECPO. Ultimately, the goal of the research is to establish what the influence of the OECPO is on the GGP in the Netherlands. The main research question is: "*To what extent do Operational Expert Community Police Officers contribute to community policing in the police unit 'Oost-Nederland'?*". The main focus of the research lies on the relation between OECPO and the senior CPO and the influence of the OE-officers on the GGP in the police region 'Oost-Nederland'. The level of participatory management that the OECPO's offer towards the CPO's is a central construct within this research. Scientific literature will be used to clarify this concept of participatory management. After the operationalization, survey questions are formulated to measure the perceived level of participatory management of the OECPO's. This same method is adopted for the construct of community policing and with the data of both variables the possible presence of a correlation between both can be calculated. This study is going to be quantitative and is going to make use of surveys. The senior community officers are questioned about the OECPO and to what extent and in which way the OECPO influences their work in the GGP.

The following sub-questions are formulated to answer the main research question:

- *To what extent do community police officers succeed in acting according to the standards of Community Policing, according to themselves?* The standards of community policing (or GGP) in the Netherlands will be elaborated within the theoretical framework. These standards will be processed within the survey for the CPO's. The extent to which the standards of community policing are met can give new insights in the functioning of not only the CPO's but, in combination with the results of other sub-questions, also the OECPO's.

- *What level of participatory management do Operational Expert community officers offer to senior community police officers?* Scientific literature will be used to operationalize the level of participatory management. Via the survey to the CPO's, the level of participatory management will be studied. Some OECPO's prefer to give the CPO's a lot of influence in their decisions while others prefer to act more autocratically. Additionally, a survey will be sent to the OECPO's to discover their view on the level of participation. This way the data from both surveys can be compared and discrepancies can be discovered.

- *What level of participatory management do community police officers need to improve their mode of policing, according to themselves?* This question is to explore which level of participatory management the CPO's would prefer to make their job more efficient and hereby improving the extent to which they succeed in acting according to the standards of community policing in the Netherlands.

- *How do community police officers value the level of participatory management by Operational Experts?* The fourth sub-question concerns the level of personal appreciation of the CPO's respecting the level of participatory management of the OECPO's. The level of personal appreciation can vary from the needed level of participatory management.

- *What explains successful contributions to community policing by Operational Experts?* This final question is the explanatory question of this research. This question focusses on the different constructs processed in the previous sub-research questions and is the final step in order to answer the main research question.

1.2) Quantitative research

As stated above, this is a quantitative research that uses a survey to accumulate data. Two surveys will be sent to the community police officers in the region 'Oost-Nederland'. The data will be processed with the statistical program SPSS. The methods of this research are further elaborated in chapter 5.

1.3) Research Relevance

The research is relevant in two aspects, the scientific aspect, and the organizational aspect. Firstly, the results of the research will contribute to the scientific landscape by providing a deeper understanding of management relations among street-level bureaucrats and can be used to endorse or to falsify other theories about management relations. As can be found in the theoretical chapter, a relation has been proven between participatory management and satisfaction. However, no clear conclusion can be made regarding the relationship between

the level of participatory management and effectiveness. Therefore, this can be considered as the knowledge gap that this study is attempting to fill. This study also hopes to give more insight into the hybrid professions and the influence of participatory management.

Secondly, the organizational relevance is the relevance concerning the Dutch Police by evaluating the functioning of the OECPO. Furthermore, this research gives insight into 'Basic Team'[2] (BT)-level of the management relations of the OECPO's with the CPO's. It also gives insight to what extent the CPO's are contributing to the standards of community policing and if they are satisfied with the level of participatory management that they receive from the OECPO.

1.4)   Reading guide

This thesis starts off with a chapter about the OECPO and the Dutch national police followed by a chapter containing the theoretical framework needed to learn more about the topics addressed in this research. In this theoretical chapter, a framework is illustrated which contains the most important scientific information that is needed to interpret the data and the results. The theoretical framework ends with an overview of the hypothesis of the study and the conceptual model which is a schematic overview of different variables. After the theory, the methods and the operationalization of this study are further explained in chapter four and five. In here it is stated how the variables are measured. The results of this research are stated in chapter six. This chapter contains the data and analyzation of the data. The last two chapters are firstly, the conclusion where the research questions of this study will be answered and secondly, the discussion. In the discussion are the research implications, the limitations and the suggestions for further research elaborated.

---

[2] Basis Team or BT in Dutch. The Dutch national police contains 167 BT's in total. The region 'Oost-Nederland' contains 27 (Politie d., 2012). See chapter 2 for more information about the BT's.

2. The OECPO within the Dutch National Police

This second chapter explains the role of the OECPO in community policing, within the Netherlands. Moreover, the structure of the Dutch national police will be elaborated. Hereby, the focus lies in the on the district ´Oost Nederland´.

2.1) OECPO

As stated in the introduction the Dutch national police introduced a new type of community officer. The Operational Expert Community Police Officers[3] (OECPO´s) were trained to assist and coach the senior community police officers (CPO´s) in their work (Politie a., 2016; Politie b., 2015)[4]. The OECPO's have in general the same capabilities as the senior CPO's. However, because of more specialization, knowledge, experience and/or education the OECPO's are more analytical and have a good sense of coordination (Politie a., 2016). The OE-community police officers are responsible for more complex and bigger projects and the coordination of the community policing within the region of a BT. They analyze safety problems, initiate and provide advice about improvements, implement improvements, evaluate the results and give advice about adjustments. The OECPO combines organizational tasks with operational police tasks and handles problems that cross the borders of the different neighborhoods. Another aspect within the job description of the OE-community officer is the initiation, creation, and preservation of networks for the joint approach to deal with safety issues. Lastly, the OE-officer has a mentor function for other colleagues (Politie c., 2017). The function of the OECPO can be described within the scientific literature as a 'hybrid professional role' (Meurs & Kreulen, 2017) because the OECPO is not a pure executor and also not a pure leader. In practice, the execution of daily activities is more flexible and differs between different police teams. Some OECPO's focus more on coaching while others are more focusing on regulating the senior CPO's (Beuvink, 2017).

2.2) The Dutch National Police

The year of 2013 was a turbulent year for the Dutch national police. The new police law has been accepted[5] one year before, which had consequences for the community policing in the Netherlands. The planned reorganization formed 25 almost separate regional police forces and one national police force, one big police force with 10 regional units, visible in figure 1, consisting of 168 BT's and a national police unit (Politie e., 2013). After the reorganizations in 1945 and in 1993, this was the third time that the police law was reorganized (Fijnaut,

---

[3] Operational Expert Community Police Officers: mostly referred to as OECPO's but also as OE-officer and OE-community police officer
[4] All the Dutch sources deriving from the Dutch Police are coded with letters
[5] The new police law come into force from the first of January in 2013 (Fijnaut, 2012)

2012). As a result of the critique that the second police law received after 1993, the law was already changed multiple times after the instituting of this second police law.

Figure 1 Overview of the different police regions of the Dutch national police(Politie d., 2012)

There was a strong desire for a higher level of centralization of police management and therefore, the law was altered (Fijnaut, 2012; Terpstra et al., 2016). As soon as the needed window of opportunity arrived, the law was accepted (Terpstra & Fyfe, 2014). However, a high level of centralization is inconvenient for the community policing in the Netherlands considering the contrasting points of Crowl (2017) and Terpstra (2008) about de-centralization in the next chapter. Therefore, BT's should get a central place within the Dutch police (Terpstra et al., 2016) and give shape to a more local and area bound approach[6]. An additional reason to reorganize the national police regards the organization as 25 autonomous police forces. It was lacking quality, effectiveness, and efficiency (KPMG, 2009). For example: on the supporting services, like HR, marketing and IT there could 260 million euro be saved because each police force had its own separate departments (Koning, 2015).

---

[6] As visible in the GGP

The new police law directly influenced the community policing in the Netherlands. For example, there has to be one community officer for every 5000 citizens (Ministerie van Binnenlandse Zaken en Koninkrijksrelaties, 2012; Terpstra & Fyfe, 2015). Furthermore, 20% of all the community officers must be an OECPO. The community policing in the Netherlands is embedded in the basic teams and therefore it is necessary to elaborate the basic teams further.

2.3) Basic Teams in the Netherlands

The community policing within the Netherlands is structured via the Basic Teams (BT's) in the different regions which can be considered as the most important structure within the context of community policing in the National Police (Terpstra et.al., 2016). As stated above, the Dutch National Police consists of 168 BT's. This research will purely focus on the police region 'Oost-Nederland' and therefore it is necessary to elaborate further about this specific police region. Police region 'Oost-Nederland' consist of five districts with a total of 27 different BT's. This entire region contained at that time, 6955 FTE[7] and 629 of these FTE's are CPO's (Politie d., 2012). The five districts in the region 'Oost-Nederland' are IJsselland, Twente, ´Noord en Oost Gelderland´, Gelderland midden and Gelderland Zuid. An overview of the districts and BT's in 'Oost-Nederland' is given in table 1 and figure 2.

Districts	
A	IJsseland
B	Twente
C	Noord en Oost Gelderland
D	Gelderland Midden
E	Gelderland Zuid
Basic Teams			
A1	IJsselland Noord	C6	Veluwe West
A2	Zwolle	D1	Veluwe Vallei Noord
A3	Vechtdal	D2	Ede
A4	IJsselland Zuid	D3	Veluwe Vallei Zuid
B1	Twente West	D4	Arnhem Noord
B2	Twente Noord	D5	Arnhem Zuid
B3	Twente Midden	D6	Rivierenland West
B4	Twente Oost	D7	IJsselwaarden
B5	Enschede	D8	Rivierenland Oost

---

[7] Full-time equivalent, the unit that is used to measure the amount of jobs within an organization. 1 fte is 38 hours in a week.

C1	Achterhoek Oost	E1	Nijmegen Noord
C2	Achterhoek West	E2	Nijmegen Zuid
C3	IJsselstreek	E3	Tweestromenland
C4	Apeldoorn	E4	De Waarden
C5	Veluwe Noord		

Table 1 Overview of the different BT's in region 'Oost-Nederland' corresponding with figure 2 (Politie d., 2012)
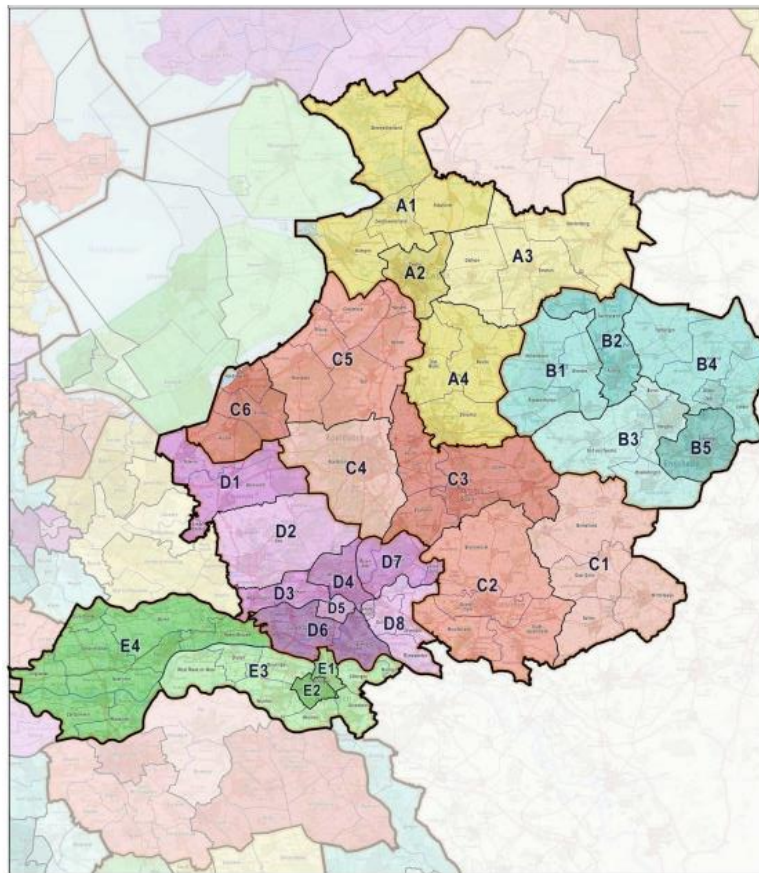
Figure 2 Overview of the different districts and BT's in the police region 'Oost-Nederland' (Politie d., 2012)

The Dutch inspection of Safety and Justice did research in the Dutch national police and the basic teams and presented a schematic overview of the management model of the basic teams (Inspectie Veiligheid en Justitie, 2015). This overview is translated and visualized in figure 3. The lower part of the figure, within the blue square, shows how community policing in the Netherlands is organized. However, a crucial part of the idea of community policing is missing: there is no relation visible between the OECPO and the senior CPO. The senior CPO's are an important factor in the neighborhood. The CPO's are the antennae's in the neighborhood to monitor which problems occur and where the focus should lay. Based on the information of the CPO's the OECPO's can set priority and make decisions. This relation goes, therefore, two ways, the CPO influences the OECPO with the information they collect inside the

neighborhood and the OECPO influences the CPO's with the policies made deriving from that information.

Figure 3 Management model of the Basic Teams, freely translated (Inspectie Veiligheid en Justitie, 2015).

3. Theoretical framework

This paragraph contains the literature which is relevant for this research. Firstly, the literature will elaborate on the concept of street-level bureaucracy followed by a part about the OECPO as a street-level bureaucrat. The literature of Lipsky is crucial within the scientific field and therefore his work is central within the elaboration. Thirdly, the concept and characteristics of community policing are described. The last paragraph focusses on different leadership sty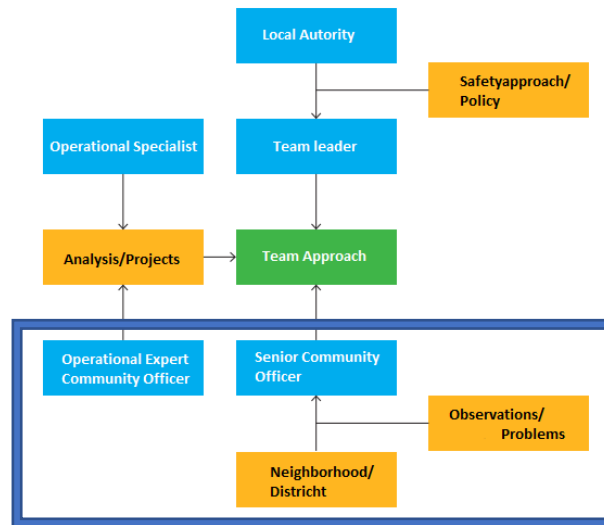les derived from the scientific literature. There are multiple ways to distinguish styles of leadership and therefore three of these ways are taken into account.

3.1) Street level bureaucracy

Community police officers working on the streets can be considered as street-level bureaucrats. One of the most prominent scholars regarding street-level bureaucracy[8] is Lipsky with his book from 1980[9] (2010). Lipsky (2010) stated: "public service workers who interact directly with citizens in the course of their jobs and who have substantial discretion in the execution of their work are called street-level bureaucrats" (p.3). Community police officers have substantial direct interactions with citizens. However, the CPO's received a large amount of discretion within their work, which implicates that the CPO's can determine where and with who social interaction are needed in the neighborhood. This large amount of discretion gives civil servants, the patrolmen, in this case, the ability to define the content and the quality of the service they deliver (Miltenburg, 2014). The officers can use this discretion to make decisions to whom they give sanctions, and in some cases, benefits (Demirkol & Nalla, 2017). Policemen have usually freedom to for example stop or overlook actions and choose between a warning or a fine. The direct supervision is lacking and therefore, the officers have to be accountable afterward which makes the accountability complicated (Lipsky, 2010; Miltenburg, 2014). Because of the discretion, those who work on the front line of public services will often make a difference to policies within an organization and to the way that they are experienced (Carausan, 2015). This amount of discretion is one of the reasons, according to Terpstra (2008), that there can be variation in the execution of community policing by different basic teams and even by individual community officers. Nevertheless, this autonomy of police officers is taken into account by police management and even seen as necessary and desirable (Terpstra, 2008). SLB's make to some extent 'policy' considering their discretion and relatively unmonitored behaviors which add up to the agency behavior as a whole (Lipsky,

---

[8] Also referred to as 'SLB'. Street level bureaucrats are referred to as SLB's. Synonyms of SLB's are public service employees/workers.
[9] First version originated from 1980. Lipsky can be considered as the founding father of the literature of the street level bureaucracy.

2010). They do this however within the context of the broad policy structures in which they and their decisions, are a part of.

Another characteristic of SLB is that the clients are nonvoluntarily dealing with civil servants. This results from the fact that public service organizations are often the only place to obtain certain services and they have therefore a monopoly. Usually, there is no (cheap) alternative. For example, the civil service office of the municipality is the only place to receive an ID-card and the police are the only one who can process and act upon declarations of theft or intimidation. However, because the clients are nonvoluntary, the clients cannot discipline the SLB's and therefore Lipsky (2010) stated that: "Managing complaints successfully is a far cry from changing policy in response to client dissatisfaction" (p.55). Lipsky (2010) argued furthermore that conflicts can arise between citizens and public service employees because the decisions they make are often personal and it can affect the lives of people. Removing the discretion from these officers would solve these problems although in practice this is not possible. SLB's work in conditions that are too complicated to make protocols or formats for. It is impossible to write a manual for every single situation that the officers might encounter. Additionally, civil servants encounter situations that ask for responses to human factors and therefore, often a sensitive observation and judgment are needed to handle the situation. Lastly, Lipsky argued that the discretion contributes to the legitimacy of the service because clients see that SLB's are the "key to their well-being" (Lipsky, 2010, p.15). These factors are similar to the factors why Vinzant and Crothers (1998) argue that public service work is "complicated and difficult (p.3).

Within organizations with SLB's, accountability is a complicated matter because the street level employees have to a large extent discretion and therefore, cannot be fully controlled. However, the SLB's only make decisions within the frame and context of the policy structures of their organization. According to Lipsky (2010), it is too limited to say that SLB's create policies within an agency.

3.2)   OECPO as SLB

The role of OECPO cannot be considered as a straightforward management function, neither as a purely executive function. On the one hand, the OECPO is a community officer, as stated in the function description, and therefore an SLB. On the other hand, the OECPO is more a manager, directing or guiding the senior CPO's. Therefore, the OECPO can be considered as a hybrid professional (Noordegraaf, 2007; Meurs & Kreulen, 2017). However, a clear contrast between a manager and a street-level bureaucrat is present in the scientific literature. Lipsky (2010) argued firstly that SLB's give a higher priority towards minimizing the discomforts

and the displeasures of the job while maximizing their income and personal enjoyment. Secondly, SLB's have to cope with high work-loads which is why they often develop shortcuts to deal with the pressure of the responsibilities. Thirdly, SLB's are more interested in processing work in comparison with their own preferences and mostly they maintain the policies of the organization that would result in a penalty otherwise. According to Lipsky, this is because "if everything gets priority nothing does" (p.19) and therefore the penalties have to be limited. In contrast, managers are more interested in productivity and effectiveness within the organization. Additionally, managers are keen on achieving results that are consistent with the objectives of the agency. Another difference between managers and SLB's regards the discretion of the public service employees. Where the SLB's try to maintain or even enlarge this discretion, the managers aim to restrain it in order to reach certain goals (Lipsky, 2010).

Usually, leadership is associated with people within top positions in for example an organization. In contrast to the view of Lipsky, Vinzant and Crothers (1998) argue that public service employees show various similarities with leaders and therefore, state that SLB's are or at least can be leaders. Just like leaders, SLB´s exercise discretion and judgment fluid and complex situations and environments. Secondly, the choices these SLB´s make has a direct impact on, for example, individuals or organizations. Thirdly, SLB´s and leaders base their decisions on numerous circumstantial factors that decide what and how to do it, as Vinzant and Crothers (1998) stated: "Their actions not only influence but are also influenced by numerous factors" (p.5). Fourthly, just like how leaders exercise power, frontline service employees have also the power to a larger extent. In both cases, a certain amount of legitimacy must be present

As stated in the introduction chapter no consensus regarding the style of management among the OECPO can be found. While some operational experts handle to a higher extent an autocratic management styles others can be more democratic. The reason behind this is, as Lipsky (2010) stated, the high level of discretion the OECPO receives from a higher management level. The job description is relatively vague and there are no written protocols on how to exactly manage the senior community officers. Therefore, there is room for one's own interpretation on how to fill in the role of OECPO.

3.3) Community policing

Community policing is the heart of the police, and the police must be responsive and connected to the communities they serve (Weisheit, Wells, & Falcone, 2016). However, in the 1960s the United States had to cope with a crisis that severely impacted the American police. The police

had lost its connection with an extensive amount of citizens (Crowl, 2017; Ren, Cao, Lovrich, & Gaffney, 2005). This detachment was caused partly because the police started to use a more legalistic approach and increased the use of the police car instead of moving around the neighborhoods walking (Crowl, 2017; Wilson & Kelling, 1982). This resulted in a large-scale disconnection within the relations between the police and the community, in particular people in minority communities. This was the main reason for the creation of a new police mode: community policing (Eve et al., 2003). The American police further developed community policing as it became a fundamental part and the most implemented policing strategy within the police (Crowl, 2017; Weisburd & Eck, 2004). This disconnect was also visible in the Netherlands when the Dutch police became more isolated, experienced a loss of authority and had to deal with the growth of subcultures (Terpstra et.al., 2016).

Many attempts have been made in the scientific literature to define community policing but the term community policing can be hard to define (Crowl, 2017; Terpstra, 2008; Terpstra et.al., 2016). Hancock (2016) agrees and says: "Community policing has received increasing attention in recent years but is still misunderstood" (p. 465). However, Terpstra concluded that there is consensus within the scientific literature on different five elements (2008, p. 24). Firstly, community policing is a tool that can be used to bring the police closer to the community and its citizens. The relation between the police and the citizens can be improved and the trust can be restored with community policing (Crowl, 2017; Weisheit et.al., 2016). As stated above this disconnection is one of the main reasons that the police shifted more towards community policing. Secondly, community policing has a problem-orientated approach (Crowl, 2017; Weisheit et.al., 2016). Issues such as disorder and the feeling of fear and crime can be reduced when the smaller problems in the neighborhood receive attention (Miltenburg, 2014; Weisburd & Eck, 2004). This idea of community policing is originating from the 'Broken Window' theory from Wilson and Kelling (1982). This metaphor became swiftly one of the most influential ideas in policing (Skogan, 2011). Wilson and Kelling (1982) argue that when a window in a building is broken and it's not fixed, all the other windows will be broken soon: "one broken window is a signal that no one cares and so breaking more windows costs nothing" (p.2). Therefore, nuisance and the degradation of the neighborhood are usually more important for community policing than more serious criminality because citizens are usually not confronted with these types of criminality (Terpstra, 2008). Thirdly, community policing has a more preventive approach and therefore more proactive procedures (Vito, Walsh, & Kunselman, 2005). This preventive approach is coherent with the problem-oriented approach. For police agencies, it is crucial to include disorder control as a strategic

measure to prevent crimes (Xu, Fiedler, & Flaming, 2005). Xu et al. concluded this via the famous and previously specified 'broken window theory' of Wilson and Kelling (1982) and argue that this occurs as a result of the fact that widespread disorder in a community leads to a breakdown of 'informal social controls and the mechanisms regulating the social interaction' (p.148). Fourthly, community policing has an aim to focus on cooperation with stakeholders, usually the stakeholders in the neighborhood (Demirkol & Nalla, 2017). Finally, a necessity for community policing is actively involved citizens. This is necessary for the police to have enough information and to be able to set priorities that match with the needs of the neighborhoods (Terpstra, 2008; Vito et.al., 2005). Additionally, a characteristic of community policing that is often shown in scientific literature is a de-centralistic approach (Crowl, 2017). However, Terpstra contradicts this and argues that decentralization isn't a characteristic but more a necessity for community policing (2008 p.25). However, apart from these common characteristics, the exact execution of community policing can vary. Every time and location has its own version and interpretation of community policing (Terpstra et al., 2016), for example, the community policing in America varies strongly with the GGP in the Netherlands.

3.4) Styles of leadership

As stated above, SLB's are considered by Vinzant and Crothers (1998) as leaders on the street level within their own jurisdiction. However, these street-level leaders, the CPO's, have to cope with the influence of leaders[10] who are higher in the hierarchy, the OECPO's. Leadership is a complicated construct and can, therefore, be defined in numerous ways and styles (Al-Omari, 2013). Cummings et al. (2010) describe four elements that belong to the most common conceptualizations of the construct leadership: "Leadership (a) is a process, (b) entails influence, (c) occurs within a group setting or context, and (d) involves achieving goals that reflect a common vision" (p.364). Therefore Cummings used the definition of Northouse: "a process whereby an individual influences a group of individuals to achieve a common goal" (Northouse, 2012, p.3). Evered and Selman (1989, p.17) argue that management or leadership can be seen as "a people-based art that focuses on creating and maintaining a climate, environment, and context which enable/empower a group of people to generate desired results, achievements, and accomplishments". There are different styles of leadership that can be recognized within the scientific literature. The three most common approaches to distinguish different leadership styles are elaborated in this chapter.

