Organizational Variables in Effectiveness of Police

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Abstract

This is a revision article about the effectiveness in police organization. Thirteen authorities on police organization were studied to identify which are the variables used in their activities related to the effectiveness. Their investigations covered a period of thirty years, from 1978 to 2008. The methodology of analysis is a qualitative approach through an exploratory expansive scope of evolution within the state of the art in this field. As a result this investigation 17 dimensions have founded to measure the effectiveness of the police force were found, which can be grouped into four variables: Organizational, Axiological, Human and Technical Development. The most common dimensions were: Training of human resources, in a second place Standardization of processes, Respect and Information System and the last for our surprise was remunerations.

Key Words: Organization, Effectiveness, Police, Mexico.

Introduction

The review literature shown that in the case of organization poclice the research has been very focus in olds book. Even Three are 1310 studies, in the top ten by relevance 7 are books (B Whitaker – 1979, JQ Wilson – 1983, JE Eck, W Spelman – 1987, Goldstein – 1977, CF Willis, G Britain – 1983, RVG Clarke, JM Hough – 1980, AV Bouza - 1990 -,LW Sherman - 1998 -) . Actually we only could find two articles but not really related to effectiveness TC Cox, MF White,1988,   K Dowler 2003.)

The books are focuses in different aspects. Whitaker – 1979 described: the historical and modern role of the British police, police effectiveness, police legal powers, local versus central law enforcement ,in UK. Wilson (1983), describes the 1960's and 1970's experience with crime and its impact on the community and offers a general perspective on how to think about crime control policies, JE Eck, W Spelman - 1987 Describes the case of Newport News Police Department, a moderate-sized agency, which was selected by the National Institute of Justice to serve as a pilot test of problem-oriented policing in the crime reduction results.   H Goldstein - 1977   addresses the long-neglected problems concerning the basic arrangements for policing in US that must be considered to improve the capability of the police to deliver high-quality services.   CF Willis, G Britain – 1983 Analyzed the Police effectiveness in four English police agencies surveyed (two metropolitan and two provincial) and its wide discretion in stop and search procedures and conduct in detention.

AV Bouza – 1990 The author, a retired police chief with 36 years of experience in policing and police management, examines the general and specific nature of policing and how it is structured and implemented to meet its goals.

R V G Clarke; J M Hough in a their Coordinated book presents a number of papers prepared for a workshop on police effectiveness in dealing with crime which was held at Cambridge, England, in the summer of 1979. Finally W Sherman 1988 presets in his book Evidence-based policing" is the use of the best available research on the outcomes of police work to implement guidelines and evaluate agencies, units, and officers. It suggests that just doing research is not enough and that proactive efforts are required to push accumulated research evidence into practice through national and community guidelines. There are few studies in the field of organizational police structure effectiveness. This is the importance of this work.

Research Methodology

The methodology of analysis is a qualitative approach through an exploratory expansive scope of evolution within the state of the art in this field; taking into consideration that the objective of this research is to determine the universe of the organizational variables related to efficiency of police. The object of the study and the study subjects are the police equipment, according to the general approach to the problem of this research.

The methodology of analysis is as follows:

1) It is necessary to establish a theoretical framework through an exploratory scope on academic information banks of previous research articles on police theme, and it requires identifying the world of authors related to the study topic. To be certain of the universe of authors, it has to select authors who have the latest publications and review the reference lists of each of them.

2) About the selected researchers, it is necessary to identify the dimensions that are used in their studies.

3) Making a summary of the dimensions of organizational variables that may be related to the effectiveness of own police forces.

If there are variables related to the effectiveness of police agencies, then the hypothesis that there are organizational variables related to the effectiveness of the police is accepted.

Results

The following table shows the theories or researches about police organizations that identify some dimensions that had been used to study the efficiency of them, and allow to frame the issue in a descriptive way.

Table 1: Organizational theories or schools on police enforcement

No.	Year of organizational development	Theory or school on police enforcement	Top authors
1	1988	Values	Wasserman y Moore
2	1996, 1996, 2008	Individual contribution	Bayley, Kelling y Oliveira
3	1978, 2006	Performance Measurement Systems	Wilson, JQ. y Roberts
4	1999-2007, 2002	Innovation and evaluation	Mastrofski, Tyler y Huo
5	1996	Local strategies and tactics	Bradey
6	1992-1997, 2007	Data Analysis	Geller y Bratton
7	2002	Organizational subcultures	Wood
8	2005	Situational organization	Wells
9	2005	Geographical Information Management	Wilson, JM
10	1990-2004,2007	Intelligence Information Management	Skogan y Duque
11	2001	Key Performance Indicators	Purpura
12	1998-2002	Key Performance Indicators	Rico
13	2004	Key Performance Indicators	Salamanca

Note: The sequence of the table is based on the development of the last year.
Source: Built up by myself

Below we review on detail de information exposed by researches in police matters, identifying the dimensions used in their studies.