---

[10] The OECPO not a leader on paper. However, in reality this might be the case.

<u>Relationally focused- vs Task-focused leadership</u>

One of the most commonly used distinctions of leadership is the one between relationally focused leadership[11] and task-focused leadership[12] (Cummings et.al., 2010; de Vries, Bakker-Pieper, & Oostenveld, 2010; Eagly & Johannesen-Schmidt, 2001; Wikaningrum, 2018). Relationally focused leadership [13] is a style that concerns the personal relations of the leader with their subordinates. The leaders maintain or improve the interpersonal relationships by preserving the morale and welfare of the employees (Eagly & Johannesen-Schmidt, 2001). In contrast, ask focused leadership is purely focusing on accomplishing assigned tasks or goals. Cummings et al. (2010) stated: "This influence of leadership can be simplistically categorized into approaches that focus on people and relationships to achieve the common goal, and those that focus on the tasks to be accomplished" (p. 364). Cummings et al. (2010) placed different leadership styles under these two categories. Relationally focused leadership is divided into three different styles: firstly, transformational leadership which focusses on motivating others to do more than they intended or more than the employees thought was possible, "transformational leaders use idealized influence, inspiration, and motivation, intellectual stimulation and individualized consideration to achieve superior results" (Cummings et al., 2010). Secondly, individualized consideration leadership style, which focuses on the understanding of the needs of the employees and to work continuously to get them to full potential. Lastly, the resonant leadership style which focusses on inspiring, coaching and developing the employees. The resonant style is highly related to the emotional intelligence of the leaders.

Furthermore, Cummings et al. (2010) categorized five different styles under the task-focused leadership style. Firstly the 'management by exception' style, which focuses on the monitoring of problems that might occur and steer to cope with these problems to maintain the current performance levels. Secondly, the Laissez-faire leadership style, which is fairly similar to the management by exception style. However Laissez-faire is often perceived as a negative style regarding the leaders are fairly passive and they avoid making decisions and accountability (Flamholtz & Randle, 2012). The transactional leadership is the third task focused leadership style and it aims to steer the subordinates towards the goals of the company. The fourth, dissonant leadership is "characterized by pacesetting and commanding styles that undermine the emotional foundations required to support and promote staff success"(Cummings et.al., 2010 p.364) and lastly, instrumental leadership has a focus on the ability of the leader to

---

[11] Also known in the scientific literature as relationally/human orientated leadership
[12] Also known in the scientific literature as task orientated leadership
[13] Referred by Eagly & Johannesen-Schmidt (2001) as interpersonally oriented leadership.

develop strategic and task-orientated functions. Naturally, task-oriented styles are much less communicative and those supervisors can more be regarded as a manager than a supervisor (de Vries et al., 2010; De Groot, Kiker, & Cross, 2009; Judge & Piccolo, 2004). De Vries et al. argued that apart from the previous two styles a third leadership style was visible: the charismatic leadership style. Charismatic leaders show conviction, they take clear stands and they steer the subordinates on an emotional level (Judge & Piccolo, 2004). Charismatic leadership is on many aspects common with the relationally focused leader (de Vries et al., 2010) and especially the transformational leadership style (Judge & Piccolo, 2004)

The different styles have a different influence on the employees. For example, Cummings et al. (2010) and Wikaningrum (2018) argue that the levels of job satisfaction of the employees were significantly lower when their leader uses a more task-focused leadership style. Also, other negative outcomes were visible with task-oriented styles, for example, the management by exception and laissez-faire style. In contrast, people-focused leadership is positively related to improved outcomes and improved productivity and effectiveness for the organization. Additionally, the satisfaction with the leader was significantly higher when the leader used a charismatic, transformational or a resonant leadership style. Cummings et al. (2010) argued conclusively: "The widely different results provide sufficient reason for healthcare organizations and researchers to distinguish between relationally focused and task-focused leadership styles" (p.378). Additionally, the charismatic leadership style is effective to increase the level of group performance. (DeGroot et. al., 2009). A relationship between leader effectiveness and leader charisma is also present although DeGroot et al. (2009) argue that the relationship is weaker than previous research concluded.

Transformational- vs transactional leadership

A final distinction that is commonly seen in the literature is the diversion between transformational and transactional leadership (Aronson, 2009; Eagly & Johannesen-Schmidt, 2001; Judge & Piccolo, 2004). Burns was the first who made a clear distinction between both styles of leadership (Burns, 1978; Eagly & Johannesen-Schmidt, 2001; Judge & Piccolo, 2004). Both transformational (relationally focused) and transactional (task-focused) are categorized under the first distinction and have therefore also similar traits. Burns (1978) described leaders who act as a transformational leader as leaders who act as role models for their employees. Furthermore are they trustworthy, innovative and they state goals for the future and plan to reach those goals. Additionally and in consensus with Cummings at al. (2010), transformational leaders have the capability to develop and motivate their subordinates to their full potential, more than they thought was possible. Transactional leadership, focusses

more on exchange relationships or transactions, with their subordinates to accomplish work (Burns, 1978; Judge & Piccolo, 2004). The leader and the subordinate both expect something in return from the other. Transactional leaders clarify the responsibilities of the subordinates, monitor their work and reward good work and correct mistakes (Eagly & Johannesen-Schmidt, 2001).

Democratic- vs autocratic leadership

Another diversion of leadership seen in the scientific literature is the extent to which a leader behaves democratically or autocratically[14] (Aronson, 2009; Eagly & Johannesen-Schmidt, 2001; Somech, 2006). This diversion is, in essence, the level of participatory management and crucial in this research and therefore the level of participatory management will be extensively elaborated below in paragraph 3.5.

Additional leadership diversion

The final diversion regarding the different leadership styles is more complex and various. An example of this is the thirteen different leadership behaviors that Sunindijo et al. (2007) used which were deriving from an extensive literature review. They used, visioning, inspiring, stimulating, coaching, rewarding, punishing, delegating, leading by example, sharing and open communication, listening, directing, participating and finally, proactive. Several of these management behaviors can be placed under the previous diversion of leadership styles. One of these leadership behaviors is called participatory management which will be used as a concept in this research and further elaborated in the theoretical framework. Two other types of behaviors that were considered during this research are ´coaching´ and ´leading by example´ but as stated above, the focus shifted to the level of participatory management that the OECPO offers towards their CPO's. However, because the importance the leadership behavior coaching and support are further elaborated below. Both concepts might be suitable for further research.

Coaching

The first leadership behavior is coaching, a construct that not only is used in organizational environments but also in sports. The environment of coaching might be different, the idea of coaching is to a larger extent the same. From the explorative interview with an OECPO in Enschede (Beuvink, 2017), derived that he saw himself as a coach of the other senior community officers. Additionally, in the job description, (Politie c., 2017) one of the

---

[14] Also referred to as participative (or nondirective (Flamholtz & Randle, 2012)) versus directive leadership (Eagly & Johannesen-Schmidt, 2001)

competencies that are necessary for being an OE-community officer is the competence of coaching. The description also said that the OE-community officer improves and judges as a mentor the work of the senior community officers. A definition of coaching in a sports environments is described by Evered and Selman (1989): "Coaching, as we use the term refers to the managerial activity of creating, by communication only, the climate, environment, and context that empowers individuals and teams to generate results" (p.17). Crucial in this definition is the idea that coaching is making individuals, in this case, the players, better, to generate results. Evered and Selman (1989) identified a trend that in those years, coaching was being implemented by corporate managers because the performance of teams and individuals and the quality of the results become higher which leads to a higher level of productivity and profits. When this definition is compared to a definition of coaching within the organizational sector the similarities are visible. An example of a study to coaching in the organizational sector is the work of Liu and Batt (2010). They describe coaching as ´the provision of individual instructions and guidance to employees in the context of daily work´. In addition, they say that coaching is "an unstructured, developmental process in which managers provide one-on-one feedback and guidance to employees in order to enhance their performance" (p.266). A positive relation between performance and coaching is visible in the scientific literature, which can lead to economic benefits (Heslin, Vandewalle, & Latham, 2006; Liu & Batt, 2010). Liu and Batt (2010) concluded furthermore that coaching influences performance via three mechanisms, the acquisition of job-related knowledge and skills, the enhancements of motivation and effort and finally a certain process of social learning. Despite those benefits, not every manager is also acting as a coach. The manager may lack the willingness or other characteristics to be also an effective coach (Heslin et al., 2006).

Leading by example

As stated above in the theory about hybrid professionals, the OECPO's is not only a manager. They are also partly community officers and able to do tasks that CPO's also can do. In the scientific field, this is also called leading by example (Arnold et al., 2000). This refers to the fact that the leader is showing commitment and being an example by working hard or harder than the subordinates. This way the leaders are setting performance standards. Sunindijo et. al (2007) adding the fact the leading by example is not only just giving a good example by working hard but also doing the same real work and contribute in the same way like their subordinates. When doing the same real work, the leader can reduce the workload and the stress of the employees. When the leader puts a lot of hours in a certain activity the subordinates will likely to be convinced that the activity is worthwhile (Hermalin, 1998). A

leader can use this leading by example behavior to influence her followers because followers tend to respond strongly on the example that is set by the leader (Gächter, Nosenzo, Renner, & Sefton, 2012).

The construct support is elaborated in this research as the sense of physical support of the OECPO with tasks of the CPO's and hereby relieve or share the burden of the work of the CPO's. Concretely, the higher the extent that the OECPO give support to the CPO's the more time the OECPO devotes to tasks that also could be done by the CPO. This support, in the field, is categorized by Sunindijo et al. as leading by example (2007). The definition they give for leading by example is: "The leader does the same real work and contributes in the same way as subordinates" (p.167). The previous quote from "Het hoe van de WOE": *De wijkagent had namelijk gehoopt op ondersteuning en niet op een extra leidinggevende laag op het basisteam"[15]*, shows that the senior community officer is looking for support in the field of work. Therefore it could be interesting to look at the amount of time the OE spend time in the field fulfilling tasks that the CPO's also could be doing.

3.5) Participatory management

Participatory management reflects the ability of employees to have influence on the decisions of the managers. Flamholtz and Randle (2012) achieved to form a model where the extent of democracy is elaborated on a scale, from directive to nondirective. The most directive form of leadership is 'autocratic', followed by 'benevolent autocratic', 'consultative', 'participative', 'team (consensus)' and 'laissez-faire' as is shown in figure 4. The most nondirective form of leadership is laissez-faire which is, therefore, not only a level of directiveness but also a form of task-focused leadership.

---

[15] Translation: The CPO had hoped on extra support and not for an extra layer of management in the BT

Figure 4 An overview of the scale of the level of directiveness (Flamholtz & Randle, 2012)

Arnold (2000) argued that participatory management is the extent that the manager uses the input and information of his subordinates when making decisions. Several studies found a positive relation between participatory management and job satisfaction (KitapÇi & Sezen, 2007; Sagie, Zaidman, Amichai-Hamburger, Te'eni, & Schwartz, 2002; Xia et al, 2017). This implies that employees are satisfied to a higher extent when they have a say in policies that influence their job. A democratic leader allows his or her subordinates to participate in the decisions making while a pure autocrat leader prefers to make the decisions without any influence the subordinates.

Multiple researchers conducted a study to the influence of a higher level of participatory management which is a nondirective, or democratic, style of leadership (KitapÇi & Sezen, 2007; Xia, Zhang, & Zhao, 2017; Yoerger, Crowe, & Allen, 2015). Participative leadership regards the consulting of subordinates by the leader before making decisions. The subordinates of the leader are encouraged to participate and hereby to share opinions and suggestions (Sunindijo et. al., 2007), which naturally leads to influence into the decisions of the leader. Arnold (2000) describes participatory management as the "leader's use of team members' information and input in making decisions" (p.255). According to Somech (2006), it is important to focus on the distinction between participative and directive leadership for a few reasons. Firstly, both participative and directive leadership can be associated with higher levels of team outcomes and effectiveness. Secondly, a study to the level of both leadership

styles can be the basis for examining more complex leadership styles in a team and finally, it makes it possible to see management behavior in alternative ways.

Numerous studies did research on the relation between participatory management and job satisfaction. Participatory management is positively associated with job satisfaction (Kim, 2002; KitapÇi & Sezen, 2007; Sagie, Zaidman, Amichai-Hamburger, Te'eni, & Schwartz, 2002; Xia et.al., 2017). This implies that when organizations offer an opportunity to influence decisions that directly influence the employee the job satisfaction will most likely be higher. Therefore Xia et al. (2017) encourage open communication and a free flow of information within organizations. However, Lichtenstein (2000) addressed several considerations that are necessary for participatory management: It has to be managed skillfully, employees require training prior to participatory management, some employees don't want to be a 'decisionmaker', participatory management is time-consuming and has great potential to cause resentment and dysfunction among employees and finally, participatory management has the ability to mask ineffective leadership.

Wycoff and Skogan (1994) found that when the police department implemented participatory management, a significant increase over time in the belief that the organization practiced participatory management could be witnessed. This increase over time in the belief that the organization practiced participatory management was positively related to four factors. Firstly, it was positively related to the satisfaction of the police officers with their work activities, the police organization itself, their supervision and their job growth potential. Secondly, it was positively related to the perceived significance of the work that the police officers did. Third and fourthly, the task identity and the work autonomy of the officers. Furthermore, Hasenfeld (1983) argued that using group participation and a leadership style that is, among other things, democratic, can facilitate higher worker effectiveness. Spector (1986) did a meta-analysis to (perceived) participatory management and employee outcomes. Spector stated that "employees who perceive comparatively high levels of control at work are more satisfied, committed, involved and motivated. They perform better and hold greater expectancies."(p.1013). In this context, this implicates that CPO's perform better, and are therefore to a larger extent able to contribute to the standards of community policing. This is acknowledged by Black and Gregersen (1997) who found that employees with "above-average involvement" had significantly higher levels of satisfaction and performance. A higher level of participatory management has a significant impact on the performance according (Sukirno & Siengthai, 2011)

The overall conclusion is that a positive relationship can be seen between participatory management, job satisfaction, effectiveness, and team outcome. The increase in effectiveness and performance would imply that CPO's that are able to, or perceive that they can, influence decisions in their job, are to a higher extent able to perform according to the standards of community policing. CPO's who are able to influence policies considering their work are called 'participating CPO's. Naturally, CPO's that aren't able to influence policies considering their work are called 'non-participating CPO's'. Based on the previous conclusion two hypotheses are formulated regarding participatory management of the OECPO's:

H0: The level of participatory management is not a significant positive predictor for the level of community policing.

H1: The level of participatory management is a significant positive predictor for the level of community policing.

3.6) Conceptual model

In the following figure (figure 5) is the conceptual model of this research visible. The variable on the left side, the level of participatory management, is the independent variable. The standards of community policing are on the right side and are the dependent variables in this research. Additionally, this research uses the age group of the CPO's as a control variable. In this research, it is assumed that age is a factor that leads to more experience. Experience that can be used to benefit the community policing. In addition, the more experienced CPO's are more likely to have more influence in the decision of the OECPO's. Therefore, age is adopted in the conceptual model, as a control variable, with two positive arrows to participatory management and community policing. A second control variable studied in this research is the area of policing, the geographical location of the location. As formulated above, police region 'Oost-Nederland' is divided into districts which are further divided into BT's. It is possible that the control variable 'BT' influences both the participatory management and the standards of community policing. However, this is not adopted in the conceptual model due to the complexity and the large number of BT's.
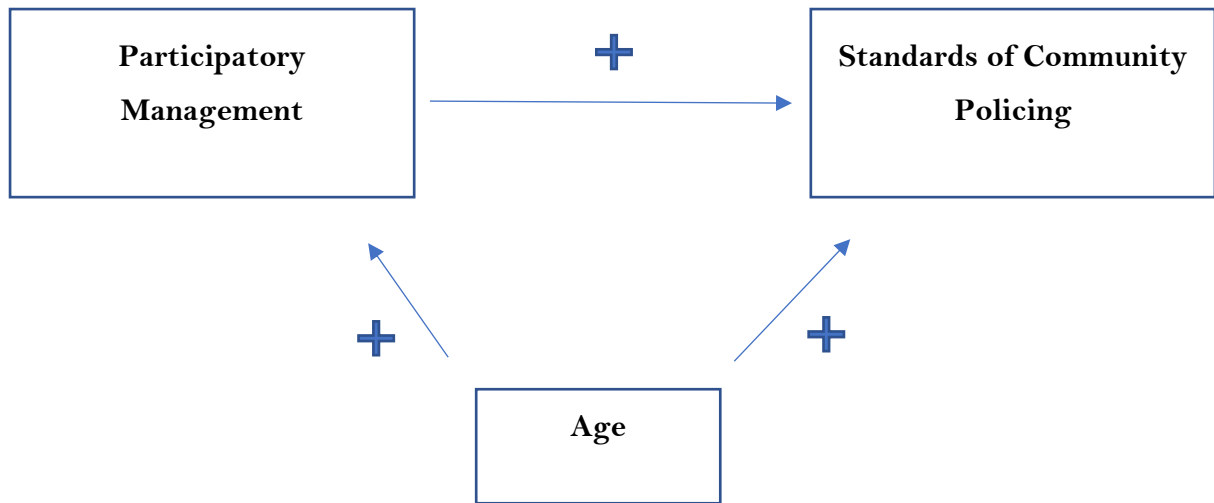
Figure 5 The conceptual model of this study

4. Research Methods

In this chapter, the methods of this quantitative research are elaborated. Questions as: 'Why is a survey used for this research', 'How is the survey composed' and ´How will the data be analyzed´ are examples of matters that are discussed in this chapter.

4.1) Type of research

A quantitative research design is used for this research to collect the data needed to answer the research questions. This research is aimed to find differences between the levels of participatory management in the leadership style among OECPO's on a large scale, in the entire police region of 'Oost-Nederland'. A quantitative approach was the most efficient way to collect data which naturally leads to conclusions that are made mainly based on numbers. The data necessary for this research was collected via surveys directed to the CPO's and the OECPO's. The surveys are further elaborated in paragraph 5.3.

As Punch (2005) stated: "we can describe without explaining but we can't really explain without describing" (p.15). This research described how the situation is within the Dutch national police regarding the extent to which CPO's are acting according to the standards of community policing, the level of participatory management of the OECPO's and how CPO's value this level. A survey is a research method that is a verbal and obtrusive which means that the respondents are aware that they are measured.

4.2) Respondents

The population of the research is all the CPO's and OECPO's in the police region 'Oost-Nederland'. The region contains 485 senior community officers and 117[16] OE community police officers who are, therefore, the population of the research. However, because all these officers are relatively easily accessible the entire population can be questioned. This results in a sample size that has the same size as the population which results in a higher level of validity.

The inclusion and exclusion criteria differ for both types of surveys. The survey towards the CPO's is addressed to each employee that works as a community officer in the region of 'Oost-Nederland'. Therefore excluded are people that, don't work at the police, are no community police officers or community officers that are characterized as OECPO. The survey towards the OECPO's is addressed to each employee that works as an operational expert community officer in the region of 'Oost-Nederland'. People are excluded when: don't work at the police, are no community police officers or community officers that are not characterized as OECPO.

---

[16] Both numbers can in reality be slightly different. Officers can be hired or removed in the meantime. However this is no issue for this research.

During this research, a response rate of 306 was achieved from the survey towards the CPO's which implies a response percentage of 63,09%. However, not all of the CPO's filled in the survey completely. Therefore, when the missing data are considered, the first questions have in total a higher response than the last questions. In total 255 of the senior CPO's have filled in the survey completely and therefore the response percentage of completed surveys is 52,57%. Nevertheless, the data of the CPO's who did not fill in the survey completely is used for the parts which are filled in. The survey aimed towards the OECPO's is sent to 113 different OECPO's and a response percentage of 66,4% (79 officers) was achieved.

4.3) Data collection

As stated before, the main core of the data that is analyzed in this research is collected from surveys. Two types of surveys are constructed where one is sent to the CPO's in region 'Oost-Nederland' and a different one is sent to the OECPO's. The different questions are shaped to the Likert-method which is a method that is widely used in social research. The Likert-method is most often seen in questionnaires in social research (Punch, 2005). Both the surveys and the guided letter for the CPO's are included in Appendix C.

The different survey questions formulated via the theory and the operationalization of the variables. A draft of the surveys is tested by various persons until the satisfactory final version was established. One day before the opening of the surveys, District leader Arjan Mengerink sent a mail to the (OE)CPO's to raise awareness for this research with a goal to increase the response. Finally, the surveys have been sent towards the (OE)CPO's. In general, the research took place from April 2018 till January 2019. However, the survey was open from 10 October until 30 October. The program used to formulate the survey is called Qualtrics Survey Software (Qualtrics, 2018). This software could be accessed because of the license of the University of Twente. The data files deriving from this program could be imported into the statistics program 'SPSS' for the analysis of the data.

<u>The empowering leadership questionnaire</u>

Arnold et al. (2000) developed a new measurement instrument to measure leadership behavior. The empowering leadership questionnaire (ELQ) will partly be used within this research to measure the level of participatory management by the OECPO's. The items deriving from the ELQ regarding participatory management are shown in the table below (table 2). Arnold et al. based their questions on certain work groups, therefore the questions are slightly altered in this study to a point where not a workgroup but the (OE)CPO's is the core of the questions. The questions are similar to the result of the operationalization of the construct participatory

management. Therefore, these questions will be used in the survey in addition to the scale of (Flamholtz & Randle, 2012)

	Participatory management
1	Encourages to express ideas/suggestions
2	Listens to my ideas and suggestions
3	Uses my suggestions to make decisions that affect me
4	Gives me a chance to voice my opinions
5	Considers my ideas when he/she disagrees with them
6	Makes decisions that are based only on his/her own ideas

Table 2 Overview of the ELQ items regarding participatory management (Arnold et .al., 2000)

4.4) Reliability and validity

This paragraph contains items regarding the reliability and validity of this research. Reliability is a concept that regards the extent of how the results would differ if the instrument was used another time under the same circumstances. If the instrument is reliable the results would be approximately the same. There is no reason to believe that results are different when the same survey is used the amount the same group of people under the same circumstances. The entire population of the research can relatively easy be accessed, which increases the validity of the research and makes it less complicated to draw conclusions about the whole population. Furthermore, the Dutch police is a hierarchal organization and therefore the response is higher than it would be in other non-hierarchal organizations. To further increase the validity of this research a control group would be necessary. However, this isn't possible regarding the fact that there are no CPO's that aren't working without an OECPO in the BT.

Internal validity regards the question: 'how do we know that we measure what we want to measure'. All the different variables are operationalized in this chapter and multiple items are taken into account when formulating the surveys. The external validity concerns the matter of generalizability which implies the extent that the results would be different if the research was held in another place. The external validity of this research is relatively low. The conclusions deriving from this research cannot completely be copied to other BT's in other parts of the Netherlands. It is common knowledge that the people and mentality are different in 'Oost-Nederland' when it is compared to for example the Randstad. Different people have different perceptions and therefore the results would most likely be, to a certain extent, different when the research is conducted in another part of the Netherlands.

A statistical method used within this study is the calculation of the Cronbach´s Alpha score via SPSS. This score is a measurement of the internal consistency of survey questions of certain constructs, in this case, the level of community policing and participatory management. Only if the Cronbach´s Alpha score is higher than 0,7, the internal consistency is high enough which makes it is possible to use the data from the survey questions as described above and to calculate with means.

4.5)   Data analysis

This paragraph elaborates the analyzation of the data received from the survey from the CPO's. Here is explained which data is used, which programs are adopted in this research and how the analyzation is done. In this research the data can briefly be divided into three categories, the data retrieved from the closed survey questions to the CPO's and the OECPO's and lastly, the open question for the CPO's which. The survey questions are adopted in 'Qualtrics Survey Software' which is a survey program that could be accessed via the University of Twente. From Qualtrics the data could be imported into SPSS which is a program to statistically analyze the closed survey questions. The answer possibilities of the closed survey are formulated to a Likert-scale where the respondent has to pick a single answer out of five options, usually 'totally agree', 'agree', 'not agree nor disagree', 'disagree' and 'totally disagree'. This Likert scale gave the opportunity to translate the answers to a scale of one to five. These numbers can be used by SPSS to make a regression analysis and calculate the correlation score to calculate if a relation is present between the level of participatory management and the standards of community policing. It makes it also possible to calculate a mean score for the level of community policing and level of participatory management in the different geographical levels within the police. To calculate if the differences are significant the ANOVA-test will be used via SPSS.

The open questions could not be analyzed via SPSS because the different answers could not be coded with a certain value. The open questions are analyzed with color coding in Excel as can be seen in Appendix B. The different answers are divided into categories which gave a good overview of the desires of the CPO's regarding the role of the OECPO.

5. Operationalization

This fifth chapter elaborates the operationalization of this research. This chapter clarifies the different variables and shows how they are measured in this research. As can be seen in the conceptual model, three different types of variables are involved in this research. Firstly, the independent variables, variables that aren't influenced by other variables that are measured. Secondly, the dependent variables that are influenced by the independent variables and lastly, the control variables, which are 'undesirable' variables that could affect the relationship between the dependent and the independent variables.

5.1) Dependent variables:

Naturally, the dependent variables are influenced by the independent variables, both are described below. The dependent variables in this research are the extent that the CPO's succeed in acting according to the standards of community policing, according to themselves.

<u>Standards of community policing</u>

As clarified in the literate community policing consists out of five different dimensions. Firstly, community policing brings the police closer to the citizens. Secondly, community policing solves problems in the neighborhood like crime, nuisance, feelings of unsafety and fear. Furthermore, the police are acting preventively and hereby proactive. Fourthly, community policing has a focus on the cooperation with stakeholders in the neighborhood and lastly, the citizens in the neighborhood are actively involved by the police. These dimensions are shown and further specified into the table below (table 3). An important factor to keep in mind is the fact that the CPO's are questioned to which extent they succeed in acting according to those standards and therefore the results are according to themselves.

Construct	Dimension	Indicator	Survey question
Community Policing *Definition: A mode of policing focusing on bringing the policing closer to the citizens,* *solve problems in the*	Bring the police closer to the citizens by closing the gap	- Make better contact - More trust in the police	- Tijdens mijn werk als wijkagent draag ik eraan bij om het contact te versterken tussen de bewoners in de wijk en de politie - Tijdens mijn werk als wijkagent draag ik eraan bij om het vertrouwen in de politie te versterken
	Solve problems in	- Problems	- Tijdens mijn werk als wijkagent los ik problemen op in de wijk

neighborhoods act pro-active with a large amount of cooperation with actively involved citizens (Terpstra, 2008)	the neighborhood	- Crime - Nuisance - Feelings of unsafety or fear	- Tijdens mijn werk als wijkagent verminder ik criminaliteit in de wijk - Tijdens mijn werk als wijkagent verminder ik overlast in de wijk - Tijdens mijn werk als wijkagent verminder ik gevoelens van onveiligheid of angst in de wijk
	Acting preventive	- Preventing	- Door mijn werk als wijkagent voorkom ik problemen in de buurt
	Cooperation with stakeholders in the neighborhood	- Focus on cooperation stakeholders	- Tijdens mijn werk als wijkagent ligt er een focus op de samenwerking met de verschillende partners in de wijk
	Actively involved citizens	-	- Ik kan buurtbewoners aanzetten iets aan onveiligheid te doen

Table 3 Operationalization of the standards of community policing

5.2)   Independent variables

The level of participatory management

The definition used in this research of participatory management is: *"The leader consults with subordinates before making decisions. Opinions, suggestions, and participation are encouraged in the decision-making process"* (Sunindijo et al., 2007, p.167). Participatory management can also be seen as a scale with on the one hand autocratic and on the other hand democratic decision making of the OECPO. As stated in the literature, Wycoff and Skogan (1994) found that when the police department implemented participatory management, an increase over time in the belief that the organization practiced participatory management could be witnessed. This increase over time in the belief that the organization practiced participatory management was positively related with the satisfaction of the police officers with their work activities, the police organization itself, their supervision and their job growth potential. The following quote from the article 'Het Hoe van de Woe' gives some insight into the way of thinking of the CPO's towards the OECPO.

"Bij de invulling van de nieuwe rol valt hij dan ook snel terug op het aansturen van de wijkagent senior vanuit wat hij nodig acht. Deze sturing kan door de wijkagent als onnodige en soms zelfs als ongewenste bemoeienis worden ervaren. De wijkagent had namelijk gehoopt op ondersteuning en niet op een extra leidinggevende laag op het basisteam" (Meurs & Kreulen, 2017 p.28)

This quote implies that the senior community officer is not looking for another autocratic manager 'above his head', which he has to take into account, but more a supportive management style. Table 4 is composed to show the operationalization of the construct participatory management. From the theories in the theoretical framework is the dimension 'influence on decisions concerning their job' distinguished.

Construct	Dimension	Indicator
Participatory management *Definition: Participation in decision-making refers to the influence sharing between hierarchical superiors and their subordinates*	Influence on decisions concerning job	- Express opinions about decisions - Suggest improvements

Table 4 Operationalization of the construct participatory management

To further operationalize the level of participatory management the scale of Flamholz and Randle (2012), as shown in the theoretical framework, is used. The scale consists of six different levels of participatory management. This scale can be used in the survey to discover how the CPO's value the level of participatory management of their OECPO's. Each level will be attributed to a different role as can be seen in table 5. The CPO's are asked which of the sentences describe the leadership style of 'their' OECPO the best.

	The level of PM	Indicator	Role name
The level of participatory management	Autocratic	I'll tell you what we are going to do because I'm the boss.	*The Autocratic OECPO*
	Benevolent autocratic	I'll tell you what we are going to do because it will be best for all concerned.	*The well-meant autocratic OECPO*
	Consultative	I'll decide, but I'll discuss it with you to get your opinions before I make the decision.	*The consultative OECPO*
	Participative	We'll discuss the issues together, but I reserve the right to make the final decision.	*The participative OECPO*
	Team (consensus)	We'll all meet and discuss it until everyone agrees on a decision.	*The team player OECPO*
	Laissez-faire	Do whatever you want to do	*The non-interfering OECPO*

Table 5 Operationalization of the level of participatory management to the scale of (Flamholtz & Randle, 2012)

It has to be kept in mind that a high level of participatory management implies that a more democratically management style is applied. However, on the scale of Flamholz and Randle is visually higher a more autocratic management style which can be confounding.

<u>The level of participatory management needed to improve community policing</u>

The second concept is relatively self-explanatory. The CPO's are asked which level of participatory management they need to improve community policing. As will be further elaborated in the methods the ELQ-questionnaire is used to measure the level of participatory management in addition to the questions deriving from the scale of Flamholz and Randle. This ELQ-items will be rephrased to a question if the CPO desires more or less from the specific statement to improve their work and hereby improve the community policing in 'Oost-Nederland'.

INSIGHT IN THE ROLE OF THE OECPO

Appreciation of the level of participatory management

The last independent variable is the extent to which the CPO's appreciate the level of participatory management of the OECPO. The questions within the survey are used to discover the level of participatory management of the OECPO´s. The appreciation of the CPO's towards this level was measured by questioning if the CPO's are satisfied with the amount of influence on the decisions of the OECPO. This is done by using a 'Likert-scale' (Punch, 2005) where the respondent has to give an answer out of five options. The open question is used to give more insight into the appreciation of the level of participatory management. Important to consider is that this is not the same as the needed level of participatory management. A community officer can, for example, appreciate the freedom he gets from the OECPO but it might not be efficient for the community policing in his neighborhood.

5.3) Control variables

Age

The first control variable considered in this research is the age of the two different officers. The data about age can give insight into the relationship between age the other variables. It is expected that a difference can be discovered between the level of participatory management of younger compared to older OECPO's. This same concept is expected with the CPO's where for example a younger CPO would prefer a more autocratic role of the OECPO while an older CPO would prefer a role with a higher extent of influence in the decisions of the OECPO. To maintain anonymity the exact age is not questioned and therefore, an age scale is used during this research.

Basic team

As elaborated in the literature, the region 'Oost-Nederland' consist out of five districts which are further divided into 27 BT's. The BT, which also implies the geographical location of the (OE)CPO's, can be an influence on the management style of the OECPO and the desired management style of the OECPO by the CPO. The officers in a BT that are operating in a more urban area, for example, Zwolle, may have different (desires for) ways of operating and therefore different levels of participatory management.

6. Results

This chapter contains the results of the research. These results derive for the major part from the data of the survey sent to the CPO´s. The results are structured towards the different sub-research questions and will focus on the region of 'Oost-Nederland' as a whole. The difference between BT's and age groups are also presented. The data is in this chapter interpreted and analyzed. The full results of the surveys with the various tables can be found in Appendix A.

However, before any analyzation is possible, it is necessary to measure the internal consistency of the constructs ´community policing´ and ´participatory management´. The twelve survey questions measuring the community policing according to the CPO´s received a Cronbach´s Alfa score of 0,81. For measuring the Cronbach´s Alfa of participatory management, question 21 has not been taken into account due to the fact that this question was not build via a Likert-scale. The remaining twelve survey questions for measuring the level of participatory management received a score of 0,72. In conclusion, can be stated that the internal consistency of the measuring of both constructs is high enough to continue with the analysis and the draw conclusions based on them.

6.1) Standards community policing

The first research question regards the extent that CPO's succeed in acting according to the standards of community policing, according to themselves. The first research question is: *To what extent do community police officers succeed in acting according to the standards of Community Policing, according to themselves?* From the theory are, as stated in the operationalization, five different standards of community policing formulated. To measure the extent of acting according to these standards, twelve relevant survey questions are adopted in the survey for the CPO's. From the Likert-scale a score from one to five can be assigned. With this numerical score, a mean and a standard deviation, or SD, can be calculated. The means of the separate questions can be used to calculate an overall mean score of the extent to which the police officers act according to the standards of community policing. An overview of the tables regarding the standards of community policing can be found in the appendix, tables A1-A6. The following table (table 6) contains the calculation of the overall mean score for the extent of acting according to the standards of the community policing. Firstly, the means for each individual standard are calculated. Secondly, those five means per standard are used to calculate the overall mean score. None of the questions or standards have a higher value or has to be interpreted differently, therefore, the calculation of the means is relatively effortless. Each standard has two survey questions and is, therefore, after adding both up, divided by

two. The only exception is the second standard[17] which has four different questions. With the 'mean per standard' the overall mean is calculated by adding up the different values and divide it by five.

Standard of CP	Means	Mean per standard
Bring the police closer to the citizens by closing the gap	4,20-4,15	4,18
Solve problems in the neighborhood	3,47-2,87-3,32-3,24	3,22
Acting preventive	3,70-3,16	3,43
Cooperation with stakeholders in the neighborhood	4,05-4,18	4,12
Actively involved citizens	3,61-3,67	3,64
Overall Mean	**3,72**	

Table 6 Calculation of the overall mean score for acting according to the standards of community policing

As can be seen in the table above, the overall mean score of the standards of community policing in the region 'Oost-Nederland' is 3,717. The scores can vary between one and five and therefore the middle value is three. The score 3,717 is 0,7 higher than the middle score which is positive for the community policing in 'Oost-Nederland'. As can been seen in the appendix, especially the scores for 'closing the gap' and 'cooperation with stakeholders in the neighborhood' are relatively high with a mean score above four. This implicates that the CPO's experience a positive feeling from the citizens and stakeholders and that they find enough time to strengthen the relations in the neighborhood. However, it is likely that both constructs are related, it is highly imaginable that when the police are closer to the citizens, the citizens and other stakeholders are more likely to cooperate with the police.

The standards which lower the overall mean score are firstly, 'solve problems in the neighborhood'. Within this category lowering the criminality and the feeling of unsafety in the neighborhood are the lowest scoring items. Secondly, acting preventive is also lowering the overall mean. It is noteworthy that the two lowest scoring standards are also likely to be related to the reason that acting preventive can be a good way to solve problems in the neighborhood. Problems can be solved by acting preventive and deal with smaller nuisances as can be learned from the famous 'Broken Window' theory (Wilson & Kelling, 1982). The relatively low score for both constructs implicates that the CPO's think that it could be better.

With the data, it is possible to explore differences in the extent that CPO's act according to the standards of community policing on a smaller level. Firstly, the differences between the

---

[17] Solve problems in the neighborhood

different BT's are displayed and secondly, the overall mean score for each of the five districts are shown to explore any differences in the smaller levels. The full overview of the results on BT- and district level are adopted in the appendix of this research. For each different BT's the overall mean score for the standards of community policing is calculated. With these mean scores the following chart could be constructed (figure 6). The bar chart helps to identify differences in the overall mean scores among BT's. A more detailed overview of the level of community policing with the scores can be found in appendix A (table A7).
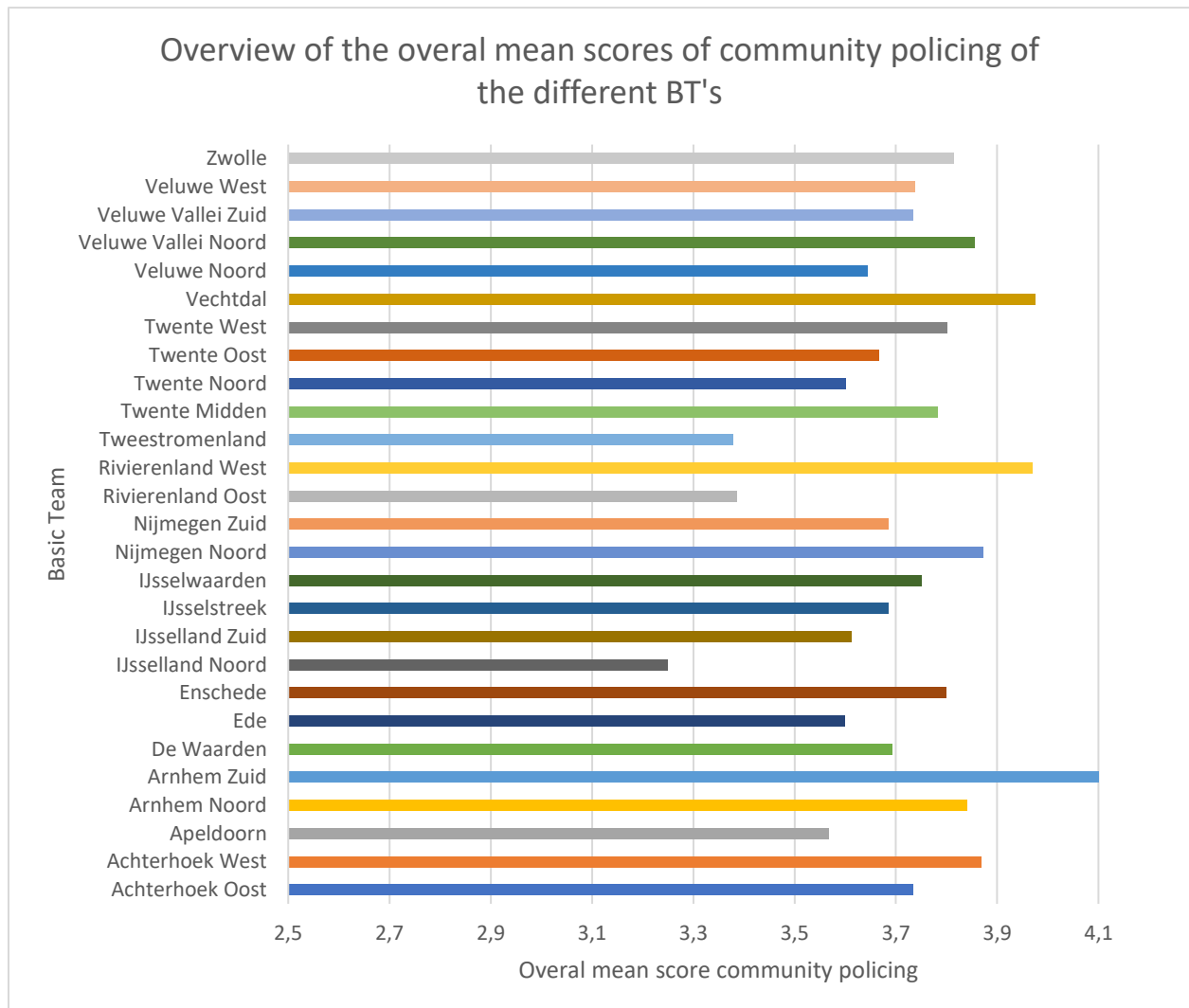
Figure 6 Overview of the overall mean scores of community policing of the different BT's

As can be seen in the chart, Tweestromenland (**3,378)**, Rivierenland Oost (**3,3855)** and IJsselland Noord (3,2485) are the lowest scoring teams in the police region 'Oost-Nederland' while Vechtdal (**3,9745)**, Rivierenland West (**3,9695)** and Arnhem Zuid (**4,1015)** score highest. Interestingly, Rivierenland Oost scores low on the standards of community policing while Rivierenland West scores high. Although these two BT's are geographically connected in the same district, the overall mean score of the standards of community policing of Riverenland

West are higher on every standard. It is currently unknown why these differences occur and more research into the individual BT's is needed to explore these differences. However, an ANOVA-test has been conducted to calculate if the differences are significant. The differences between the BT's received a score of 0,090 which is too high to conclude that the visible differences among the BT's are significant.

The results show varies differences in individual BT's regarding the level of the standards of community policing. With the data is also possible to explore differences on a bigger level, the district level. As stated in the second chapter, each district in 'Oost-Nederland' is formed by minimally four and maximally eight BT's. For each of the five districts, the overall mean score can be calculated with the scores of the BT's that belong in the district. The following chart (figure 7) shows the differences between the five districts. Table A8 (Appendix A) shows a more detailed overview and the exact scores of the level of community policing of the different districts.
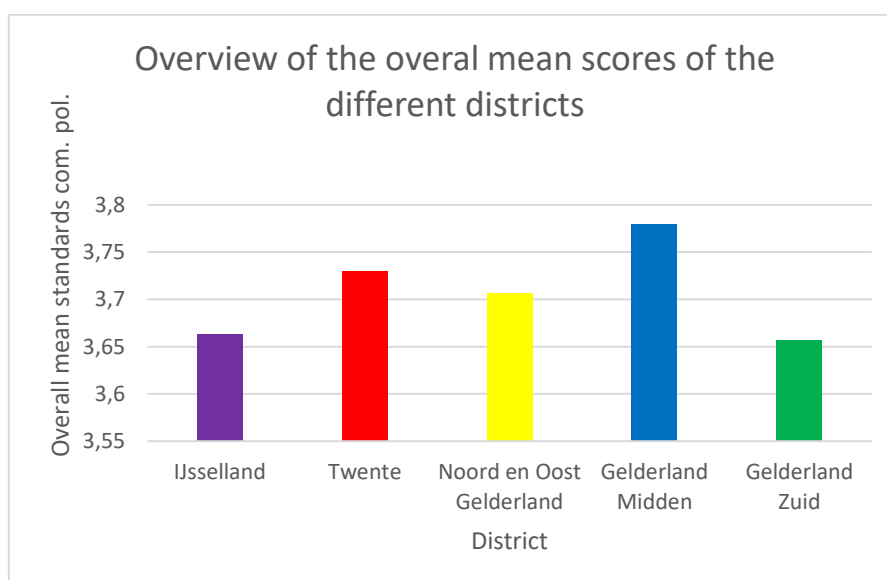
Figure 7 Barchart of the level of community policing in the different districts in 'Oost-Nederland'

As can be seen in the chart the district Gelderland Midden (3,780) scores the highest while Gelderland Zuid (3,657) scores the lowest on the scale from one to five. However, it is relevant to mention that the chart has a scale from 3,6 up to 3,8 and therefore it can be stated that the differences between the different districts are minimal. This is confirmed by a statistical ANOVA-test with a number of 0.817[18].

In conclusion, the CPO's in 'Oost-Nederland' succeed according to themselves to a fair extent in acting according to the standards of community policing. The standards of 'improvement

---

[18] Too high to call the differences significant.

of the relation- and the cooperation with stakeholders' in the neighborhood excels while 'solve problems' and 'working preventive' are lagging behind. However, on smaller levels, there are some differences visible. The BT´s of Arnhem Zuid and Vechtdal scoring highest on the standards of community policing while IJsselland Noord and Tweestromenland received the lowest score for the standards of community policing. Furthermore, on the district level can be concluded that the differences are negligible.

6.2) Offered level of participatory management

A second research question is formulated to measure the level of participatory management that the OECPO's offers in the police region 'Oost-Nederland': *"What level of participatory management do Operational Expert community officers offer to senior community police officers?"*. Firstly, to measure the level of participatory management the scale of Flamholz and Randle (2012) is used, as stated in the operationalization. The scale is a direct way to discover the level of participatory management of the OECPO's and thus, discover the amount of influence the CPO's have on the decisions of the OECPO. The rank on the scale will be complemented with the data of the second measurement instrument: the average mean score of the ELQ items regarding participatory management. The descriptive statistics of the questions deriving from the ELQ can be found in the appendix A The mean scores can vary between one and five where 'one' ultimately autocratic and 'five' ultimately democratic is. However, the last question based on the item "Makes decisions that are based only on his/her own ideas" is, in comparison to the other items, a negative question. The question is recoded which implies that the positive answers became negative and vice versa. Therefore the mean score of 2,65 changed in 3,35, which is more in line with the rest of the scores. With the six different scores, an overall mean score can be calculated for the offered level of participatory management in the region of 'Oost-Nederland'. Another item that stands out is the standard deviation of the first item, 'the level of encouragement to express ideas and suggestions'. The standard deviation is, compared to the other items, higher (1,139)[19]. This implies that the response is more diverse compared to the other five items. The following table shows the overview of the overall mean score of the items of the ELQ.

---

[19] The SD of the other five questions varies between 0,822 and 0,866)

Item survey	Mean
Encourages to express ideas/suggestions	3,18
Listens to my ideas and suggestions	3,53
Uses my suggestions to make decisions that affect me	3,20
Gives me a chance to voice my opinions	3,75
Considers my ideas when he/she disagrees with them	3,04
Makes decisions that are based only on his/her own ideas	3,35
Overall Mean	**3,34**

Table 7 Overview of the overall mean score for the items regarding participatory management

The value of the overall mean score for the level of participatory management that the OECPO's apply in their work can vary between one and five. A one would be an ultimately autocratic management style and a five would be ultimately democratic. The level of participatory management of the OECPO's in 'Oost-Nederland' received a score of 3,342 out of five. This score can be compared with the result of the mean score that derives of the scale of Flamholz and Randle (2012). The frequency table can be found in the appendix (table A9). The frequencies table above shows a clear distinction of the offered level of participation in the police region 'Oost-Nederland' according to the CPO's. The first thing that draws attention is the biggest group (96, 36,9%) of CPO's that expressed that their OECPO discuss the problem together with them but in the end, the OECPO makes the final decision. This first group is followed by a second group with a management style that is one step more democratic (59, 22,7%), ´we come together and discuss till we all agree with the solution´. On the second hand, there are few CPO's that filled in that their OECPO maintains a very autocratic style of management. This conclusion can be made when looking at the number of CPO's who filled in a one (four CPO's) or a two (six CPO's).

To calculate the mean score of participatory management on the scale of Flamholz and Randle (2012) the last option, 'none of the above', had to be filtered out. The seventh option 'none of the above', which is used by 44 community officers, would receive a score of seven and would therefore incorrectly enlarge the mean rating. The mean score can be interpreted on a scale from one to six with ´one´ as the most autocratic and ´six´ as the most democratic form of management.