Values by Wasserman and Moore

This theory states that in order to get the excellence in their service, it is only necessary to explicitly declare the values of the police corporation. Values are the convictions that guide the behavior of police officers and the entire organization, adding their own style that reflects the performance of police forces. For example, a police agency that independently adopts an aggressive tactical guidance has a very different concept of values, than a police agency that engages neighborhood residents to care planning activities combating crime (Wasserman, Moore, 1988)[1].

Police departments have become increasingly professional teams for the last four decades. Throughout the police investigations, they have determined that exist several key values to guide the performance of law enforcement agencies, and the most frequent are:

- The police actions are based just on the law.
- Communities can assist the police for enforcement.
- The highest priority for police is answering citizens' calls.
- Social and neighborhood problems are not the main concern to the police, unless they are a threat to public order.
- Police is the most appropriate to develop priorities to combat crime.

Police values fluctuate from organization to organization and get better constantly, and serve as a basis for the public understanding of policing, to guide the judgements of successful policemen and seek understanding of what the police agency is trying to accomplish.

For the present research, we identify six organizational dimensions based on the Wasserman and Moore theory, which are: 1) Geographical distribution; 2) Legality; 3) Training of human resources; 4) Respect; 5) Opportunity and 6) governance.

Individual Contribution by Bayley, Kelling and Oliveira 2008

Based on the experiences of the Global Police Community of the United Nations, concluded that one of the major contemporary challenges to public safety is measuring what the police do, and this is enough to highlight the relevance of this subject. Several attempts have been made to develop some kind of universal measurer to qualify the police organizations, but the result, is that there is not a simple formule to evaluate their performance, especially for a diversity of activities developing by different security organizations.

The conclusion of the studies is that there is a common denominator in the areas of professionalism, where as other organizations, the sum of the individual results of each element of police, is used to measure the results of all the police organization (Bayley , 1996 ; Kelling 1996) [2]

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[1]. Robert Wasserman holds a Masters in Public Administration from the University of Southern California; he was Chief of Staff of the White House, manager of the National Drug Policy, and researcher at the Faculty of Criminal Justice Policy and Management, University Harvard.

The Doctor H. Moore was a founding chairman of Executive Programs at the Kennedy School at Harvard, and was Chairman of the Criminal Justice Policy Program, and together with Dr. Alpert who were documented discussion of the community on the subject of values.

[2]David H Bayley PhD in political science from Princeton University is a member of the American Society of Criminology and since 2009 a member of the Global Community Policy Division Police Operations Department of Peacekeeping Operations of the United Nations.

Based on studies in Brazil, on the issue of fighting crime, it was determined that the way each police realizes his work depends on their discretion in the street and their freedom to carry out their work in the field of action especially its reaction force. So, the police action is subject to social assessment, only a posteriori. In this situation it summarizes the assessment of the actions of the police organizations as a whole, in practice, is the result of the evaluation of the performance of the police officer individually. Social assessment of police organizations is set mainly in the specific results of actions, particularly spectacular or heroic, or just the number of people or goods captured, leading to a risk of such organizations simplify progressively sterile figures. Law enforcement organizations should focus on the training of its members and provide broad guidelines, framed within a legal framework, in regards to opportunity, initiative, priorities and learning content, all within a given context (Oliveira, 2008) [3].

For the present research, based on the analysis of the theory of Bayley, Kelling and Oliveira, we have identified seven organizational dimensions: 1) Loyalty; 2) Professional Growth; 3) Training of human resources; 4) Legality; 5) Opportunity; 6) Governance and 7) Standardization of processes.

Performance Measurement Systems by J. Q. Wilson and D. Roberts 2006

Since the publication of the article The Atlantic Monthly, where he exposes the Broken Windows Theory, which would cause a radical change in the way we understand and act against crime in the United States[4], the concept of zero tolerance is applied in cities like New York and found that police organizations that work are oriented to establish performance measures, monitoring and feedback. With these tools, their operators have a better idea of what is expected from them, with clear objectives and less subjective[5], cops can aspire to organizational growth, and the community knows what to expect from the work of the police to achieve their results, costs and efforts (Wilson, JQ., 1978).

The Justice Department of the United States Office of Community Oriented Policies, prepared a Guide for Creating Performance Indicators for Police Organizations, which works through coordination and structuring of high profile[6] providing a complete and structured methodology for creating performance indicators of police organizations, furnishing a framework for integrated implementation of the law. Based on the above guide, we enlist the measurement variables included, to take into consideration as a checklist to understand if a measurement system a police office is well implemented. (Roberts, 2006):

Geroge L. Kelling earned his doctorate in Social Welfare from the University of Wisconsin, American criminologist, a researcher at Harvard University, and adjunct professor at the Manhattan Institute.

[3] J. Oliveira is Scientific Director of the Brazilian Institute for Combating Crime, professor at the University Candido Mendes of Brazil and member of the International Institute for Strategic Studies in London.