The mean score for the scale of Flamholz and Randle (2012) among the community officers in 'Oost-Nederland' is 4,18. This score corresponds most with the value of "we discuss the

problems together but in the end, I decide" (score of 4). This value shows that the mean OECPO, according to him/herself, has the final right to decide and acts therefore as an additional layer of management. This is in contrast to the description of the function of OECPO, which states, as mentioned in the previous chapters, that the OECPO is not established as an extra layer of management but more as a supportive role for the CPO's. This score (4,18 on a scale of 6, 69,9%) is highly comparable with the mean score deriving from the six items from the ELQ (3,342 on a scale of 5, 66,84%). The similarity adds to the validity of the research. An overview of the frequencies of the question with the scale can be found in Appendix A (table A10)

Identical with the standards of community policing it is possible to explore differences on the BT- and district level. A bar chart has been composed to visualize the differences between the separate BT's (figure 8) Firstly, the bar chart shows that both the "Veluwe" BT's have relatively high levels of participatory management (Noord and West). As can be seen in chapter 2 (table 2), these two BT's are also, as the name suggests, geographically connected. Twente Midden, IJsselland Zuid, Achterhoek Oost are three districts where the OECPO's are maintaining a more autocratic management style according to the CPO's. Appendix A (table A11) contains an overview of each different BT's with the exact score of the level of participatory management. An ANOVA-test makes it possible to explore if the differences between BT's are statistically significant. With a significance score of 0,009, it can be stated that the differences in the levels of participatory management in BT's are significant.
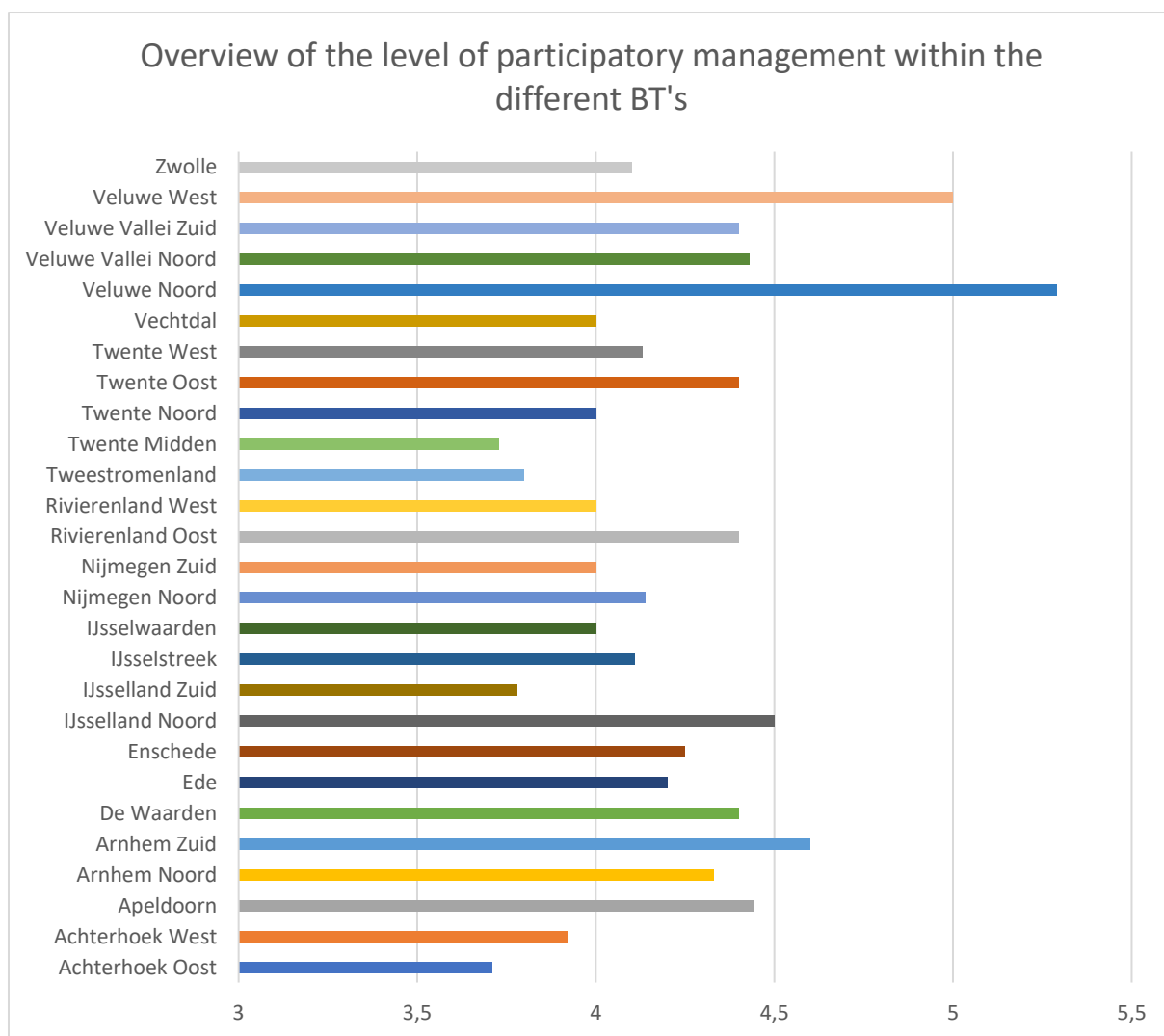
Figure 8 Overview of the level of participatory management within the different BT's
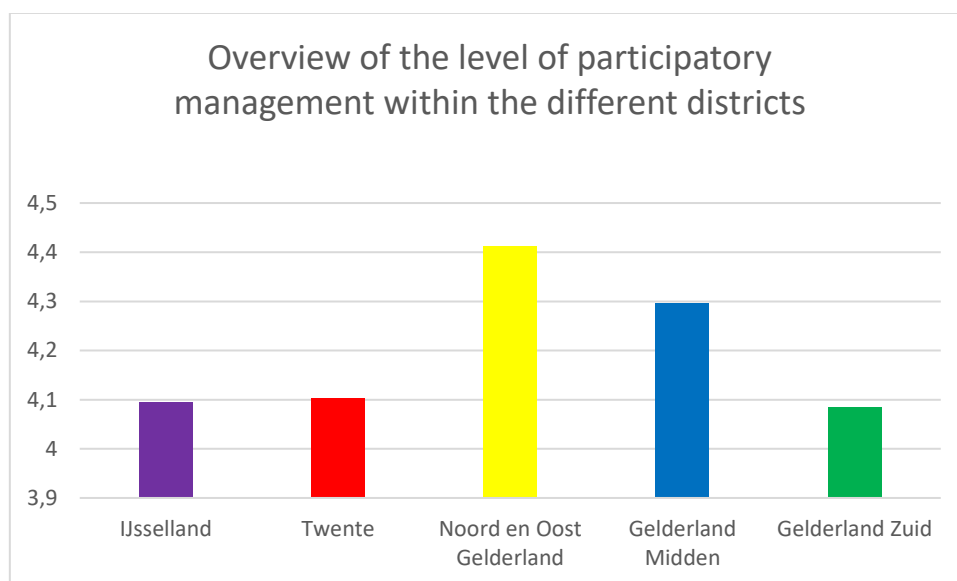

Figure 9 Overview of the level of participatory management within the different BT's

INSIGHT IN THE ROLE OF THE OECPO

On the district level are differences visible as well, as is shown in figure 9. It is peculiar that the OECPO's in 'Noord en Oost Gelderland [20]' and 'Gelderland Midden' are offering a higher level of participatory management compared to the OECPO's in the other districts. Furthermore demonstrates the data that the other three districts are more in line with each other and score in comparison a more autocratic management style.

Concluding, it can be stated that the Operational Expert community officers within 'Oost-Nederland', according to themselves, are in general '*The participative OECPO*' and offer a level of participatory management that mostly corresponds with the step of "we discuss the problems together but in the end, I decide". This is due to the score of 4.18 on the scale of Flamholz and Randle (2012). However, differences occur when looking at a smaller level where for example two BT´s received a much higher score (with a score of 5 or higher).

6.3) Relation community policing and participatory management

Differences within BT's have been demonstrated in the paragraphs above regarding the level of community policing and the level of participatory management. Hasenfeld (1983) argued that a democratic leadership style can facilitate higher worker effectiveness. This higher effectiveness translates in this research to a higher level of (the standards of) community policing in the police region 'Oost-Nederland'. Therefore, it is expected that community police officers who experience a management style that is more democratic, achieve a higher level of standards of community policing. This led to the following two hypotheses:

H0: The level of participatory management is not a significant positive predictor for the level of community policing.

H1: The level of participatory management is a significant positive predictor for the level of community policing.

Each different BT in 'Oost-Nederland' has received a score for the level of the standards of community policing and the level of participatory management. With these two sets of scores, it is possible to perform a regression analysis if there is a relation visible between the two different constructs. Regression analysis is a much used statistical method to estimate the relationship between variables. Additionally, it is also possible to calculate a correlation score. The following graph (figure 10) shows a scatterplot between the variable 'level of community policing' and the 'level of participatory'. The graph is followed by the SPSS output of the variables level of participatory management and community policing.

---

[20] 'Noord en Oost Gelderland' is a single district

The overall level of CP compared to the level of PM (BT-level)
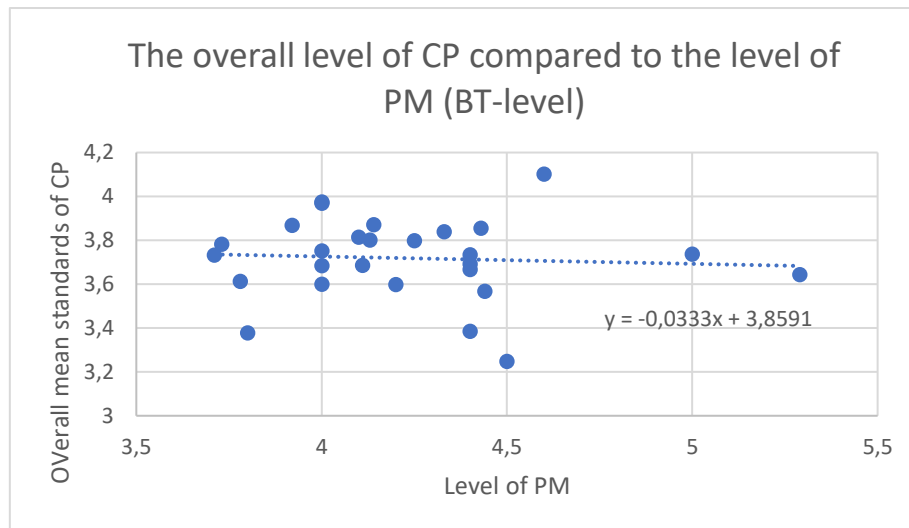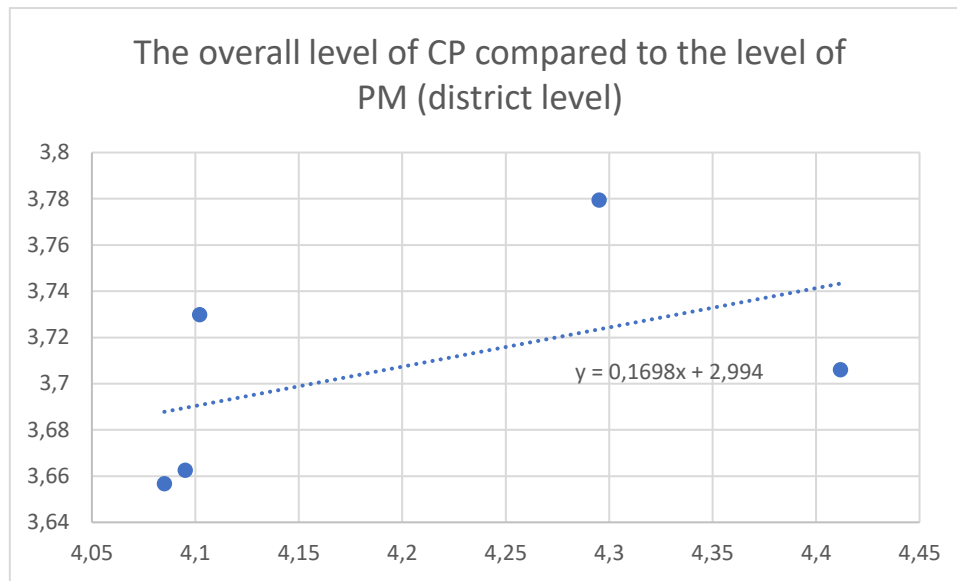
y = -0,0333x + 3,8591

Figure 10 Scatterplot with a trendline of the variables level of community policing and level of participatory management

The first thing that stands out when visually looking at the data points is that there isn't a relation visible. This is confirmed by the SPSS output in the Appendix tables (A20 and A21). The variables correlate with a score of 0,065 which is in statistical terms a correlation that is 'very weak'. Additionally, with a high p-score (above 0,005) it is not possible to accept the H1 hypothesis and therefore can be stated that the level of participatory management is not a significant predictor of the level of community within the BT's in 'Oost-Nederland'.

When the BT's are divided into districts the data presents a different impression. A positive regression is visible, on the district level, between participatory management and community policing. As can be seen in figure 11 the trendline shows a positive relation. Although the correlation score is higher (0,496) compared to the score of the separate BT's, the p-value (0,395) is too high to speak of a significant relation

Figure 11 Scatterplot with a trendline of the variables level of community policing and level of participatory management (district)

The following table (table 8) shows the same image with the separate correlation scores and p-values for the separate districts. Each of the districts has a p-value that is too high to accept the H1 hypothesis.

	Mean PM	Overall mean CP	R	R^2	p
IJsselland	4,095	3,663	0,638	0,408	0,362
Twente	4,102	3,730	0,140	0,020	0,822
Noord en Oost Gelderland	4,412	3,706	0,418	0,175	0,410
Gelderland Midden	4,295	3,780	0,103	0,011	0,808
Gelderland Zuid	4,085	3,660	0,646	0,417	0,354

Table 8 Overview of the correlation score, the determination coefficient and the p-value of the separate districts.

In conclusion, the level of participatory management is not a significant predictor for the level of community policing. There is not a linear regression between both variables. It is highly likely that the level of community policing is dependent on various other variables. It is not excluded that the level of participatory management is one of them.

6.4) Needed level of participatory management

In addition to the level of participatory management, the level of participatory management that is needed for the CPO's is measured. The research question, 'What level of participatory management do community police officers need to improve their mode of policing, according to themselves?', is formulated as a tool to research this construct. For each of the items of the

ELQ, a statement is formulated where the CPO's are asked if they want more or less of the specific statement to improve their work and thereby improve the community policing in 'Oost-Nederland'. The six questions of the ELQ are for this research question rephrased to 'more/less' questions.

The variables are recoded into three variables 'more', 'no change' and 'less', to give a better overview of the wishes of the CPO's. The answers 'much more' and 'more' and much less and 'less' are recoded into single variables. The table in Appendix A (table A22) shows an overview of the descriptive statistics of the different recoded questions. The frequency tables of the six different recoded questions are adopted in Appendix A as well (Table A12-A17).

As stated above in the previous paragraph the last statement is negative and should be interpreted differently than the other five statements. During the first five statements filling in 'more' (a score of 1) means that the CPO's desires a higher level of participatory management. However, because the last question is negative, filling in 'more' points towards a lower, more autocratic, level of participatory management. The first thing that stands out is the relatively high percentage of officers that are satisfied with the level of participatory management that they currently experience from 'their' OECPO. The value of no change, 'niet veranderen', has been filled in at each question by at least 53 % (up to 74% in question regarding chances to give their opinion, on average 62,18%) by the community officers in 'Oost-Nederland'. In all the statements the answer 'no change' is followed by the answer 'more'[21], which implies that a part of the community officers desire a higher level of participatory management. The answer 'more' is filled in for the different statements from 25,4-45,0% with an average of 36,1%. In contrast, the option that indicates a lower level of participatory management[22] has rarely been used by the CPO's in 'Oost-Nederland', with frequencies from 0 to 16 respondents (0%-6.2%, average 1.73%)

In order to answer the question what level of participatory management the CPO's in 'Oost-Nederland' need, can, when looking at all the community officers, in general, be answered with 'a higher level than the current one'. This is the result of the relatively big group of CPO's that desires a higher level of participatory management. Nevertheless, a more positive view is that the biggest part of the CPO's is satisfied with the current level of participatory management that they receive from their OECPO. Nevertheless, another major group of the

---

[21] Also considering the 'less' answers in the last statement: "De mate dat de OE-wijkagent beslissingen maakt totaal gebaseerd op zijn of haar eigen ideeën moet:"
[22] Lower for the first five statements and higher for the last statement

community officers in 'Oost-Nederland' desires a higher level of community policing. (25,4-45%)

6.5) Appreciation of the received level of participatory management

The fourth research question regards the amount of appreciation the OECPO´s get from the CPO regarding their management style and the amount of influence they give to the CPO´s regarding making decisions. The following sub-question was formulated: *How do community police officers value the level of participatory management by Operational Experts?* This question is answered by analyzing the statement 'I have enough influence in the decision making of the OECPO'[23]. Additionally, the open questions are used to make a comparison with the result of the previously mentioned survey question. When looking at the frequencies in the table below (table 9) 259 answers are recorded for this statement. The respondents can be divided into three groups, the ones who disagree (64 CPO's, 24,7%), the ones who are neutral (76 CPO's, 29,3) and the ones who agree with the statement (119, 45,0%). This implies that one out of four CPO's is looking for a higher level of participatory management. However, three out of four CPO's are satisfied, or not dissatisfied, with the current level of participatory currently implemented by the OECPO's.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Helemaal mee oneens	3	1,0	1,2	1,2
	Mee oneens	61	19,9	23,6	24,7
	Niet mee eens/ niet mee oneens	76	24,8	29,3	54,1
	Mee eens	111	36,3	42,9	96,9
	Helemaal mee eens	8	2,6	3,1	100,0
	Total	259	84,6	100,0	
Missing	System	47	15,4		
Total		306	100,0		

Table 9 Overview of the frequencies of the statement 'Ik heb voldoende inspraak in beslissingen van de OE-wijkagent', from the survey.

At the open question,[24] the CPO's were able to explain if they were not or to a lesser extent satisfied with the current role of the OECPO and what they would like to see differently. Although the question was formulated regarding the general role of the OECPO, some CPO's mentioned the idea of participatory management. Via color coding, the answers of the open

---

[23] Translated to: 'Ik heb voldoende inspraak in beslissingen van de OE-wijkagent'
[24] Translated to: 'Wanneer u niet of tot in mindere mate tevreden bent met de huidige rol van de OE-wijkagent, kunt u kort aangeven wat u anders zou willen zien?'

question are analyzed and divided into different categories (appendix B table A24). All the open answers including the color ('s) that they received are adopted in appendix B table A25. First of all, 144 CPO's made use of the ability to show their dissatisfaction regarding the role of OECPO. This implies that from the 259 CPO's who filled in the survey completely, 55,6% of the CPO's are to a certain extent dissatisfied over the role of the OECPO. However, 18 CPO's made a remark regarding the level of participatory management of the OECPO's as can be seen in table A24 in appendix B. The answers were mostly concerning the idea that the OECPO acts as another layer of management as can be seen in the following quote:

"If the OECPO would work as described in the task description it would be an addition to reduce the workload of the CPO. Unfortunately is the OECPO some kind of substitute team leader and is only working on policies, OVD[25]-shifts and OPCO-shifts.

This implicates that those OECPO's have a level of participatory management that is too low in the eyes of this part of the CPO's.

In conclusion on the previously mentioned sub-question regarding the appreciation of the level of participatory management of the OECPO can be stated that the CPO's in 'Oost-Nederland' are satisfied to a great extent. Only a quarter of the CPO's would like to experience a higher level of participatory management while three quarter is satisfied, or not dissatisfied, for the level of participatory management. This idea is also acknowledged by the open question where only 12,5 % of the CPO's mentioned the low level of participatory management. However, considering the fact that only 18 out of 144 CPO's made a remark regarding the level of participatory management, it raises the question if the level of participatory management is the biggest concern of the CPO's on the function of the OECPO. This question will be considered during the elaboration of the final sub-question.

6.6)   Contributions OECPO to community policing

The final sub-question explores the role of the OECPO in a bigger context than simply the level of participatory management. As can be concluded from the previous sub-question, the level of participatory management is not the biggest concern of the CPO's considering the role of the OECPO. First of all, the CPO's are asked to which extent he or she is satisfied with the current role of the OECPO. Secondly, it is asked if the CPO think that the function of the OECPO is an addition to the community policing or area bound policework, in the Netherlands. These questions are a more direct way the explore the opinions of the CPO's considering the current role of the OECPO. The analysis is completed with the analysis of the

---

[25] Officier van Dienst, "Serving officer"

answers of the open question which gives an overall view of the imperfections in the role of the OECPO in the eyes of the CPO's. In order to research this sub-question, a final sub-question is formulated: *What explains successful contributions to community policing by Operational Experts?* The frequency table of both survey questions in this survey is shown below in table 11 and 12.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Helemaal mee oneens	44	14,4	17,0	17,0
	Mee oneens	73	23,9	28,2	45,2
	Niet mee eens/ niet mee oneens	56	18,3	21,6	66,8
	Mee eens	79	25,8	30,5	97,3
	Helemaal mee eens	7	2,3	2,7	100,0
	Total	259	84,6	100,0	
Missing	System	47	15,4		
Total		306	100,0		

Table 10 Overview of the frequencies of the statement 'In het algemeen ben in tevreden over de huidige rol van de OE-wijkagent', from the survey.

The first table shows the extent that the CPO's are satisfied with the current role of the OECPO. Broadly, the CPO's can be divided into the three groups, the ones who are in general satisfied (86, 33,2%) neutral (56, 18,3%) and dissatisfied (117, 45,2%) about the current role of the OECPO. It is noteworthy that the majority of the CPO's are dissatisfied with the current role of the OECPO. The results of this survey questions can be compared with the next question where it is asked if the OECPO is an addition to the community policing in the Netherlands.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Helemaal mee oneens	49	16,0	18,9	18,9
	Mee oneens	73	23,9	28,2	47,1
	Niet mee eens/ niet mee oneens	74	24,2	28,6	75,7
	Mee eens	55	18,0	21,2	96,9
	Helemaal mee eens	8	2,6	3,1	100,0
	Total	259	84,6	100,0	
Missing	System	47	15,4		
Total		306	100,0		

Table 11 Overview of the frequencies of the statement 'De OE-wijkagent is een aanvulling op het gebiedsgebonden politiewerk in Nederland', from the survey.

Similar to the previous survey question the CPO's can be divided in three groups: The CPO's that argue that the OECPO is an addition to community policing in the Netherlands (63, 24,3%), the CPO's who are neutral (74, 28,6%) and the CPO's who have the opinion that the OECPO doesn't add anything to the community policing in the Netherlands (122, 47,1%). This survey question is in consensus with the question above considering that the biggest group of CPO's doesn't see any value in the role of the OECPO in the community policing in the Netherlands. Reviewing both questions it can be stated that the CPO's have in general a relatively negative view regarding the role of the OECPO in the police region 'Oost-Nederland'.

As can be seen in the previous paragraph, the issue of the level of participatory management is not the highest concern of the CPO's. The open question gave the CPO's a possibility to deliver input regarding dissatisfactions with the role of the OECPO. All the open answers are adopted in table 21 in appendix B and the different motivations for dissatisfaction are here identified. The biggest concern of the CPO's regarding the function of the OECPO is that the OECPO has too many other responsibilities, for example, the role of OPCO [26] and HOVJ[27]. These secondary tasks consume, according to 60 CPO's a lot of time which can have negative implications for the community policing in the Netherlands. An example of a statement that implicated the secondary tasks is the following: "The OECPO has barely time for the core of his activities because too many other jobs are delegated to him" (Open answer 51). This statement is supported by the second category of answers among the CPO's (50 respondents): "the OECPO's are too little working with or for the neighborhoods", which is implicated in the following statement: "The OECPO is not in the neighborhood, has no involvement and doesn't get up out of the chair" (Open answer 44). In a reasonable amount of answers, both concerns are often stated together: the secondary tasks influence the amount of time the OECPO can spend in or for the neighborhood (26 CPO's). The following quote grasps the idea of the concerns of a large amount of CPO's:

"It is known to me that the OECPO is burdened with lots of tasks that are hindering his actual job. In my opinion, the OECPO doesn't have time to fulfill the tasks which he actually has to do. We only see the OECPO a couple times in the month and that is to less to work on the content of the work in the neighborhood". (open answer 81)

---

[26] Operational coordinator, always referred to as 'OPCO'
[27] Hulp officier van Justitie, translates to assistant public prosecutor, always referred to as 'HOVJ'

Additionally, another group of CPO's have the opinion that the OECPO doesn't add anything, is unnecessary or they mention that the OECPO even deteriorates the community policing in the Netherlands (31 CPO's). This implicates that in some cases the OECPO hinders the work of the CPO's and hereby lowering their ability to work on the standards of community policing, lowering the level of community policing. Examples of answers in this category are number 7 and 16:

"An OECPO has for me no added value, I would prefer a colleague that is working with me in the neighborhood" (open answer 16)

"The role of OECPO rarely adds anything to my daily work in the neighborhood. In some cases, it bothers me if the OECPO is interfering with my work in the neighborhood. Sometimes he is taking over my tasks which leads to fact that my function as a community officer becomes less worth. The risk that occurs then is that the CPO doesn't bother any more about his job and doesn't take the work as serious. In short: de role of the OECPO hasn't any added value for me." (open answer 7)

Number 16 argues that the OECPO is unnecessary while number 7 even argues that the OECPO hinders the process of community policing in 'Oost-Nederland'. The last two major answer categories (18 answers for both categories) consider the idea that firstly 'The OE acts too much as an extra layer of management', which bother the CPO's. The CPO's are often looking for a more supportive role instead: *"the OECPO has to act on the request of the CPO and not the other way around"* (open answer 65). Secondly, various CPO's are dissatisfied with the lack of communication between both types of officers. The OECPO's aren't informing the CPO's enough about the decisions about them or their neighborhoods: *"There is a need of more consultation with the involved CPO about what and what not has to be done for or in the neighborhood and communicate this".*

The CPO's of 'Oost-Nederland' are to a larger extent dissatisfied with the role of the OECPO. 45,2% is dissatisfied about the current role of the OECPO and a similar percentage (47,1%) has the feeling that the OECPO doesn't add anything to the community policing in the Netherlands. Explanations for this is that the OECPO is occupied with too many other tasks, which often lead to the fact that the OECPO is working to less for and in the neighborhoods. Additionally, certain OECPO acts in the eyes of the CPO's too much as an extra layer of management and/or aren't communicating enough with the CPO's. As can be read in chapter two the OECPO's were trained to assist and coach the CPO's. As evaluation research to the function of the OECPO, it can be concluded that this is often, in practice, not the case.

6.7)   OECPO point of view on the level of participatory management

During this research are, as mentioned in the methods chapter, two surveys fabricated. One survey for the CPO's, which is the main source of data for this research and a second survey directly to the OECPO's. This second survey is the core of another research[28] to the OECPO's. However, the question with the scale of Flamholz and Randle (2012) has been implemented in this second survey. The survey questions are similar to the questions for the CPO's although, rephrased to the OECPO point of view. This gave the opportunity to compare the levels of, on the one hand, the perceived 'received' level of participatory management of the CPO's and on the other hand, the perceived 'given' level of participatory management of the OECPO's. The data of the answer 'none of the above' has been filtered out. Interestingly, the level of participatory management according to the OECPO's is lower (3,78) compared to the level according to the CPO's (4,18). This implies that there is a difference of 0,40 between the perceived 'received' and 'given' level of participatory level of management. According to the data the CPO's seem to think that they have more influence than the OECPO's give. A scientific explanation for this phenomenon could not be found. A plausible explanation could be a certain kind of 'symbolic influence'. This would imply that the OECPO offers symbolic, or 'fake', influence which leads to the fact that the CPO feels that he or she has more influence than he or she actually has.

6.8)   Differences in age groups

As shown above, the data is separated into smaller geographical levels. Another approach is to separate the data into different age categories. This way differences between the perceived level of participatory management and the level of community policing can be discovered under the different age groups of the CPO´s. The CPO´s had the ability in the survey to choose one out of five different age categories as can be seen in the overview in the table (table 13). Two interesting facts can be derived from the table: firstly, the level of participatory management rises in older age groups. This implicates that OECPO 'manages' older CPO's different than younger CPO's and that older CPO's experience a larger amount of freedom to influence the decisions of the OECPO. Secondly, the data shows little variation of the overall level of community policing among the different age groups. Older CPO's don't succeed better in acting according to the standards of community policing when compared to younger CPO's.

---

[28] The masterthesis of Christiaan van Loo is conducted in the same time period

	Naam BT	Level of PM	Overall mean CP
1	<=25		
2	26-35	3,92	3,762
3	36-45	4,06	3,6495
4	46-55	4,15	3,705
5	>=56	4,37	3,769

Table 12 Overview of the five age groups including the level of participatory management and the overall mean for community policing[29]

Comparable to the differences among the smaller geographical levels, the differences between age-groups can be put into a graph (Appendix B figure A3). A minimal positive trend between the standards of community policing and the level of participatory management is visible from the graph which implies that there would be a minimal positive relation. Comparable to the data of the different BT's, a slight positive correlation[30] with a correlation score of 0,240 is present. However the strength of this correlation statistical 'very weak'. Additionally, the p-value is 0,760 which is too high to accept the H1 hypothesis and therefore, it can be confirmed that the level of participatory management is not a significant predictor for the level of the standards of community policing.

---

[29] No data is recorded in this question from CPO's that 25 or under
[30] The correlation is less strong visible compared to the data of the different BT's

INSIGHT IN THE ROLE OF THE OECPO

7. Conclusion

The present study was designed to evaluate the role of the Operational Expert Community Officer. This fairly new variant of the senior Community Police Officer was introduced after the reorganization in 2013. Hardly any evaluation research has been committed to the role of the OECPO before this research. This quantitative research focused on the relationship and the point of view of the CPO´s and more specifically the received level of participatory management. In this chapter, the conclusions are clarified from the sub-questions and the main research question. This chapter ends with the recommendations for the Dutch national police.

7.1) Sub-questions

The aim of the present research was to evaluate the role of the OECPO within the Dutch national police and hereby looking at the contribution of the OECPO to the community policing. The level of participatory management and the view of the CPO towards the OECPO are used as main constructs to explore the contribution of the OECPO to the community policing. The main focus of the research lies on the relation between OECPO and the senior CPO and the influence of the OE-officers on the GGP in the police region 'Oost-Nederland'. Prior to answering the main research question, the five different sub-questions and the conclusions of the sub-questions will be elaborated to build up to the conclusion of the main research question in the next chapter.

The first sub-question was formulated to examine the level of community policing in the police region 'Oost-Nederland' and the differences in the BT's and districts: '*To what extent do community police officers succeed in acting according to the standards of Community Policing, according to themselves?*'. According to themselves, the CPO's succeed to a fair extent to the standards of community policing. The CPO's in Oost-Nederland are to a very respectable degree able contribute to community policing on two standards. Firstly, the CPO's are doing well in closing 'the gap' and improving the relationship between the police and the citizens. Secondly, the cooperation with stakeholders in the neighborhoods is also one of the strong suits of the CPO's. In contrast, the CPO's are struggling with two different standards of community policing. The CPO's have more problems with solving problems in the neighborhood and with acting preventive. Between BT's some differences are visible while on the district level the differences are negligible.

The second sub-question researched the level of participatory management among OECPO's in the different geographical levels in the police region 'Oost-Nederland': '*What level of participatory management do Operational Expert community officers offer to senior community police*

officers?'. The 'mean role' of the OECPO is the ´participative OECPO´. This role corresponds with the third level[31] on the scale of Flamholz and Randle (2012) which explains that OECPO's made decisions by 'discussing issues together although the OECPO keeps the right to make the final decision'. Comparable with the first sub-question, differences are shown within different BT's. With the data from both community policing and participatory management within the BT's, a linear regression analysis could be conducted to confirm or deny the H1-hypothesis. None of the regression analyses proven any significant relation between both constructs which led to the denial of the H1-hypothesis.

The third and fourth sub-question was fabricated to explore the need, *'What level of participatory management do community police officers need to improve their mode of policing, according to themselves?'*, and the appreciation of the level of participatory management: *'How do community police officers value the level of participatory management by Operational Experts?'*. The outcome of both questions demonstrated a substantial amount of CPO's who are satisfied with the level of participatory management and not in need of a higher level. A smaller portion of the CPO's would like a higher level of participatory management. When considering the open questions, less CPO's mentioned the level of participatory management when they were to a certain extent dissatisfied with the current role of the OECPO. These results implicate that the level of participatory management is not the biggest concern of the CPO's concerning the role of the OECPO's. The last sub-question tried to explain successful contributions to community policing by OECPO's: *'What explains successful contributions to community policing by Operational Experts?'*. However, an extensive group of CPO's are (to a certain extent) dissatisfied with the current role of the OECPO and a slightly bigger group doesn't believe that the OECPO adds anything to the community policing in the police region 'Oost-Nederland'. Concerns mentioned most, starting by the most mentioned concern, by the CPO's are: 'The OECPO has too many secondary tasks', 'The OECPO is too less in the neighborhood', 'The OECPO acts too much as an additional layer of management' and 'The OECPO isn't communicating enough with the CPO's'.

7.2)   Main question

These sub-questions are formulated to answer the main research question which was: *"To what extent do Operational Expert Community Police Officers contribute to community policing in the police unit 'Oost-Nederland'?"*. The OECPO is overall contributing to less to community policing within the police region 'Oost-Nederland'. The role of OECPO is currently sub-

---

[31] When looking from most democratic to most autocratic

optimal for the community policing in 'Oost-Nederland'. The OECPO's could contribute to a higher extent to community policing in the Netherlands by focusing more on the neighborhoods and the CPO's and spend hereby more time beneficial for the community policing in the Netherlands. If the police management would like to boost, and thereby increase the successful contributions of the OECPO's for, the community policing in 'Oost-Nederland', the OECPO's should not or less be used for additional tasks as the ´OPCO´ and the ´HOVJ´. The time that will be saved by not doing extra tasks can be used for the neighborhoods and extra contact with the CPO's.

7.3)   Recommendations

Based on the findings of this study, several recommendations can be made considering the role of the OECPO. This paragraph contains the recommendations for the Dutch police to optimize this role. The first major improvement for the role of the OECPO, in order to benefit the community policing in the region, is to remove or reduce the number of secondary tasks for the OECPO. If the OECPO don't have to act as an, for example, OPCO or HOVJ, the OECPO would be able to spend more time working for the neighborhood and with the CPO's and hereby positively influence the community policing in the police region 'Oost-Nederland'.

Secondly, various CPO's are dissatisfied concerning the current role of the OECPO. Almost half of the CPO's filled in ´disagree´ or ´totally disagree´ when they were asked if the function of the OECPO is an addition to the community policing in 'Oost-Nederland'. Therefore to benefit the community policing and thereby increasing the satisfaction of the CPO's towards the role of the OECPO, it is recommended to shape the function more towards the desires of the CPO's. CPO's are often in need of some kind of support within the neighborhood instead of an extra layer of management. The function description of the OECPO shows a more assisting and coaching role than usually is practiced: "if the OECPO's work as described it could be an addition" (CPO 42).

The last recommendations for the police is at the same time a recommendation for further research. Regarding the level of community policing, differences among the different BT's are visible. As stated in the limitations, the reasons why these differences occur are currently unknown and not taken into consideration in the study. However, it is recommended to perform research to these differences among BT's and learn from the higher scoring BT's to benefit the lower scoring teams. Hereby, improving the community policing within these lower scoring teams.

8. Discussion

In this final chapter of the thesis, the discussion and conclusion are clarified. This chapter starts with an overview of the main findings and a comparison of these findings with previous research to explore differences, similarities and if possible paradoxes. Secondly, the implications of this research are shown on two levels: the importance for the Dutch police and the importance for the scientific field. Thirdly, the limitations of this research are elaborated, followed by a paragraph with the conclusion where the main research question is answered. Lastly, this chapter contains the recommendations for the police and further research are formulated.

8.1) Discussion main findings

One of the most relevant major findings of this research is the lack of relation between participatory management and community policing. Multiple regression analysis revealed that any relation visible between both constructs was not significant, which led to the denial of the H1-hypothesis. This finding was somewhat unexpected considering the theory of Hasenfeld (1983) and Somech (1994). Both authors argued that participatory management was positively associated with effectiveness. Moreover, Somech mentioned a positive relation with 'team outcome'. Numerous studies showed a positive relationship with participatory management and satisfaction (Kim, 2002; KitapÇi & Sezen, 2007; Sagie, Zaidman, Amichai-Hamburger, Te'eni, & Schwartz, 2002; Xia et al, 2017). However, in the literature, the relations with satisfaction and effectiveness/outcome is widely discussed. On the one hand, articles state that employee satisfaction correlates with job performance (Judge, Thoresen, Bono, & Patton, 2001), and service quality (Yee, Yeung, & Cheng, 2008). On the other hand, there are authors who claim that the correlation between job satisfaction and performance is relatively low (Iaffaldano & Muchinsky, 1985) or in need of further research (Koys, 2001). In conclusion, this research doesn't prove a significant relationship between both effectiveness, (level of community policing) and participatory management. This study shows new insights into the connection between both constructs and contributes with a view from the public sector. However, it can't erase all the uncertainty of the relationship between both constructs.

The second striking item from the results of this study is the negative view of the CPO's towards the OECPO's. The biggest concern of the CPO's for the current role of the OECPO is, however, not the level of participatory management offered by the OECPO's. A bigger issue in the eyes of the CPO's is the amount of time that the OECPO spend in or for the neighborhood. The OECPO's are often burdened with additional secondary tasks which lead to a decreased amount of time spent in or for the neighborhood. Other issues deriving from

the survey to the CPO's are "The OECPO lacks communication" and "The OECPO acts too much as an extra layer of management". This finding is consistent with the study the study of Meurs and Kreulen (2017), who also showed a sub-optimal situation for the current role of the OECPO. Therefore, the Meurs and Kreulen recommended a strong framework to guard the boundaries of the function and education for future OECPO´s. Especially the first recommendation is highly in agreement with the recommendations of this study: both studies plead for less secondary tasks for the OECPO to focus more on community policing.

Two minor interesting findings are firstly, the level of participatory management according to the OECPO's. This level is lower (3,78) compared to the level according to the CPO's (4,18) which implies that there is a difference of 0,40 between the perceived 'received' and 'given' level of participatory level of management. This implies that the CPO's experience more influence compared to the level given by the OECPO's. Secondly, the perceived ´received´ level of participatory management varies within different age groups. The data shows that older CPO's receives a higher level of participatory management compared to younger officers. This implies that older CPO's have to a larger extent the ability to influence the decisions of 'their' OECPO. These findings contradict the work of van Bonsdorff et al. (2018) who stated: "We found a negative relationship between company average age and company workability" (p.3142).

8.2)   Research implications

This research delivers a contribution to two different aspects, the implications for the scientific field and the organization, the Dutch national police. Both types of implications will be elaborated in this paragraph. Firstly, the findings raise intriguing questions regarding the nature and extent of the relation between the level of participatory management and the level of community policing. Hereby, considering the level of community policing as an output of effectiveness of CPO's and thus, it can, therefore, be assumed that a lack of relation between participatory management and effectiveness is present. In the paragraph above, containing the main findings of this study, the relation between both constructs is deeper elaborated.

Furthermore, the findings of this study may help us understand the role of hybrid professionals better when looking at the level of participatory management. Hybrid professionals, which can be elaborated as 'professionals who have both management and executive tasks. Meurs and Kreulen (2017) categorized the role of the OECPO as a hybrid professional. A note of caution is due here since the diversion between management and executive might vary among different OECPO's. The idea of hybrid professionals is a

relatively unknown topic within the scientific literature. The relation to participatory management is not yet been explored.

Lastly, a significant relationship between participatory management and community policing could not be proven. However, between the age groups of the CPO´s, the level of influence in decisions of the OECPO was higher in older CPO´s. This might sound plausible considering the fact that older CPO´s possess usually more experience, which could be the reason that the OECPO offers a higher level of participatory management to older CPO´s. However, the level of community policing hardy varies between the different age groups.

In addition to the implications for the scientific field, this research contributes to the organization, the Dutch police. The level of community policing according to the CPO's in the police region 'Oost-Nederland' is the first implication for the Dutch police. The results give an overview of not only the mean score of the entire region but also on smaller geographical levels, the district and BT level. Differences between districts and BT's can be determined from the results which can be an incentive for other researchers to explore why these differences occur. A second major implication is the negative view of the CPO's towards the role of the OECPO. This research gives insight in, not only the general view of the CPO's towards the OECPO but also in the diverse motivations for this discontent, for example, the high number or secondary tasks for the OECPO, the lack of time in and for the neighborhood and the lack of communication towards the CPO's. These findings can contribute to an improvement in the role of the OECPO and thereby increase the level of community policing. This research shows differences in participatory management, the level of influence the CPO have in the decisions of the OECPO concerning their work and the community policing in their area. Differences in participatory management on the BT- and district level are shown in the results of this research and gives us understanding in the decision making of the OECPO's.

8.3) Limitations

Like most researches, this research had to deal with different limitations. Most limitations are partly created by the timeframe of this research and the choices made for the demarcation of the research.

Firstly, it is unfortunate that the layer of management above the OECPO, not have been taken into account as the subject of research during this thesis. By questioning this layer, new insights might be discovered considering the role of the OECPO. This research evaluates the role of the OECPO mainly from the focus of the CPO's which can result in a biased view of

critic on this role. Team leaders have usually a better overview of the organization and have to deal with a lot of other factors, like budget and opinions from other directions and therefore, it is possible that the view of team leaders are different, for example, more positive, towards the role of the OECPO. Team leaders might be further away from the real work of community policing although a study towards these leaders can give insight into the more organizational importance of the OECPO. It is a possibility that the OECPO relieves the team by doing secondary tasks which can be beneficial for the police organization as a whole.

Secondly, according to the data, the level of participatory management is not a direct predictor for the level of community policing. Due to the demarcation and the timeframe of this study, other management relations like coaching and support between both types of CPO are not taken into consideration in this research. Community policing is a highly complex construct and all the different variables could not be taken into account.

The third limitation regards the differences among BT's. As visible in the data, the different BT's score different in the level of community policing and participatory management. Especially the factors for the differences in community policing can be interesting to study further. These factors can be used to positively influence the community policing in BT's where the level is currently lower. However, because of the demarcation of this study, the exploration of these factors is not taken into account and further research is needed.

Fourthly, the level of external validity of this research. As mentioned in the methods chapter, the generalizability of the results is not optimal. The conclusions of this research can to a certain extent be used for other police regions, however, caution is needed. The problems and needs in other police regions can vary which can result in differences in outcomes which makes these findings less generalizable.

Lastly, the construct of community policing is complex and dependent on many other variables that are not taken into account. In this research, the level of community policing is determined as the level of effectiveness and 'the output' community officers. However, the construct of community policing is operationalized via literature of community policing and not via literature of effectiveness or (team) outcome. The findings of the relationship between community policing and participatory management have therefore to be carefully interpreted for further use.

8.4)   Suggestions for further research

In addition to the recommendations for the Dutch national police, based on the results of this research several suggestions for further research can be defined. As stated above, a suggestion

for further research is to explore the reasons for the differences in the level of community policing and identify the characteristics of a good scoring team. These characteristics can be implemented in lower scoring teams which can lead to an increase in community policing within those BT's.

A second suggestion for further research derives from the demarcation of this study. The focus of this research was pointed to the CPO's, as the front line of community policing in the Netherlands. However, the layer 'above' the OECPO is not been taken into account and therefore the view towards the OECPO of for example team leaders, is still unknown. Follow-Up research directed to the team leaders could fill in this gap and contribute to the overall evaluation of the OECPO.

This study focused mainly on the level of participatory management maintained by the OECPO's. However, the initial idea of this study was not only to investigate the influence of participatory management on community policing but also the level of coaching and support from the OECPO towards the CPO's. Insight in both different forms of management styles is relevant for not only the Dutch national police but also for the scientific field.

As a result of the contradiction in the relation between participatory management and community policing and/or effectiveness more research is needed. The lack of consensus in the scientific literature results in the need that more research is needed to explore the relations between participatory management, community policing and effectiveness. A meta-analysis might be a good approach to study the contradicting findings within the scientific field over the years and to create, to a certain extent, consensus on this topic.

The OECPO can be considered as a 'hybrid professional' as results of both their executive and management tasks. Little research has been done to the phenomenon of 'hybrid professionals'. Only seven articles are shown by 'Scopus'[32] when searched for "hybrid professional" in the article title. More research is necessary to understand this role better and to balance both types of tasks to increase the effectiveness of the team.

Lastly, the data shows a difference between the 'perceived' and the 'received' level of participatory management by the OECPO and the CPO. The CPO experiences a higher level of participatory management compared to the level that the OECPO declare to give. This implies that the OECPO uses the opinions of the CPO's less than the CPO's thinks he or she does. As is shown above a possible explanation for this striking finding is the presence of

---

[32] Scopus is the most used scientific search engine during this study

symbolic influence were the OECPO pretends to value the opinions of the CPO's high which is in reality lower. More research on this phenomenon is needed to explore the reasons for the occurrence of the difference between 'perceived' and 'received' level of participatory management.

9. Bibliography

Al-Omari, A. A. (2013). The Relationship between Decision Making Styles and Leadership Styles among Public School Principals. *International Education Studies, 6*(7). https://doi.org/10.5539/ies.v6n7p100

Arnold, J. A., Arad, S., Rhoades, J. A., & Drasgow, F. (2000). The empowering leadership questionnaire: the construction and validation of a new scale for measuring leader behaviors. *Journal of Organizational Behavior, 21*, 249–269.

Aronson, E. (2009). Integrating Leadership Styles and Ethical Perspectives. *Canadian Journal of Administrative Sciences / Revue Canadienne Des Sciences de l'Administration, 18*(4), 244–256. https://doi.org/10.1111/j.1936-4490.2001.tb00260.x

Beuvink, B. (2017, december 19). Exploratief interview.

Black, J. S., & Gregersen, H. B. (1997). Participative Decision-Making: An Integration of Multiple Dimensions. *Human Relations, 50*(7), 859–878. https://doi.org/10.1177/001872679705000705

Burns, J. M. (1978). *Leadership.* New York: Harper & Row.

Carausan, M. V. (2015). Street-level Bureaucrats: Theoretical Framework. In *Discourse as a form of multiculteralism in literature and communication sections* (pp. 574–590).

Crowl, J. N. (2017). The effect of community policing on fear and crime reduction, police legitimacy and job satisfaction: an empirical review of the evidence. *Police Practice and Research, 18*(5), 449–462. https://doi.org/10.1080/15614263.2017.1303771

Cummings, G. G., MacGregor, T., Davey, M., Lee, H., Wong, C. A., Lo, E., … Stafford, E. (2010). Leadership styles and outcome patterns for the nursing workforce and work environment: A systematic review. *International Journal of Nursing Studies, 47*(3), 363–385. https://doi.org/10.1016/j.ijnurstu.2009.08.006

de Vries, R. E., Bakker-Pieper, A., & Oostenveld, W. (2010). Leadership = Communication? The Relations of Leaders' Communication Styles with Leadership Styles, Knowledge Sharing and Leadership Outcomes. *Journal of Business and Psychology, 25*(3), 367–380. https://doi.org/10.1007/s10869-009-9140-2

DeGroot, T., Kiker, D. S., & Cross, T. C. (2009). A Meta-Analysis to Review Organizational Outcomes Related to Charismatic Leadership. *Canadian Journal of Administrative Sciences / Revue Canadienne Des Sciences de l'Administration, 17*(4), 356–372. https://doi.org/10.1111/j.1936-4490.2000.tb00234.x

Demirkol, I. C., & Nalla, M. K. (2017). How does police culture shape officers' support for community policing? *Policing and Society,* 1–14. https://doi.org/10.1080/10439463.2017.1410149

Eagly, A. H., & Johannesen-Schmidt, M. C. (2001). The Leadership Styles of Women and Men. *Journal of Social Issues, 57*(4), 781–797. https://doi.org/10.1111/0022-4537.00241

Eve, R. A., Rodeheaver, D. G., Eve, S. B., Hockenberger, M., Perez, R., Burton, K., … Walker, S. L. (2003). Community-Oriented Policing in a Multicultural Milieu: The Case of Loitering and Disorderly Conduct in East Arlington, Texas. *International Journal of Police Science & Management, 5*(4), 245–264. https://doi.org/10.1350/ijps.5.4.245.24930

Evered, R. D., & Selman, J. C. (1989). Coaching and the art of management. *Organizational Dynamics, 18*(2), 16–32. https://doi.org/10.1016/0090-2616(89)90040-5

Fijnaut, C. (2012). *Het nationale politiekorps: achtergronden, controverses en toekomstplannen.* Amsterdam: Bert Bakker.

Flamholtz, E. G., & Randle, Y. (2012). *Growing Pains: Transitioning from an Entrepreneurship to a Professionally Managed Firm.* John Wiley & Sons.

Gächter, S., Nosenzo, D., Renner, E., & Sefton, M. (2012). Who makes a good leader? Cooperativeness, Optimism and Leading-By-Example. *Economic Inquiry, 50*(4), 953–967. https://doi.org/10.1111/j.1465-7295.2010.00295.x

Hancock, K. (2016). Community policing within campus law enforcement agencies. *Police Practice and Research, 17*(5), 463–476. https://doi.org/10.1080/15614263.2015.1108194

Hasenfeld, Y. (1983). *Human Service Organizations.* Prentice-Hall.

Hermalin, B. E. (1998). Toward an Economic Theory of Leadership: Leading by Example. *The American Economic Review, 88*(5), 1188–1206.

Heslin, P. A., Vandewalle, D., & Latham, G. P. (2006). Keen to help? Managers implicit person theories and their subsequent employee coaching. *Personnel Psychology, 59*(4), 871–902. https://doi.org/10.1111/j.1744-6570.2006.00057.x

Iaffaldano, M. T., & Muchinsky, P. M. (1985). Job Satisfaction and Job Performance. A Meta-Analysis. *Psychological Bulletin, 97*(2), 251–273. https://doi.org/10.1037/0033-2909.97.2.251

Inspectie Veiligheid en Justitie. (2015). *Vierde Onderzoek Vorming Nationale Politie* (No. 85510). Den Haag: Inspectie Veiligheid en Justitie.

Judge, T. A., & Piccolo, R. F. (2004). Transformational and Transactional Leadership: A Meta-Analytic Test of Their Relative Validity. *Journal of Applied Psychology, 89*(5), 755–768. https://doi.org/10.1037/0021-9010.89.5.755

Judge, T. A., Thoresen, C. J., Bono, J. A., & Patton, G. K. (2001). The Job Satisfaction-Job Performance Relationship: A Qualitative and Quantitative Review. *Psychological Bulletin, 127*(3), 376–407. https://doi.org/I0.1037//0033-2909.I27.3.376

Kim, S. (2002). Participative Management and Job Satisfaction: Lessons for Management Leadership. *Public Administration Review, 62*(2), 231–241. https://doi.org/10.1111/0033-3352.00173

KitapÇi, H., & Sezen, B. (2007). The effects of participation in decision making, individual improvement efforts and training on the quality of the product design process. *Production Planning & Control, 18*(1), 3–8. https://doi.org/10.1080/09537280600940580

Koning, B. de. (2015, juni 2). Waarom moest de Nationale Politie er ook alweer komen? Geraadpleegd 6 juni 2018, van https://decorrespondent.nl/2891/waarom-moest-de-nationale-politie-er-ook-alweer-komen/395570667338-068b78c7

Koys, D. J. (2001). The effects of employee satisfaction, organizational citizenship behavior, and turnover on organizational effectiveness: A unit-level, longitudinal study. *Personnel Psychology, 54*(1), 101–114. https://doi.org/10.1111/j.1744-6570.2001.tb00087.x

KPMG. (2009). *Fesibility Studies naar de PIOFACH taken van de politie deel 1* (pp. 1–50). KPMG.

Lichtenstein, A. A. (2000). Participatory Management: A Critical Look. *Journal of Library Administration, 31*(1), 29–40. https://doi.org/10.1300/J111v31n01_02

Lipsky, M. (2010). *Street-Level Bureaucracy, 30th Ann. Ed.: Dilemmas of the Individual in Public Service.* Russell Sage Foundation.

Liu, X., & Batt, R. (2010). How supervisors influence performance: A multilevel study of coaching and group management in technology-mediated services. *Personnel Psychology, 63*(2), 265–298. https://doi.org/10.1111/j.1744-6570.2010.01170.x

Meurs, T., & Kreulen, B. J. (2017). Het hoe van de WOE. *het Tijdschrift voor de Politie, 79*(4), 26–30.

Miltenburg, E. (2014). Sturing binnen de wijk: de taken en positie van de wijkagent. *het Tijdschrift voor de Politie, 76*(8), 6.

Ministerie van Binnenlandse Zaken en Koninkrijksrelaties. (2012). Politiewet 2012 [wet]. Geraadpleegd 6 juni 2018, van http://wetten.overheid.nl/BWBR0031788/2017-01-01

Noordegraaf, M. (2007). From "Pure" to "Hybrid" Professionalism: Present-Day Professionalism in Ambiguous Public Domains. *Administration & Society*, *39*(6), 761–785. https://doi.org/10.1177/0095399707304434

Northouse, P. G. (2012). *Leadership: Theory and Practice*. SAGE Publications.

Politie a. (2016, november 26). Wijkagent OE GGP.

Politie b. (2015, november 29). Interne memo: aanvullende kaders rondom invoering Operationeel Expert wijkagent.

Politie c. (2017, juli 24). Functiebeschrijving Operationeel Expert GGP.

Politie d. (2012, december 1). Bijlage Inrichtingsplan Nationale Politie.

Politie e. (2013, juli 2). Beleidsplan 2013-2014.

Punch, K. F. (2005). *Introduction to Social Research: Quantitative and Qualitative Approaches*. SAGE.

Qualtrics. (2018). The Leading Research & Experience Software. Geraadpleegd 30 oktober 2018, van https://www.qualtrics.com/

Ren, L., Cao, L., Lovrich, N., & Gaffney, M. (2005). Linking confidence in the police with the performance of the police: Community policing can make a difference. *Journal of Criminal Justice*, *33*(1), 55–66. https://doi.org/10.1016/j.jcrimjus.2004.10.003

Sagie, A., Zaidman, N., Amichai-Hamburger, Y., Te'eni, D., & Schwartz, D. G. (2002). An empirical assessment of the loose–tight leadership model: quantitative and qualitative analyses. *Journal of Organizational Behavior*, *23*(3), 303–320. https://doi.org/10.1002/job.153

Skogan, W. (2011). Chapter 9 Disorder and Crime. In *The Oxford Handbook of Crime Prevention* (pp. 173–188).

Somech, A. (2006). The Effects of Leadership Style and Team Process on Performance and Innovation in Functionally Heterogeneous Teams. *Journal of Management*, *32*(1), 132–157. https://doi.org/10.1177/0149206305277799

Spector, P. E. (1986). Perceived Control by Employees: A Meta-Analysis of Studies Concerning Autonomy and Participation at Work. *Human Relations*, *39*(11), 1005–1016. https://doi.org/10.1177/001872678603901104

Sukirno, D. S., & Siengthai, S. (2011). Does participative decision making affect lecturer performance in higher education? *International Journal of Educational Management*, *25*(5), 494–508. https://doi.org/10.1108/09513541111146387

Sunindijo, R. Y., Hadikusumo, B. H., & Ogunlana, S. (2007). Emotional Intelligence and Leadership Styles in Construction Project Management. *Journal of Management in*

Engineering, 23(4), 166–170. https://doi.org/10.1061/(ASCE)0742-597X(2007)23:4(166)

Terpstra, J. (2008). *Wijkagenten en hun dagelijks werk: een onderzoek naar de uitvoering van gebiedsgebonden politiewerk*. Apeldoorn: Politie & Wetenschap.

Terpstra, J., & Fyfe, N. R. (2014). Policy processes and police reform: Examining similarities and differences between Scotland and the Netherlands. *International Journal of Law, Crime and Justice, 42*(4), 366–383. https://doi.org/10.1016/j.ijlcj.2014.03.003

Terpstra, J., & Fyfe, N. R. (2015). Mind the implementation gap? Police reform and local policing in the Netherlands and Scotland. *Criminology & Criminal Justice, 15*(5), 527–544. https://doi.org/10.1177/1748895815572162

Terpstra, J., Van Duijneveldt, I., Eikenaar, T., Havinga, T., & Van Stokkom, B. (2016). *Basisteams in de Nationale Politie. Organisatie, taakuitvoering en gebiedsgebonden werk*. Doetinchem: Reed Business Information.

Vinzant, J. C., & Crothers, L. (1998). *Street-level Leadership: Discretion and Legitimacy in Front-line Public Service*. Georgetown University Press.

Vito, G. F., Walsh, W. F., & Kunselman, J. (2005). Community Policing: The Middle Manager's Perspective. *Police Quarterly, 8*(4), 490–511. https://doi.org/10.1177/1098611103260558

Von Bonsdorff, M. E., Zhou, L., Wang, M., Vanhala, S., Von Bonsdorff, M. B., & Rantanen, T. (2018). Employee Age and Company Performance: An Integrated Model of Aging and Human Resource Management Practices. *Journal of Management, 44*(8), 3124–3150. https://doi.org/10.1177/0149206316662314

Weisburd, D., & Eck, J. E. (2004). What Can Police Do to Reduce Crime, Disorder, and Fear? *The ANNALS of the American Academy of Political and Social Science, 593*(1), 42–65. https://doi.org/10.1177/0002716203262548

Weisheit, R. A., Wells, L. E., & Falcone, D. N. (2016). Community Policing in Small Town and Rural America: *Crime & Delinquency*. https://doi.org/10.1177/0011128794040004005

Wikaningrum, T. (2018). The relationships among leadership styles, communication skills, and employee satisfaction: A study on equal employment opportunity in leadership, *13*(1), 10.

Wilson, & Kelling. (1982). Broken Window Theory. *The Atlantic Online*, 1–9.

Wycoff, M. A., & Skogan, W. G. (1994). The Effect of a Community Policing Management Style on Officers' Attitudes - Mary Ann Wycoff, Wesley G. Skogan, 1994, *40*(3), 371–383.

Xia, Y., Zhang, L., & Zhao, N. (2017). Impact of Participation in Decision Making on Job Satisfaction: An Organizational Communication Perspective. *The Spanish Journal of Psychology, 19.* https://doi.org/10.1017/sjp.2016.56

Xu, Y., Fiedler, M. L., & Flaming, K. H. (2005). Discovering the Impact of Community Policing: The Broken Windows Thesis, Collective Efficacy, and Citizens' Judgment. *Journal of Research in Crime and Delinquency, 42*(2), 147–186. https://doi.org/10.1177/0022427804266544

Yee, R. W. Y., Yeung, A. C. L., & Cheng, T. C. E. (2008). The impact of employee satisfaction on quality and profitability in high-contact service industries. *Journal of Operations Management, 26*(5), 651–668. https://doi.org/10.1016/j.jom.2008.01.001

Yoerger, M., Crowe, J., & Allen, J. A. (2015). Participate or else!: The effect of participation in decision-making in meetings on employee engagement. *Consulting Psychology Journal: Practice and Research, 67*(1), 65–80. https://doi.org/10.1037/cpb0000029

Appendix A Figures and tables

		Tijdens mijn werk als wijkagent draag ik eraan bij om het contact te versterken tussen de bewoners in de wijk en de politie	Tijdens mijn werk als wijkagent draag ik eraan bij om het vertrouwen in de politie te versterken.
N	Valid	279	279
	Missing	27	27
Mean		4,20	4,15
Std. Deviation		1,141	1,070

Table A1 Overview of the descriptive statistics of the first standard of community policing: "Bring the police closer to the citizens by closing the gap"

		In hoeverre lukt het u om tijdens uw werk als wijkagent problemen in de wijk op te lossen?	In hoeverre lukt het u om tijdens uw werk als wijkagent de criminaliteit in de wijk te verminderen?	In hoeverre lukt het u om tijdens uw werk als wijkagent de overlast in de wijk te verminderen?	In hoeverre lukt het u om tijdens uw werk als wijkagent de gevoelens van onveiligheid in de wijk te verminderen?
N	Valid	279	279	279	279
	Missing	27	27	27	27
Mean		3,47	2,87	3,32	3,24
Std. Deviation		,656	,653	,669	,637

Table A2 Overview of the descriptive statistics of the second standard of community policing: " Solve problems in the neighborhood"

		Door mijn werk als wijkagent voorkom ik problemen in de buurt	In hoeverre lukt het u om tijdens uw werk als wijkagent preventief op te treden?
N	Valid	279	279
	Missing	27	27
Mean		3,70	3,16
Std. Deviation		,702	,849

Table A3 Overview of the descriptive statistics of the third standard of community policing: " Acting preventive"

	Tijdens mijn werk als wijkagent lukt het mij om succesvol samen te werken met de verschillende partners in mijn wijk.	De verschillende partners in de wijk staan open om samen te werken met de politie.
N Valid	279	279
Missing	27	27
Mean	4,05	4,18
Std. Deviation	,797	,742

Table A4 Overview of the descriptive statistics of the fourth standard of community policing: " Cooperation with stakeholder in the neighborhood"

	Ik kan buurtbewoners aanzetten iets aan onveiligheid te doen.	De buurtbewoners in mijn wijk zijn actief betrokken bij het gebiedsgebonden politie werk (denk aan bijvoorbeeld Whats-app groepen).
N Valid	279	279
Missing	27	27
Mean	3,61	3,67
Std. Deviation	,731	,808

Table A5 Overview of the descriptive statistics of the fifth standard of community policing: "Actively involved citizens"

Standard of CP	Means	Mean per standard
Bring the police closer to the citizens by closing the gap	4,20-4,15	4,175
Solve problems in the neighborhood	3,47-2,87-3,32-3,24	3,225
Acting preventive	3,70-3,16	3,430
Cooperation with stakeholders in the neighborhood	4,05-4,18	4,115
Actively involved citizens	3,61-3,67	3,640
Overall Mean	**3,717**	

Table A6 Calculation of the overall mean score for acting according the standards of community policing

#	Naam BT	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Overal mean	N
1	Achterhoek Oost	4,38	4,38	3,25	2,87	3,25	3,25	3,63	3,25	3,88	4,13	3,62	3,75	3,733	8
		4,380		3,155				3,440		4,005		3,685			
2	Achterhoek West	4,64	4,57	3,36	2,86	3,5	3,36	4,07	3,36	4	4,07	3,57	3,86	3,868	14
		4,605		3,270				4,035		3,715					
3	Apeldoorn	4,17	4,17	3,67	3	3,17	3,17	3,67	2,83	3,75	3,58	3,42	3,58	3,5675	12
		4,170		3,253				3,250		3,665		3,500			
4	Arnhem Noord	4,3	4,2	3,6	3,4	3,2	3,4	3,8	3,5	4,2	4,2	3,7	3,7	3,84	10
		4,250		3,400				3,650		4,200		3,700			
5	Arnhem Zuid	5	4,75	4	3,38	3,87	3,5	3,88	3,75	4,5	4,5	3,63	3,63	4,1015	8
		4,875		3,688				3,815		4,500		3,630			
6	De Waarden	4,56	4,28	3,28	2,78	3,11	3	3,61	2,72	3,78	4,28	3,78	3,83	3,6925	18
		4,420		3,043				3,165		4,030		3,805			
7	Ede	3,33	3,33	3,5	3,17	3,17	3,17	3,83	3	4,33	4,33	3,5	3,83	3,5985	6
		3,330		3,253				3,415		4,330		3,665			
8	Enschede	4,15	4,38	3,54	2,77	3,23	3,38	3,62	3,23	4,46	4,31	3,69	3,69	3,799	13
		4,265		3,230				3,425		4,385		3,690			
9	Ijsselland Noord	3,27	3,18	3	2,91	3,36	3	3,36	2,45	3,55	3,73	3,36	3,45	3,2485	11
		3,225		3,068				2,905		3,640		3,405			
10	Ijsselland Zuid	4,08	3,92	3,42	2,67	3,42	3,08	3,75	3,17	4,08	4,33	3,25	3,25	3,6125	12
		4,000		3,148				3,460		4,205		3,250			
11	Ijsselstreek	4,27	4,09	3,45	3	3,55	3	3,45	3,09	3,82	4,36	3,64	3,64	3,686	11
		4,180		3,250				3,270		4,090		3,640			
12	Ijsselwaarden	4,67	4,5	3,33	2,83	3	3,17	3,5	3,17	4	4,17	3,67	3,67	3,7515	6
		4,585		3,083				3,335		4,085		3,670			
13	Nijmegen Noord	4,57	4,43	3,57	3,14	3,29	3,43	4	3,57	4,43	4,29	3,71	3	3,8715	7
		4,500		3,358				3,785		4,360		3,355			
14	Nijmegen Zuid	4,6	4,5	3,5	2,5	3	3,1	4	2,8	3,7	3,7	3,6	3,9	3,685	10
		4,550		3,025				3,400		3,700		3,750			
15	Rivierenland Oost	4	3,71	3,14	2,43	2,86	3	3,14	3,14	3,29	3,71	3,29	3,86	3,3855	7
		3,855		2,858				3,140		3,500		3,575			
16	Rivierenland West	4,62	4,62	3,77	3,15	3,69	3,54	3,69	3,69	4,08	4,15	3,92	3,85	3,9695	13
		4,620		3,538				3,690		4,115		3,885			
17	Tweestromenland	3,92	4	3,08	2,25	3,08	3,17	3,33	3,08	3,33	3,83	3,33	3,17	3,378	12
		3,960		2,895				3,205		3,580		3,250			
18	Twente Midden	4,14	4,14	3,36	2,86	3,29	3,14	3,79	3,21	4,21	4,36	3,79	3,86	3,7825	14
		4,140		3,163				3,500		4,285		3,825			
19	Twente Noord	3,73	3,82	3,55	2,91	3,18	3,27	3,64	3,18	4,09	4,09	3,36	3,64	3,6005	11
		3,775		3,228				3,410		4,090		3,500			
20	Twente Oost	3,8	4,07	3,6	2,93	3,27	3,27	3,87	2,93	4,2	4,2	3,53	3,53	3,6665	15
		3,935		3,268				3,400		4,200		3,530			
21	Twente West	3,67	3,56	3,44	2,56	3,33	3,33	3,44	3,78	4,78	4,67	3,78	4	3,801	9
		3,615		3,165				3,610		4,725		3,890			
22	Vechtdal	3,91	4	3,73	3	3,73	3,73	3,64	3,64	4,55	4,64	4,09	4,18	3,9745	11
		3,955		3,548				3,640		4,595		4,135			
23	Veluwe Noord	4,09	4	3,55	3,09	3,36	3,27	3,73	2,91	4,09	4,09	3,45	3,45	3,6445	11
		4,045		3,318				3,320		4,090		3,450			
24	Veluwe Vallei Noord	4,6	4,5	3,5	2,9	3,3	3,2	3,8	3,2	4	4,3	3,7	4	3,855	10
		4,550		3,225				3,500		4,150		3,850			
25	Veluwe Vallei Zuid	4,17	4,17	3,5	2,67	3,67	3,17	3,67	2,83	4,33	4,33	3,67	3,67	3,7345	6
		4,170		3,253				3,250		4,330		3,670			
26	Veluwe West	4,25	4,25	3,5	3	3,5	3,25	4	3	3,75	4,25	3,75	3,5	3,7375	4
		4,250		3,313				3,500		4,000		3,625			
27	Zwolle	4,4	4,4	3,7	2,8	3,2	3,2	3,9	3,3	4,3	4,4	3,6	3,4	3,815	10
		4,400		3,225				3,600		4,350		3,500			
														3,7185	279

Table A7 Overview of the level of the standards of community policing within the different BT's

Ijsselland	3,815	3,9745	3,2485	3,6125					3,662625
Twente	3,799	3,7825	3,6005	3,6665	3,801				3,7299
Noord en Oost Gelderland	3,733	3,868	3,5675	3,686	3,6445	3,7375			3,706083
Gelderland Midden	3,84	4,1015	3,5985	3,7515	3,3855	3,9695	3,855	3,7345	3,7795
Gelderland Zuid	3,6925	3,8715	3,685	3,378					3,65675

Table A8 Overview of the level of the standards of community policing within the different districts
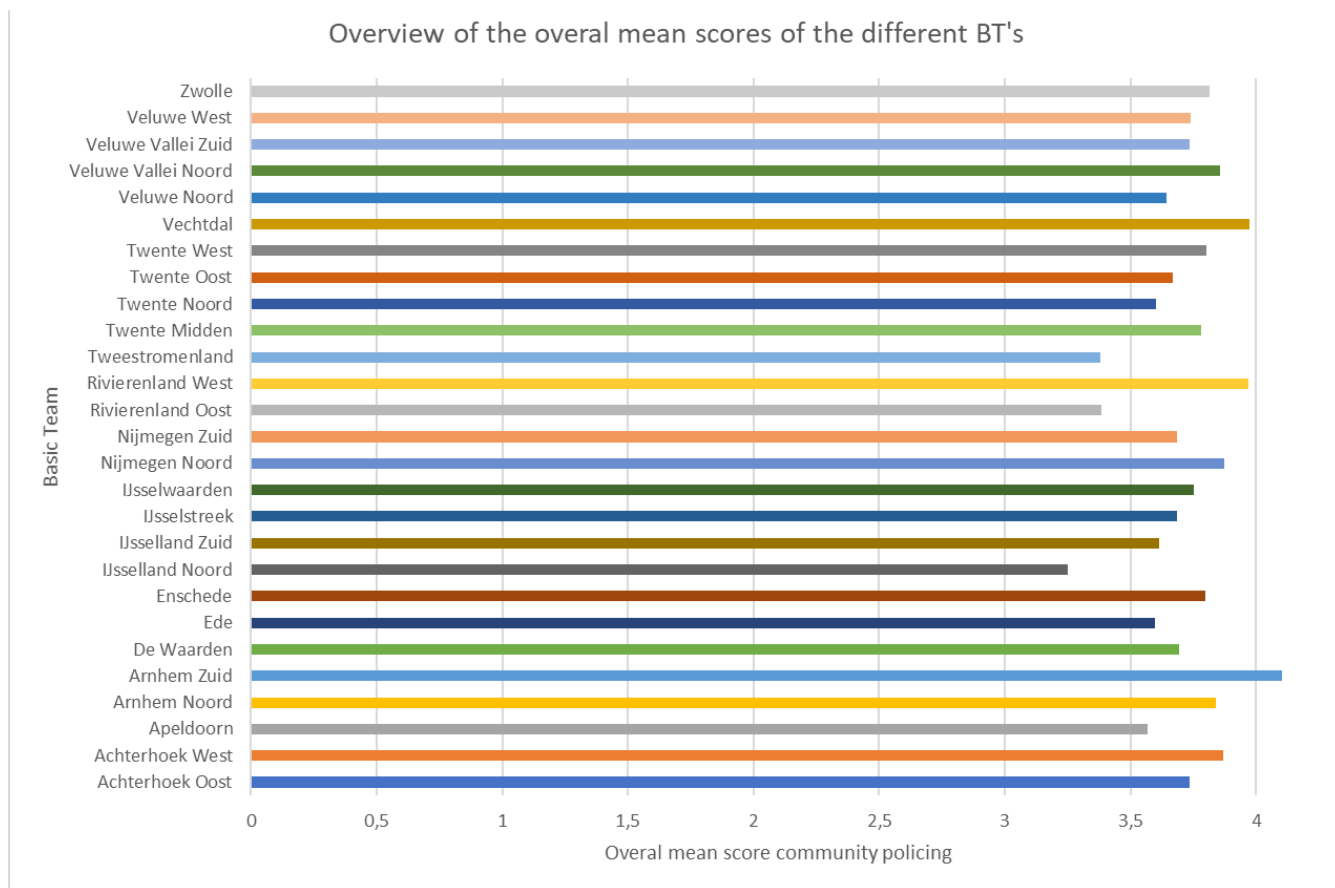
INSIGHT IN THE ROLE OF THE OECPO

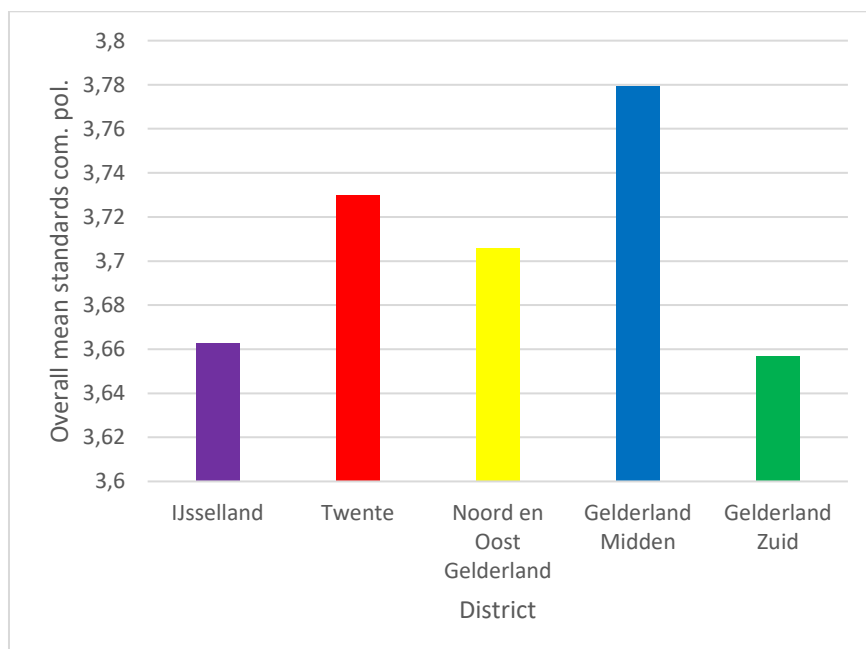*Figure A1 Barchart of the level of community policing of different BT's in policeregion 'Oost-Nederland'*

Figure A2 Barchart of the level of community policing of different districts in policeregion 'Oost-Nederland'

INSIGHT IN THE ROLE OF THE OECPO

		De OE-wijkagent moedigt mij aan om mijn ideeën en suggesties te tonen.	De OE-wijkagent staat open voor mijn ideeën en suggesties voor werkveld gerelateerde verbeteringen.	De OE-wijkagent gebruikt mijn ideeën en suggesties om beslissingen te maken die mij aangaan.	De OE-wijkagent geeft mij kansen om mijn mening te geven.	De OE-wijkagent neemt mijn suggesties en ideeën in overweging zelfs wanneer hij of zij er anders over denkt.	De OE-wijkagent maakt beslissingen totaal gebaseerd op zijn of haar eigen ideeën.
N	Valid	260	260	260	260	260	260
	Missing	46	46	46	46	46	46
Mean		3,18	3,53	3,20	3,75	3,04	2,65
Std. Deviation		1,139	,858	,822	,866	,840	,846

Table A9 Overview of the descriptive statistics of the different items of the ELQ

Welke van de volgende stellingen omschrijft de manier waarop de OE beslissingen maakt het beste?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	"Ik vertel je wat je moet doen want ik ben de baas"	4	1,3	1,5	1,5
	"Ik vertel je wat je moet doen want het is het beste voor iedere betrokkene"	6	2,0	2,3	3,8
	"Ik beslis, maar ik discussieer met jou en weeg jouw meningen mee voordat ik een beslissing maak"	33	10,8	12,7	16,5
	"We discussiëren het probleem samen maar uiteindelijk heb ik het recht om de uiteindelijke beslissing te maken"	96	31,4	36,9	53,5
	"We komen allemaal samen en discussiëren over het probleem totdat iedereen het met een beslissing eens is."	59	19,3	22,7	76,2
	"Doe wat je wilt, ik bemoei me er niet mee."	18	5,9	6,9	83,1
	Geen van bovenstaande	44	14,4	16,9	100,0
	Total	260	85,0	100,0	
Missing	System	46	15,0		
Total		306	100,0		

Table A10 Overview of the frequencies of the level of participatory management among OECPO's in 'Oost-Nederland' according the senior CPO's .

	Naam BT	Mean Q21	N
1	Achterhoek Oost	3,71	7
2	Achterhoek West	3,92	12
3	Apeldoorn	4,44	9
4	Arnhem Noord	4,33	6
5	Arnhem Zuid	4,6	5
6	De Waarden	4,4	10
7	Ede	4,2	5
8	Enschede	4,25	12
9	IJsselland Noord	4,5	6
10	IJsselland Zuid	3,78	9
11	IJsselstreek	4,11	9
12	IJsselwaarden	4	5
13	Nijmegen Noord	4,14	7
14	Nijmegen Zuid	4	9
15	Rivierenland Oost	4,4	5
16	Rivierenland West	4	12
17	Tweestromenland	3,8	10
18	Twente Midden	3,73	11
19	Twente Noord	4	8
20	Twente Oost	4,4	10
21	Twente West	4,13	8
22	Vechtdal	4	8
23	Veluwe Noord	5,29	7
24	Veluwe Vallei Noord	4,43	7
25	Veluwe Vallei Zuid	4,4	5
26	Veluwe West	5	4
27	Zwolle	4,1	10
		4,224444444	216

Table A11 Overview of the level of participatory management in the different BT's

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Meer	110	35,9	42,3	42,3
	Niet veranderen	145	47,4	55,8	98,1
	Minder	5	1,6	1,9	100,0
	Total	260	85,0	100,0	
Missing	System	46	15,0		
Total		306	100,0		

Table A12 An overview of the recoded frequencies of the statement: "De mate dat de OE-wijkagent mij aanmoedigt voor het tonen van mij ideeën en suggesties moet"

INSIGHT IN THE ROLE OF THE OECPO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Meer	92	30,1	35,4	35,4
	Niet veranderen	167	54,6	64,2	99,6
	Minder	1	,3	,4	100,0
	Total	260	85,0	100,0	
Missing	System	46	15,0		
Total		306	100,0		

Table A13 An overview of the recoded frequencies of the statement: "De mate dat de OE-wijkagent open staat voor mijn ideeën en suggesties voor werkveld gerelateerde verbeteringen moet:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Meer	117	38,2	45,0	45,0
	Niet veranderen	139	45,4	53,5	98,5
	Minder	4	1,3	1,5	100,0
	Total	260	85,0	100,0	
Missing	System	46	15,0		
Total		306	100,0		

Table A14 An overview of the recoded frequencies of the statement: "De mate dat de OE-wijkagent mijn suggesties en ideeën gebruikt om beslissingen te maken die mij aangaan moet: "

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Meer	66	21,6	25,4	25,4
	Niet veranderen	193	63,1	74,2	99,6
	Minder	1	,3	,4	100,0
	Total	260	85,0	100,0	
Missing	System	46	15,0		
Total		306	100,0		

Table A15 An overview of the recoded frequencies of the statement: "De hoeveelheid kansen die ik van de OE-wijkagent krijg om mijn mening te geven moet: "

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Meer	92	30,1	35,4	35,4
	Niet veranderen	168	54,9	64,6	100,0
	Total	260	85,0	100,0	
Missing	System	46	15,0		
Total		306	100,0		

Table A16 An overview of the recoded frequencies of the statement: "De mate dat de OE-wijkagent mijn suggesties en ideeën in overweging neemt moet: "

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Meer	16	5,2	6,2	6,2
	Niet veranderen	158	51,6	60,8	66,9
	Minder	86	28,1	33,1	100,0
	Total	260	85,0	100,0	
Missing	System	46	15,0		
Total		306	100,0		

Table A17 An overview of the recoded frequencies of the statement: "De mate dat de OE-wijkagent beslissingen maakt totaal gebaseerd op zijn of haar eigen ideeën moet:"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Helemaal mee oneens	44	14,4	17,0	17,0
	Mee oneens	73	23,9	28,2	45,2
	Niet mee eens/ niet mee oneens	56	18,3	21,6	66,8
	Mee eens	79	25,8	30,5	97,3
	Helemaal mee eens	7	2,3	2,7	100,0
	Total	259	84,6	100,0	
Missing	System	47	15,4		
Total		306	100,0		

Table A18 Overview of the frequencies of the statement 'In het algemeen ben in tevreden over die huidige rol van de OE-wijkagent', from the survey

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Helemaal mee oneens	49	16,0	18,9	18,9
	Mee oneens	73	23,9	28,2	47,1
	Niet mee eens/ niet mee oneens	74	24,2	28,6	75,7
	Mee eens	55	18,0	21,2	96,9
	Helemaal mee eens	8	2,6	3,1	100,0
	Total	259	84,6	100,0	
Missing	System	47	15,4		
Total		306	100,0		

Table A19 Overview of the frequencies of the statement 'De OE-wijkagent is een aanvulling op het gebiedsgebonden politiewerk in Nederland', from the survey.
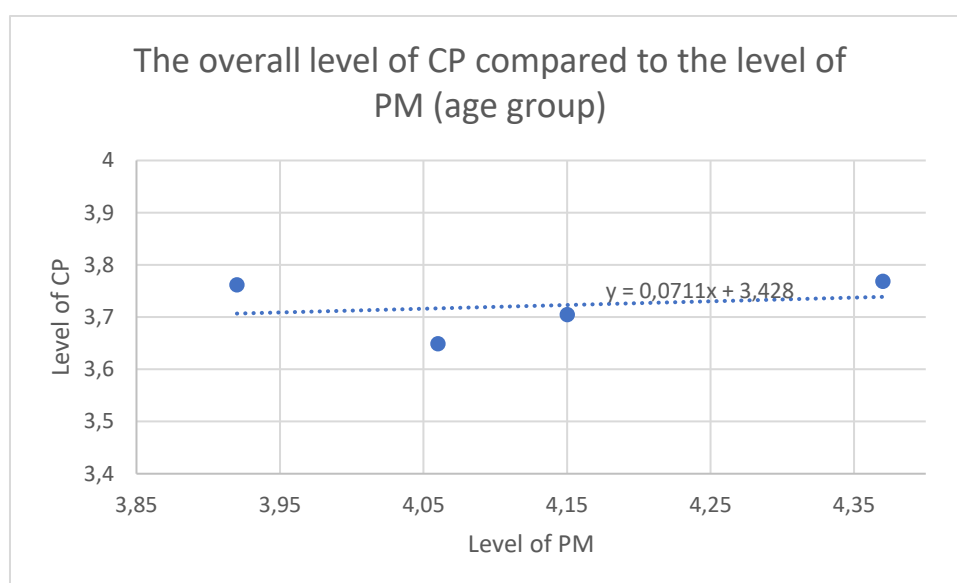
Figure A3 Scatterplot with a trendline of the variables level of community policing and level of participatory management (age group)
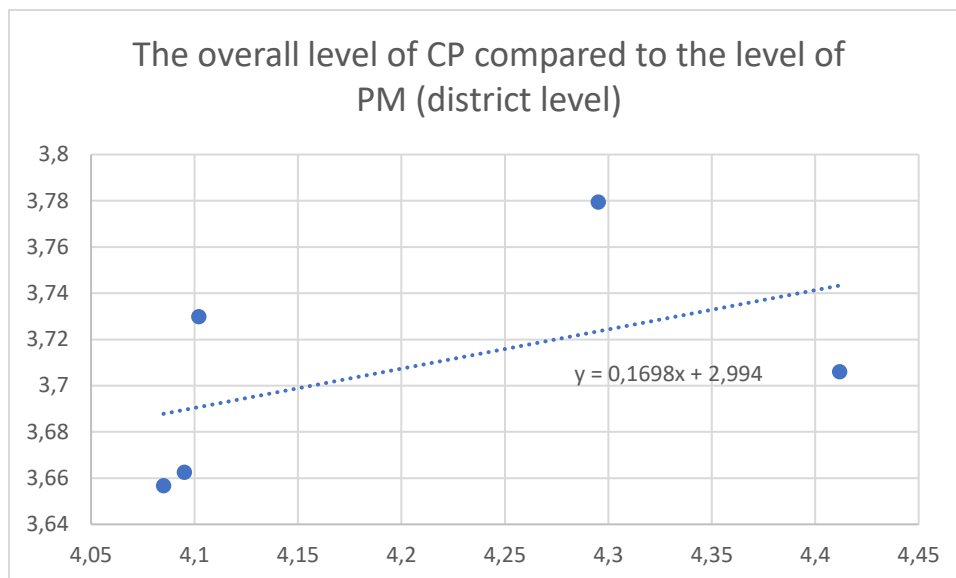
Figure A4 Scatterplot with a trendline of the variables level of community policing and level of participatory management (district)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,065[a]	,004	-,036	,189767

a. Predictors: (Constant), Mean PM

Table A20 SPSS output of the correlation R (0.065) of the variables level of community policing and level of participatory management

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	,004	1	,004	,106	,747[b]
	Residual	,900	25	,036		
	Total	,904	26			

a. Dependent Variable: Overal mean CP

b. Predictors: (Constant), Mean PM

Table A21 SPSS output of the variables level of community policing and level of participatory management with the p of 0,747

		Q15bRec	Q16bRec	Q17bRec	Q18bRec	Q19bRec	Q20bRec
N	Valid	260	260	260	260	260	260
	Missing	46	46	46	46	46	46
Mean		1,5962	1,6500	1,5654	1,7500	1,6462	2,2692
Median		2,0000	2,0000	2,0000	2,0000	2,0000	2,0000
Std. Deviation		,52943	,48590	,52684	,44266	,47908	,56662
Minimum		1,00	1,00	1,00	1,00	1,00	1,00
Maximum		3,00	3,00	3,00	3,00	2,00	3,00

Table A22 An overview of the recoded descriptive statistics of the six statements regarding the need for the level of participatory management

Appendix B Open answers

Colorcodes		: 60	OE teveel overige taken ten koste van GGP
		: 50	Te weinig in de wijk/ met de wijk bezig
		: 31	Geen meerwaarde/ (deels) overbodig/ verslechterd het GGP
		: 18	OE ageert teveel als extra leidinggevende laag
		: 18	Wijkagent meer in vertrouwen nemen/ meer communicatie tussen OE en senior
		: 9	OE verlaagd waarde van functie van senior GGP door overnemen taken
		: 6	Te weinig ondersteuning/coaching
		: 5	Niet goed gekwalificeerd/ niet genoeg kennis en/of ervaring
		: 2	OE vergroot het gat tussen de wijk en de politie
		: 8	Overig

Table A23 Color codes (in Dutch) open questions

#				Open vraag: Wanneer u niet of tot in mindere mate tevreden bent met de huidige rol van de OE-wijkagent, kunt u kort aangeven wat u anders zou willen zien?
1				Haal P zorg weg bij OE wijk. OE wijk naast de wijkagenten en geef hem niet alle projecten. Mis de rol van de OE algemeen en de OS-ers! Er liggen te veel taken bij de OE wijk waardoor het wijkoversteigende in het gedrang komt.
2				De Oe wijk krijgt onvoldoende tijd en ruimte om zijn rol als OE wijk goed in te vullen. Daarnaast ontbreekt het in een aantal gevallen aan goed gekwalificeerde Oe's die in staat zijn hun rol naar behoren te vervullen.
3				Ik zou willen zien dat de OE meer tijd heeft voor het wijkgericht werken. Zijn/haar tijd wordt nu velal opgeslokt door overleggen, OVD diensten en HOVJ diensten
4				De OE gaat onder in het grote veheel en is daardoor maar weinig met de wijk bezig. Organisatie in deze moet anders. Bv bet aanstellen van OE

	🟩	🟨		die deze zamen op zich neemt zodat de OE wijk zich meer op de wijk kan concentreren.
5	🟩	🟨		Meer tijd voor de wijk. Ook de oe wijk krijgt meer neventaken die niet voor de wijk zijn bestemd.
6		🟥		Nemen werkzaamheden van wijkagent over die ik eerder zelf deed hetgeen mijn baan minder uitdagend maakt
7	🟫	🟥		Opgedrongen rol die weinig toevoegt aan mijn dagelijkse werkzaamheden in mijn wijk. In sommige gevallen heb ik er alleen maar last van als de OE-wijkagent zich bemoeit met wijkzaken. Soms neemt hij zaken over waardoor de wijkagent uit beeld geraakt. Risico is dan dat de wijkagent het wel goed vindt en achterover gaat leunen. Kortom: de rol van Oe-wijkagent heeft voor mij geen meerwaarde.
8	🟫	🟥		Ik vind de rol van OE wijkagent eigenlijk overbodig. De wijkagent zelf is capabel genoeg om de zaken in zijn wijk te beheren en te bespreken. De wijkagent wordt nu buiten schot gezet en een OE wijk, die minder kennis van de wijk heeft, gaat in gesprek. Een OE wijk zou wijkoverschrijdende problematiek aanpakken, dat is prima maar de wijkprelematiek is des wijkagent.
9	🟩	🟪	🟩	De OE wijk moet in mijn ogen meer ondersteunend/aanvullend zijn aan de wijkagenten. De OE is nu vooral een kantoorbaan terwijl in mijn ogen de OE ook in de wijk aanwezig moet zijn alszijnde wijkagent. Eventueel wijkoverstijgende werkzaamheden kunnen dan door de OE opgepakt worden. Ik vind de OE nu totaal geen wijkagent maar een toegvoegde leidinggevende met als taakaccent wijkzaken. Dit is een gemiste kans.
10		🟦		Ik zou graag zien dat wij meer in vertrouwen worden genomen. Vaak vragen wij wat, maar krijgen we het antwoord dat hij daar niets over los mag laten. In de wandelgangen horen wij intussen wat er speelt. Deze werkwijze brengt met zich mee dat wij ook niet meer alles delen. Eigenlijk heel kinderachtig maar het zo gaat het wel.
11				in de eerste vragen van deze enquête word er gevaagt hoe en hoeveel de wijkagent kan doen is zijn wijk. veel zaken kan iik niet goed oppakken of preventief aan pakken omdat ik te weinig tijd krijg op in mijn wijk te zijn als wijkagent. Ik ben regelmatig door meldingen in andere gemeentes niet aanwezig in mijn wijk.

12		(brown)		Voor de invoering van de OE-wijkagent, kreeg ik meer tijd als wijkagent dan op dit moment. De beschikbare capaciteit is anders verdeeld, daardoor ben ik van drie a vier dagen per week in de wijk naar twee dagen in de wijk gegaan. Ik kan mijn werk als wijkagent daardoor minder goed doen.
13	(green)	(blue)		Meer tijd in de wijk en meer samen doen.
15		(dark blue)		OE wijkagent moet zelf wijkagent zijn geweest. Geen ervaring op gebied van wijkwerk,
16		(yellow)		Meer tijd voor zijn kerntaak
17		(brown)		Een oe wijkagent heeft voor mij geen meerwaarde liever een coll die in de wijk mee werkt.
18	(green)	(yellow)		OE Wijk moet in de wijk ingezet worden en niet voor alleen maar Opco en HOVJ diensten. Wijkdagen zijn zeer beberkt
19	(pink)	(red)		De komst van de OE wijk heeft er toe bijgedragen dat de rol van Senior wijkagent behoorlijk aan waarde heeft ingeboet. Daar waar de Senior wijkagent vroeger het gezicht was van de politie richting met name gemeentes en andere partners is dit nu een OE wijk geworden. Gemeente krijgt zijn informatie in deze dan ook vaak uit 2e hand. Gemeente weet niet meer wie ze nu moeten hebben voor een bepaald probleem. Tevens zijn er taken bij de senior wijkagent weggehaald om maar invulling te kunnen geven aan de (vele) OE-wijk die er op een team moesten komen. Dit tot frustratie van de Senior wijkagent. Dit heeft de positie van wijkagent richting externe partners er zeker niet beter opgemaakt, eerder verzwakt.De rol van OE wijk binnen een basisteam is op zijn zachts gezegd erg opmerkelijk en verschilt per basisteam. Er is een grote tendens gaande dat een OE wijk steeds meer in de bedrijfsstructuur wordt meegezogen en er weer een EXTRA laag leidinggevende is toegevoegd. Terwijl er op de werkvloer een tekort is om het rooster van de surveillancedienst rond te krijgen stijgt het aantal OE. En bij de functie van OE past blijkbaar zeer beperkte tot geen inzet in de surveillancedienst.OE wijk die standaard aanwezig zijn bij gesprekken die er gevoerd worden over personele zaken is buitengewoon opmerkelijk. OE-wijk die bij R&O gesprekken aanwezig zijn. Hierdoor is

				inmiddels het beeld ontstaan dat ze niet naast de Senior staan maar daar boven.
20				ervaar te weinig ondersteuning bij problemen
21				het is voor mij nog de vraagwat de meerwaarde is van een wijkagent oe. Wanneer de wijkagent zijn/haar werk naar behoren doet is mi een wijkagent oe overbodig.
22				Er zijn teveel OE wijkagenten die allemaal hetzelfde doen. Veel werk wat een OE wijkagent doet deed voorheen de wijkagent zelf. In de overleggen waar het gaat om de inzet van capaciteit zitten de OE wijkagenten op basis van informatie van wijkagenten beslissingen te maken. Hier gaat veel informatie verloren doordat de wijkagenten zelf niet aan tafel zitten.
23				De laag OE-wijkagent had er nooit moeten komen. Wijkagent was goed in staat om met netwerkpartners te overleggen. Deze afstand is door de OE wijkagent vergroot.
24				Dat de OE wijk zichtbaar is voor de wijkagenten, de wijk en niet als teamchef gaat funcitoneren met allerlij oneigenlijke taken.
25				De afstand tussen wijkagent en partners is vergroot door de rol van de OE-wijk. Er is een laag tussen gekomen en dat werkt niet goed als je korte lijnen wilt houden.
26				De oe word overal anders ingevuld. Bij ons is oe meer opco, hovj en ovd en soort wijkteamchef. Daarvóór volgens mij niet bedoelt. Voor mij in déze vorm geen meerwaarde. Oe is in veel gevallen geen echte wijkagent en kan wijkagenten in de weg zitten. Zijn gewoon zaken verschoven. Werk wijkagenten is uitgehold door komst oe.
27				Als de OE wijkagent zou werken zoals omschreven in de taakomschrijving zou het een aavulling kunnen zijn om werk uit handen te nemen van de wijkagent. Helaas is de OE wijk een soort adjunct teamchef die alleen maar bezig is met beleid, OVD diensten en OPCO diensten.
28				Betrokkenheid en binding met de wijk. Niet chef spelen bij de gemeente over de wijk maar op de navigatie de wijk in rijden
29				OE wijkagent zit niet in de wijk, heeft geen betrokkenheid, komt niet uit de stoel....etc

#			
30		🟩	De OE wijkagent heeft op ons basisteam helemaal niets met de wijkagent te maken en heeft eigen portefouilles waar hij/zich mee bezig houd. Deze taken hebben niets met de wijk te maken.
31		🟩	De OE- wijkagent is geen echte wijkagent. Er is nl nauwelijks contact met de wijk of burger. OEwijk is een kantoorfunctie, op managmentniveau. Info moet de OE bij de wijkagent ophalen ipv bij de burger.
32		🟦	Binnen team Nijmegen-Zuid worden de OE wijkagenten veel benut door de teamleiding om andere zaken uit te voeren. Dit gaat ten koste van het werk in de clusters (gebieden behorende bij de wijkagenten). Bij bepaalde casussen dat clusteroverstijgend is komt de OE wijkagent wel om de hoek kijken en wordt er vooral achter de schermen gewerkt maar weinig gedeeld met de wijkagent.
33		🟩	De OE-wijkagent zijn vooral geselecteerd op hun OE-kwaliteiten en worden daar vooral voor ingezet. Het uitgangspunt zou de wijk moeten zijn.
34	🟦(navy)	🟧	De OE wijk moet meer kennis hebben, initiatiefrijk zijn en innovatief. De manier waarop het bij ons is weggezet, zorgt een OE wijk alleen maar voor een extra schakel waardoor de processen nog stroperiger worden. De OE wijk heeft wat mij betreft op deze wijze geen enkele meerwaarde.
35	🟨	🟩	OE-wijk zou meer wijk-gericht ingezet moeten worden en wordt nu teveel betrokken bij bedrijfsprocessen.
36	🟩(bright)	🟩	Dat hij/zij zich inzet voor wijkgeraleetrde prolblematiek en dat hij/zij de Seniors coach, stuurt en in hun kracht zet.
37		🟩	Te weinig aanwezig bij de wijkagenten, wijk en problematiek. Ze heeft haar eigen agenda.....
38		🟧	Ik ben wel tevreden met de rol van de OE wijkagent maar ik ben van mening dat de wijkagent deze rol ook had kunnen vervullen. mits hij een aantal collega's voor zijn cluster ter beschikking had.
39		🟩	OE-wijk is te belast met niet inhoudelijke taken van de wijk, denk aan separate portefuilles
40		🟩	In ons basisteam zijn de meeste oe wijkagenten met andere zaken bezig dan wijkwerk.

41				Ik zie de meerwaarde van een oe wijkagent nog niet kan beter een extra wijkagent zijn
42				De Oe wijkagent en de senior wijkagent moeten meer tijd krijgen om wijkazaken in de pro-actie op te pakken. Op dit moment bepaald de roosterdruk de inzet van allen. Dat doet afbreuk aan de positie in de wijken waardoor het systeem niet werkt.
43				De OE-wijkagent invullen zoals die op papier ook beschreven staat. Nu is het bij ons op het team iemand die alleen maar met de bedrijfsgang (OPCO, OVD, etc) bezig is. Totaal geen sprake van het wijkagent gedeelte. Absoluut een gemiste kans. Functie kan een goede toevoeging zijn maar in de praktijk loopt die nu dus alleen maar in de weg.
44				taak die de clusterchef prima op zich kan nemen. Onzin om zoveel extra iinspecteurs erbij te nemen!
45				Ik mis de actieve rol van OE-wijkagent bij grotere of wijkoverstijgende incidenten of structurele problemen
46				Ik zie dat de functie van OE wijk afglijdt naar die van de OE algemeen. E.e.a. komt voort uit krapte. Volgens mij is de OE wijk een "wijkagent die 1 of meerdere wijkoverstijgende thema's in zijn portefeuille heeft". De OE wijk in Arnhem doet in het geheel geen wijkwerk, maar drukt wel op de sterkte van de wijkagenten. Daarnaast zoeken de OE's toitaal geen aansluiting bij de wijkagenten. Natuurlijk staat de deur naar hen open, maar andersom ook. die weg weten ze alleen maar te vinden as het hun uitkomt. Er is zelfs een OE wijk in Arnhem die ik niet ken, ooit gezien heb en waarvan ik niet weet wat hij/zij doet. De functie van OE wijk wordt door de politieorganisatie misbruikt voor taken die niet in hun takenpakket staan. Daanaast is dit een vervelend tekstveld, omdat ik lastig terug kan lezen
47				Verschraling eigen functie
48				zijn te weinig bezig in het veld..
49				Gebaseerd op het functioneren van 'mijn eigen' OE-wijk: meer kennis en betrokkenheid bij zaken die spelen in de wijk. Ik zie andere OE's-wijk in andere sub-teams in BT Enschede dit wel doen.

50		(yellow)		Je ziet dat de OE-wijk door capaciteitsproblemen regelmatig wordt ingezet om de gaten in het rooster te dichten. Deze tijd had anders gebruikt kunnen worden om zaken sneller aan te pakken.
51		(brown)		we werken in Vechtdal in wijkteams en dat is voor een ieder gebiedsgebonden werken. De vraag is of hier een OE wijk noodzakelijk is.
52		(yellow)		DE Oe Wijk komt nauwelijks aan zijn werkzaamheden toe omdat er allerlei andere zaken door de leiding aan hem gedelegeerd worden
53	(green)	(yellow)		Ik weet helemaal niet precies wat een OE wijk doet. Hij doet in mijn ogen in ieder geval niet wat de bedoeling is van die functie. Ik krijg sterk het idee dat zij andere dingen doen voor de teamleiding. Ik heb als wijkagent heeel erg weinig aan de OE-wijk. Ze doen op onze unit helemaal GEEN wijkagentenwerk. Het is meer een OE-algemeen functie geworden bij ons. DIt is mijn mening in het KORT...
54	(brown)	(yellow)		De rol van de oe wijkagent zou voor de burger een aanwinst moeten zijn. In de praktijk is er voor de burger niets veranderd. De oe wijkagent zou operationeel moeten zijn maar is een vergadertijger en heeft voor de rest veel ovd en hovj diensten
55	(pink)	(yellow)		De teamleiding van het basisteam misbruikt de OE-wijkagent door hen taken te geven welke uitgevoerd moeten worden door de teamleiding. De teamleiding trekt zich daardoor nog verder van de werkvloer. De OE-wijkagent komt hierdoor niet/slecht toe aan taken waarvoor zij bedoeld zijn.
56	(brown)	(yellow)		Ik zie in hun rol gen toegevoegde waarde. Zij hebben te veel neventaken gekregen zoals MT-lid, HOVJ diensten, OPCO diensten etc.
57		(brown)		Teveel OE wijk waar je niets aan hebt...
58		(yellow)		De OE moet in Twente Noord meer ingezet worden als OE Wijk en minder bezig houden met personeel. Er zijn teveel neventaken toebedeeld aan de OE wijk. Hierdoor komen zij niet tot hun recht
59	(pink)	(green)		De politiek heeft aangegeven dat er in Nederland extra wijkagenten kwam. Dat zijn de OE s geworden. Echter zij spreken in mijn team GEEN burgers meer. Vraag maar aan een burger. Wel doen ze zich steeds meer voor als leidingevende.. Hier zijn OE's aangenomen terwijl

				ze niet wisten wat ze daarna moeten doen. Leg dat eens uit aan een burger.
60				Meer overleg met de betrokken wijkagent. Ook over wat er wel en niet gedaan wordt in de / voor wijk en communiceer dit dan ook.
61				Over het algemeen vind ik wel dat de OE wijkagent de diepgang van het werk van de wijkagent weghaald. Als voorbeeld de overleggen met gemeente en veiligerwijkteam.
62				De oe wijk krijgt te veel op haar bordtje en moet te veel, zodat ik zo af en toe wel bezorgd ben of zij er op den duur niet onder door gaat.
63				Met de komst van de OE wijk is er veel interessant werk bij de wijkagent weggehaald. Dit geeft een uitholling van het werk, maar ook een vermindering van contactpersonen en momenten in de wijk. OE wijk had er naar mijn mening niet tussen hoeven te komen.
64				Binnen ons team zijn er te weinig mensen om ideeen uit te voeren. We proberen nu per cluster te gaan werken met een aantal mensen echter plantechnisch wordt dit een probleem. De wijkagenten draaien een groot aantal noodhulpdiensten. Dit gaat ten koste van het werken in de wijk. Collega';s draaien alleen maar noodhulpdiensten. Voor ander wijkwerk is er geen tijd en geen personeel.
65				Volgens mij is de rol van OE wijkagent aangenomen als een meewerkend voorman. Bij ons komen de OE's amper de straat op en bemoeien zich te veel met individuele zaken die eigenlijk op het bordje van de wijkagent moeten liggen..Het is jammer dat het niet meer gestimuleerd wordt dat een OE ook de straat op gaat. Dit zou voor meer waardering zorgen bij de overige teamleden. Dus meer saamhorigheid.
66				De OE moet in actie komen op de vraag van de wijkagent en niet andersom.
67				Meer betrokkenheid en samen optrekken om tot een gezamelijk doel te komen. De wijkagent is het gezicht in de wijk en wordt ook door de buurt aangekeken op beslissingen welke door de politie worden genomen en dan is het prettig dat je iets kan verdedigen waar je achter staat of op zijn minst bij betrokken bent.

#				Opmerking
68		yellow		De OE-wijk heeft bij ons team, naast het wijkwerk ook veel andere taken. Ik zou juist graag zien dat alle OE-wijk-ers wat vaker mee zouden draaien in de beschikbaarheidsdiensten en/of meewerken bij acties
69		yellow		DE OE-wijkagent wordt geleefd door de waan van dag! Hierdoor is die OvD of bezig met andere werkzaamheden. Die van ons werd ineens 4 maanden op St Maarten geplaatst! De OE wjk loopt tegen de zelfde problemen aan als wij als wijkagent. Wij weten wie er dealt, overlast veroorzaakt, aan het radicaliseren, wie de overlast veroorzaakt, waar de problemen in de wijk zijn. Maar er wordt geen capaciteit vrijgemaakt om deze problematiek projectmatig aan te pakken!!!
70	blue			opereer zelfstandig, krijg weinig tot geen input van OE (misschien niet nodig), zie ze eigenlijk zelden.
71	green			op dit moment werkt de uitvoering niet. Zo wel de wijkagent als de OE-wijkagent hebben weinig tijd voor wijkwerk. beschikbaarheid diensten overheersen
72	pink	yellow		de OE wordt te pas en te onpas ingezet voor leidingevende taken/problemen
73	green			De oe wijk is te winig in de wijk en pak zijn rol als oe niet of te weinig op
74	brown			Zowiezo te veel OE's en OS-en op het team. Wijkagent komt veel minder in de wijk. te weinig capaciteit op het team.
75	green	pink		in de huidige rol zijn ze teveel teamchef en krijgen teveel taken vanuit de leiding ipv helpend voor de wijkagenten in de wijk.
76	green	yellow		De Oe-wijkagent houdt zich nauwelijks bezig met wat er in de wijken speelt. Zij worden veel te vaak gebruikt (misbruikt) voor taken van de OE-algemeen. Tevens zijn er een aantal OE-wijkagenten in het Basisteam Arnhem-Noord belast zijn met portefeuille's die ook Arnhem Zuid beslaan. Van enkele van deze OE-wijkagenten horen we maar van 1 af en toe iets. Van de rest weet ik niet eens wie het zien.
77		yellow		Ik ben wel voorstander van de OE wijk maar blijf dan ook bij de kerntaak wijkagent en niet MT lid (MT lid kost veel tijd die ook in de wijken gestopt kan worden)

		🟨		Het gaat niet om de persoon OE wijk, maar wat krijgt hij als taak toebedeeld door de leiding. Deze taak is niet altijd goed voor de OE en zijn oorsprokelijk bedoelde inzetbaarheid.
78	🟩	🟫		De OE wijkagent is een geschapen functie die eigenlijk niet bestaat. De OE wijkagent zou ons helpen als hij/zij daadwerkelijk plannen van aanpak maakt en draaiboeken in elkaar zet voor wijkoverschrijdende zaken. De wijkagent die al zo wei ig tijd in de wijk heeft ontlasten in plaats van extra belasten. Nu is het een extra ovd die wordt ingevlogen. Wijkagenten hebben er zo niets aan.
79				BT's zijn zoekend naar de invulling van deze functie, er lijkt geen uniformiteit te zijn. De vraagstelling in deze enquete gaat jullie denk ik niets duidelijk maken over de invulling (muv deze laatste vraag). De vraagstelling is zeer gestuurd op de persoon. Wij als deelnemers reageren dan ook met referentie naar deze OE's als persoon in uitvoering van hun werkzaamheden....
80		🟩		De OE-wijkagent wordt door mij zeer weinig tot niet in het werkveld van de wijkagent gezien.
81	🟩	🟨		Mij is bekend dat de oe-wijk belast is met vele taken die zijn eigenlijke werk in de weg staan. Naar mijn mening komt hij niet toe aan de zaken waarmee hij zich eigenlijk bezig zou moeten houden. Wij zien elkaar hooguit enkele keren per maand en dat is te weinig om inhoudelijk met wijkwerk bezig te kunnen zijn.
82		🟦		alle OEW (5) hebben een eigen invulling van de taak. Ze doen soms maar wat.
83	🟩	🟩		De Woe moet meer op straat en op het steunpunt zijn. Dan krijgt hij meer mee en dan kan hij kort bij de beslismomenten zijn
84	🟩	🟨		de OE wijkagent is een HOvJ en doet veelal die diensten (dus niet voor ons in de wijk). Ik mis de vraag "Hoeveel tijd ben je in de wijk"
85		🟦		Meer overleg/ ideeen wijkagent meenemen. Wijkagent meer betrekken bij de overleggen die er plaatsvinden.
86		🟫		Ik zie geen meerwaarde, voorheen deden we alles zelf en hadden we meer controle. Overbodige functie.
87	🟩	🟨		Meer aanwezig zijn in het cluster. De OE wijk krijgt te veel belaste diensten als HOJV, OPCO en OVD. Hierdoor kan de OE wijk zich niet

	🟩	🟨		genoeg inzetten voor de wijkagenten en het cluster. Ligt overigens niet aan de personen zelf maar aan hoe de organisatie is ingericht.
88		🟨		Als de rol blijft bestaan. Laat ze dan ook het werk doen waarvoor ze zijn aangenomen. Niet de gaten vullen die er zijn bij OCP/teamleiding.
89		🟨		De WOE wordt in district GLZ ingezet als OVD cq hOvJ waardoor hij er veel minder voor de WA aanwezig is. De verhouding van aanwezig in de wijk cq parter voor de WA is schrikbarend minder geworden waardoor sturing en goeie samenwerking spaak gaat lopen. De WOE komt niet meer aan zijn taak/rol toe, tenkoste van sturing!!
90		🟥		De wijkagent is hoofdagent+ geworden. Weinig tot geen contact met externe partners. Gevolg van te weinig personeel op het team.
91	🟩	🟨		Meer in de rol van wijkoverstijgende wijkagent, niet in allerlei rollen wegzetten.
92		🟨		De huidige OE-wijkagent zie ik zelden: mijn OE-wijk is doende met Hovj-cellengang, OvD-p, opco & assistentie deurwaarder
93		🟩		Ik zie de rol van OE-Wijkagent als aanvulling op complexe vraagstukken in de wijk. Dit ik helaas niet het geval, de OE wijk wordt gezien als een aanvulling op de OE-Algemeen. De binding tussen de wijk en de OE-wijk is nihiel.
94		🟫		Zij maken na verloop van tijd deel uit van de idioterie van de bedrijfsvoering en doen mee aan het protocoliseren van het dagelijkse politiewerk.
95		🟩		Ik ben van mening dat de OE-wijkagent meer actief betrokken mag zijn in het werk in de wijk en meer aansluiting mag vinden bij het werk van de wijkagent. Nu zie ik hen teveel op het beleidsmatige vlak opereren. Ik zie de OE als een thematische wijkagent die ik kan inzetten wanneer een probleem in mijn wijk overstijgend wordt. Dan wil ik samen met de WOE optrrekken om het probleem aan te pakken. Dat zie ik nu niet terug ind e huidige vorm van de WOE.
96	🩷	🟨		Toevallig heb ik het aardig getroffen met mijn OE. Er zijn echter veel OE wijkag. die worden overladen met oneigenlijk werk, waardoor ze niet toekomen aan hun main buissenis. Tevens zijn er (te) veel Wijkag. OE's die zich de rol van leidinggevenden aanmeten. En daar hebben we dan

				weer veel last van. Oftewel: terug naar je eigenlijke taak......c.v. vullen doe maar op een andere manier waar ik geen last van hoef te hebben.
97				Dat zij meer met wijkzagen bezig is dan aansturen van het team en OVD-diensten of HOVJ diensten..
98				Ik zou graag zien dat de OE wijkagent meer betrokken is met de problemen in de wijk en minder druk is met personele aangelegenheden
99				meer overleg bij overstijgende problemen in de verschillende wijken.
100				De rol van de OE wijk wordt op diverse basisteams anders ingezet. In mijn optiek moeten de werkzaamheden dan ook daadwerkelijk voor wijkwerk ingezet worden. Ze krijgen ook veel andere taken waardoor ze ook weer de oude groepschef functie krijgen. In mijn optiek moeten de OE wijk ingezet worden voor de grote wijkoverstijgende problematiek.
101				De OE wijkagent is (weer) een "manager" in de organisatie waarvan ik mij afvraag hoe en waarom is deze ontstaan. Is het omdat ze hulp-officier van Justitie zijn en de druk op het HOVJ-rooster verminderen en/of het feit dat ze taken (thematisch werken) van de unitleiding overnemen ? De meeste wijkagenten weten wel wat er in de wijk noodzakelijk is en hoe je dit het beste aanpakt. Waar het veelal op stuk loopt is de capaciteit. De politie is drukker met het interne gebeuren (we kleppen wat af) dan hetgeen op straat afspeelgd. Ik hoef niet direct van een OE wijkagent te horen hoe ik een probleem moet aanpakken. Ik zou willen horen dat HIJ ZELF de aanpak organiseert en afrond. Een meewerkend voorman zogezegd en niet een roependen vanuit zijn kantoor. Meer "handen aan het bed", de straat op.
102				Functioneren van OE-wijkagent geeft geen meerwaarde.
103				mijn oe-wijk vervult deze functie daat waar ze kan. Echter lijkt dit soms deeltijd omdat ovd diensten en overleggen heel veel tijd opeissen.
104				Ik zou graag willen zien dat de OE wijkagent deelneemt aan het werk op straat. Dit zowel in de bereikbaarheidsdiensten als in de wijk. Naar mijn mening heeft de OE wijk geen meerwaarde, althans niet waar ik werk. Het kan zijn dat de OE wijk op andere afdelingen anders werkt.
105				De OE-wijk krijgt zoveel neventaken vd BT leiding dat het werk omschreven in de functie OE te weinig vd grond komt. ZE krijgen een rol toegemeten zoals een teamchef voorheen altijd had, praktisch gezien

				hebben we nu meer teamchefs dan voorheen. Zo zijn de OE's belast met P-zorg, dialooggesprekken,verschillende portefeuilles en OVD diensten. De O staat voor operationeel, echter mijn OE heeft zoveel neventaken dat we het operationele wel weg kunnen laten. Hij/zij komt nooit op straat in het operationele proces. Komen we bij expert, ik ben meer expert op wijkgebied dan mijn OE, omdat ik meer in het operationele proces sta. Dus het is meer de oude teamchef met het taakaccent wijk. Juist dit houdt mij tegen om zelf ooit van WA, naar OE-wijk te solliciteren. De praktische uitvoering komt niet overeen met de functieomschrijving.
106				Binnen ons team zou men de WOE samen met de wijkagenten verantwoordelijk moeten maken voor een gebied en niet alleen voor een thema.
107				Meer projecten draaien minder personeelszorg
108				Dat OE meer tijd krijgt voor wijkwerkzaamheden en minder voor overige taken (balans in de wijk)
109				Zou fijn zijn dat de OE aanwezig zou zijn. Vandaar mijn antwoorden, de OE is niet aanwezig. Mijn bijdrage aan de enquete is dus ook niet zo waardevol.
110				Het is maar net wie op de plek van de OE wijkagent zit
111				er zijn te veel verschillen van hoe en OE wijk zijn functie uitvoert. De meeste komen om in werkzaamheden die niet bij hun takenpaket horen. Ik heb geluk met mijn OE wijk. deze oe wijk is betrokken en wilt samenwerken. Binnen ons team zie ik ook andere oe wijk die helemaal niets doen voor de wijk.
112				De Oe wijk. krijgt te weinig tijd voor zijn functie en wordt in het Noodhulpgebeuren/Oe expert zaken teveel getrokken
113				Ik ben van mening dat zij een rol in het cluster/wijk moeten vervullen waar zij aan zijn gekoppeld. Daar komen zij nu niet aan toe, door HOVJ diensten, thema's, cursus geven. Zij drukken ook op de sterkte van de wijkagenten. Daardoor blijft er ook straatwerk liggen.
114				Voor de functie OE Wijk bestond deed de wijkagent het zelf. Dat werkte ook. Zaten vroeger aan tafel met ketenpartners. Daar moet nu zonodig

				een OE zitten. Sommige partners praten liever met de wijlagent, deze staat in de wijk en weet beter wat er speelt.
115				De OE wijkagent zit (voor zover mogelijk) 1 keer per week met de wijkagenten om de tafel en vraagt of er bijzonderheden zijn. Als er geen bijzonderheden zijn blijft het ongeveer daarbij. Voor de overige 80 a 85 procent is de OE wijk bezig met HOVJ diensten of met overleggen (wat ze zelf aangeven). Mijn OE wijk is nog nooit met mij de wijk in geweest...
116				De OE-wijk moet meer tijd krijgen om daadwerkelijk wijkagent te zijn. Nu draaien ze veel HoVJ diensten, cellengang, tijdelijk huisverbod, OVD-P etc. Hierdoor is er te weinig contact en binding.
117				Ze zijn te veel bezig met de waan van de dag en gedragen zich als een normale OE'er. Daarnaast vervullen ze te veel rollen zoals OVD e n hovj.
118				De OE-wijkagent staat nog te ver af van de groep wijkagenten en te veel met andere taken belast, waardoor betrokkenheid soms wordt gemist.
119				OE wijkagent heeft teveel andere werkzaamheden zoals OVD en OPCO
120				De OE wijkagent heeft geen eigen wijk. Hij wordt door de organisatie ingezet op organisatorische gaten zoals opsporing en planning. Als hij/zij wel een stadsbreed aandachtsveld heeft, is de communicatie beneden peil. Sommigen communiceren totaal niet. De OE wijk is verworden tot een OE algemeen.
121				OE wijkagent is amper in zijn wijk. HOVJ rol is funest, veel belaste dienst als OVD, hovj cellengang, hovj huisverbod, enz enz
122				Oe wijkagent is feitelijk een opco en neemt of krijgt geen tijd om veel voor de wijk (agenten) te doen. Feitelijk is de OE een papieren functie en wordt misbruikt voor opco of hovj cellengang. Erg jammer
123				Duidelijker takenpakket, iedereen doet maar wat.
124				Zij zijn vooral met andere dingen op het bureau bezig, komen niet op straat en zijn amper op de hoogte van wat er in de wijk gebeurd
125				Teveel overleg met andere OE en gelijkwaardigen over bv invullingen op de wijkagenten werkvloer ipv gezamelijk overleg. Tevens veel chef v dienst diensten/nachten.Rol niet pakken.
126				Meer ter ondersteuning van de wijkagent. Nu is deze bijna nauwelijks beschikbaar door OVD diensten en wordt ingezet als normale OE. Alle wijkoverstijgende overleggen worden nog steeds door wijkagenten zelf

	🟨	🟩		gedaan. Evenals complexe problemen in de wijk. Ik zie de voordelen nog niet als wijkagent.
127		🟫		Ik vraag mij wel eens af of hetgeen de oe wijk doet, of ik dat ook niet gewoon zelf kan doen alszijde wijkagent. Hij/zij haalt veel vd info van mij en speekt het vervolgens door aan een ander. Soms is het prettig omdat de OEwijk juist iets meer afstand heeft van de inhoud maar feit-inhoudelijk vult hij/zij niet zoveel aan.
128	🟩	🟨		Door alle neventaken vande wijkagenten en OE's sneeuwt het wijkgebonden werk onder.
129	🟩	🟨		De oe gaat ten onder aan allerlei verplichtingen die het eigenlijke wijkwerk niet raken. Zij dienen meer beschikba a r te zijn en ook reguliere wijkdiensten te draaien.
130		🟨		OE wijk krijgt te weinig tijd voor zijn werk. Hij wordt teveel belast met diensten als Dagcoordinator, Piket huisverbod, H.O.V.J. diensten, H.O.V.J. cellengang, OVD diensten, en daarnaast taakaccent wat hem door teamleiding is opgedragen om uit te voeren.
131		🟦		Ik zou graag zien dat de OE wijkagent mij meer betrekt bij zaken die bij mij in de wijk spelen.
132		🟪		De oe-wijk is aangesteld als coordinator / ondersteuner van de wijkagent. In praktijk is hij gewoon een teamchef oude stijl
133		🟫		De vertaling van problemen kan het beste gedaan worden door de direct betrokken die er beleving bij hebben. en dat is de wijkagent zelf.
134				Een iedere OE vult de rol op zijn of haar eigen wijze in. Ik zie hierin veel verschillen.
135		🟦		Meer inzicht in het werk en de resultaten van de OE wijk. Het meer oppakken en zichtbaar maken van clusterbrede problemen
136	🟩	🟪		Ze doen leidinggevenden werk en niets in belang van de wijk
137	🟫	🟪		Ik zie de oe wijk als een tussen laag en niet als een meerwaarde. Het maakt ons werk juist lastiger.
138		🟦		Ze moeten zich mengen op de werkvloer, niet op een "eiland"gaan zitten
139		🟨		Minder tijd besteden aan alle taken zoals OPCO, HOVJ, OVD en meer tijd voor het cluster, thema etc
140		🟫		Mijn gevoel is dat we het ook redden met minder OE'ers op het team.

141				heb geen zicht op wat ze doen. Krijg niet de indruk dat men met hun taak wijkoverschrijdend bezig is.
142				Op dit moment nog teveel doorgeefluik/marionette van de teamleiding. Niet is staat, bij machte, om zelfstandig beslissingen te nemen in het belang van de wijk. 9 vd 10 beslissingen moeten eerst alsnog getoetst worden bij de teamleiding.
143				Ik zou graag zien dat de OE wijkagent, zoals het woord al zegt ook in de wijk te zien/ vinden is. Op dit moment is de OE wijkagent met veel andere dingen bezig dan wijkwerk. Dit hoort naar mijn mening niet bij deze functie, is echter uit noodzaak geboren daar er geen perosneel is om die taken uit te kunnen voeren.
144				Over het algemeen is de OE wijk absoluut geen wijkagent en behoort naar mijn mening deze naam dan ook niet te dragen. OE wijk is een Haags en politiek truukje waardoor het papier en voor de buitenwereld lijkt alsof we meer wijkagenten hebben gekregen. Het verzinnen van deze OE wijkagenten heeft er mede voor gezorgt dat de echte wijkagent veel minder in de wijk is dan zou moeten. Zij draaien 80% dagdiensten en 20 wijk en ik ipv 80% wijk soms nog geen 20%..... Kortom. Zij hebben alleen de naam wijk agent gekregen om aan Haagse en politieke cijfers te kunnen voldoen!! Afschaffen dus!!

Table A24 Answers of the open survey question including the colorlabels (in Dutch)

Appendix C Survey

Beste wijkagent,

Vanuit de politie is de vraag gekomen om een evaluatie onderzoek te verrichten naar de Operationeel Expert (OE-) wijkagent. Als student bestuurskunde aan de Universiteit Twente heb ik dit vraagstuk opgepakt. Ik wil met name de relatie bekijken die u, als senior wijkagent heeft, met de OE ('s) in uw basisteam. Op deze manier ga ik onderzoeken wat de invloed is van de OE wijkagent op het gebiedsgebonden politiewerk in Oost-Nederland. Belangrijk om te vermelden is dat de gegevens worden geanonimiseerd zodat deze niet naar u herleidbaar zijn. Alleen de geanonimiseerde resultaten wordt naar de eenheidsleiding van de politie verstuurd.

Ik wil u alvast vriendelijk bedanken voor het invullen van de enquête. Met het invullen bent u ongeveer 10 minuten bezig. Als u vragen of opmerkingen hebt over het onderzoek kunt u mij bereiken op okke.stam@politie.nl.

Bij voorbaat dank,

Okke Stam
Universiteit Twente

Survey Questions/statements for the CPO's:

1) In welk basisteam bent u werkzaam?
2) Wat is uw leeftijd?
3) Tijdens mijn werk als wijkagent draag ik eraan bij om het contact te versterken tussen de bewoners in de wijk en de politie?
4) Tijdens mijn werk als wijkagent draag ik eraan bij om het vertrouwen in de politie te versterken.
5) In hoeverre lukt het u om tijdens uw werk als wijkagent problemen in de wijk op te lossen?
6) In hoeverre lukt het u om tijdens uw werk als wijkagent de criminaliteit in de wijk te verminderen?
7) In hoeverre lukt het u om tijdens uw werk als wijkagent de overlast in de wijk te verminderen?
8) In hoeverre lukt het u om tijdens uw werk als wijkagent de gevoelens van onveiligheid in de wijk te verminderen?
9) Door mijn werk als wijkagent voorkom ik problemen in de buurt.
10) In hoeverre lukt het u om tijdens uw werk als wijkagent preventief op te treden?

11) Tijdens mijn werk als wijkagent lukt het mij om succesvol samen te werken met de verschillende partners in mijn wijk.

12) De verschillende partners in de wijk staan open om samen te werken met de politie.

13) Ik kan buurtbewoners aanzetten iets aan onveiligheid te doen.

14) De buurtbewoners in mijn wijk zijn actief betrokken bij het gebiedsgebonden politie werk (denk aan bijvoorbeeld Whats-app groepen).

15)
   a. De OE-wijkagent moedigt mij aan om mijn ideeën en suggesties te tonen.
   b. De mate dat de OE-wijkagent mij aanmoedigt voor het tonen van mij ideeën en suggesties moet:

16)
   a. De OE-wijkagent staat open voor mijn ideeën en suggesties voor werkveld gerelateerde verbeteringen.
   b. De mate dat de OE-wijkagent open staat voor mijn ideeën en suggesties voor werkveld gerelateerde verbeteringen moet:

17)
   a. De OE-wijkagent gebruikt mijn ideeën en suggesties om beslissingen te maken die mij aangaan.
   b. De mate dat de OE-wijkagent mijn suggesties en ideeën gebruikt om beslissingen te maken die mij aangaan moet:

18)
   a. De OE-wijkagent geeft mij kansen om mijn mening te geven.
   b. De hoeveelheid kansen die ik van de OE-wijkagent krijg om mijn mening te geven moet:

19)
   a. De OE-wijkagent neemt mijn suggesties en ideeën in overweging zelfs wanneer hij of zij er anders over denkt.
   b. De mate dat de OE-wijkagent mijn suggesties en ideeën in overweging neemt moet:

20)
   a. De OE-wijkagent maakt beslissingen totaal gebaseerd op zijn of haar eigen ideeën.
   b. De mate dat de OE-wijkagent beslissingen maakt totaal gebaseerd op zijn of haar eigen ideeën moet:

21) Welke van de volgende stellingen omschrijft de manier waarop de OE beslissingen maakt het beste?

   a. *"Ik vertel je wat je moet doen want ik ben de baas"*

   b. *"Ik vertel je wat je moet doen want het is het beste voor iedere betrokkene"*

   c. *"Ik beslis, maar ik discussieer met jou en weeg jouw meningen mee voordat ik een beslissing maak"*

   d. *"We discussiëren het probleem samen maar uiteindelijk heb ik het recht om de uiteindelijke beslissing te maken"*

   e. *"We komen allemaal samen en discussiëren over het probleem totdat iedereen het met een beslissing eens is."*

   f. *"Doe wat je wilt, ik bemoei me er niet mee."*

   g. *Geen van bovenstaande*

Survey Questions/statements for the OECPO's:

1) Welke van de volgende stellingen omschrijft de manier waarop u beslissingen maakt het beste?

   a. *"Ik vertel je wat je moet doen want ik ben de baas"*

   b. *"Ik vertel je wat je moet doen want het is het beste voor iedere betrokkene"*

   c. *"Ik beslis, maar ik discussieer met jou en weeg jouw meningen mee voordat ik een beslissing maak"*

   d. *"We discussiëren het probleem samen maar uiteindelijk heb ik het recht om de uiteindelijke beslissing te maken"*

   e. *"We komen allemaal samen en discussiëren over het probleem totdat iedereen het met een beslissing eens is."*

   f. *"Doe wat je wilt, ik bemoei me er niet mee."*

   g. *Geen van bovenstaande*

2) Ik gebruik ideeën en suggesties van wijkagenten om beslissingen te maken die hen aangaan.

3) Ik neem de suggesties en ideeën van wijkagenten in overweging zelfs wanneer ik er anders over denk.

4) Ik maak beslissingen totaal gebaseerd op mijn eigen ideeën.