[4] James Quinn Wilson (1931 - 2012) has a PhD in political philosophy at the University of Chicago Science, and Doctor Honorius Cause of the University of Harvard political scientist, criminologist and authority on American public administration, he taught in Boston and Ronald Reagan is a reference on the subject of police in 1982 for co-authoring the article "the Atlantic Monthly".

[5] Starting from the study of the finding information cost and internal control cost, provides that one of the most important factors affecting inefficiency cost is in excess of hierarchy structures, also known as cost of vertical dispersion. Argued that the cumulative loss of control of an institution is generated through multiple hierarchical levels that comprise in particular establishes the concept that there is a constant factor loss information between each of them (Williamson, 1967, 1975).

[6] The guide was coordinated by D. Roberts of the University of the State of New York and the University of Oklahoma, assisted by Colonel Kenneth Bouche, Deputy Director of Information Technology and Commander of the Illinois State Police, Major Charles Piper of Carolina Police Department North, Sara Phillips, Deputy Director of the Mayor's Office of Homeland Security Boston and Captain Jon Shane Police Department of the city of Newark, New Jersey.

- Do the leaders of the police "buy" the system of professionalization?
- Do leaders provide police personnel, financing and equipment necessary?
- Do the staff of the organization is empowered to act and innovate?
- Do managers and staff have wide access to information to assess current levels of performance and to assess the impact of programs and initiatives in achieving the objectives?
- Does the system detect early problems and have a strategy for improvement?
- Are there mechanisms in place to allow for course correction when it is determined that a project has been diverted?
- Does the system of professionalization have demonstrated value in operations within the police?

For purposes of this research, based on the analysis of the theory of J. Q. Wilson and D. Roberts, the following eight organizational dimensions are identified: 1) Number of hierarchy; 2) Professional Growth; 3) Information systems; 4) Facilities and equipment; 5) Governance; 6) Budget; 7) Training of human resources and 8) Standardization of processes.

Innovation and Assessment, by Mastrofski, Tyler and Huo 2007

The line of research as for innovation centers on the degree of discretion of the performance of the police, which analyzes it across systematic methods of observation on the area of criminology[7].

Through the study of the statistical tool used to arrange the management of responsibilities of the Police Department of New York, which also is used in Los Angeles, Philadelphia, Austin and Vancouver, and Quality Management has a configuration similar to the "Six Sigma" or to the "Total Quality Management", it determined that this tool helps in the reduction of the crime, the improvement of the quality of life and management of the personnel and the police resources. (Mastrofski , 1999).
The principles of this tool are based on six indicators that citizens apreciate the most to measure the police organizations.

- Availability: Citizens appreciate that the police are always nearby and available to accede to them in case of aid; the presence of the police bodies in the environment is considered to be a fundamental part of their service.
- Reliability: Citizens wait for a response free of mistakes.
- Response: Citizens want the police offer an opportune service, and in case police cannot give a 100% response, citizens demand police to explain with reasons the lack of response.
- Competent: Citizens want the police know how to work and demonstrate it. Citizens prefer the police to fulfill their expectations than the police's image of his service itself.
- Manners: Citizens ask the police to demonstrate good manners to treat people.
- Equity: Citizens expect to receive a worthy and respectful treatment offered with neutrality (Mastrofski, 1999).

On the other hand, as to the topics of contracting, training, structure, professionalization, leadership, technology and the use of the information of the community police, in the last two decades there has been

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[7] Stephen Mastrofski PhD in Political Science from the University of North Carolina is Director of the Department of Criminology, Law and Society at George Mason University. His research focuses on the degree of discretion of the police action, which is analyzed through systematic methods of observation in the field of criminology. In 2000 he received the Award of the Academy of Criminal Justice Sciences Education, Research & Service Police "OW Wilson ". In 2008 he received an award from the Law Society, for the article "COMPSTAT". In 2010 he was elected to the American Society of Criminology.

included a wide range of recent innovations. On these issues, as for structure and organization of the police three questions arise:

- What are the resources used by police organizations?
- How do the police organize to deal with the pressures of the community?
- Is it changing the organizational location of decisions making? (Mastrofski, 2007).

The response to these questions focuses on two technical elements that they have deeply influenced in recent years in police organizations (Mastrofski, 2007):

- The 911 calls of rapid response have multiplied. Now police need to create new general processes and protocols of civil response. These new processes, joined to the increment of the pressure of the number of requests of the citizens, have led the police to operate in a kind of management in automatic pilot, which has generated a reactive operation problem. This reactivity has motivated to some departments to return to a more community police style, with more presence, orientating the work to a more strategic long term[8].
- The police agents' equipment and patrols has made possible the rapid answer to citizens' requests and for the central office, to support the direct contact with the police officials, to give them precise instructions and for the control of their work [9].

To be able to strengthen the capacity of discretion of the police in the execution of the tasks, two actions are recommended: a) A solid leverage in the training, to develop his "good judgment" and his discretion and b) processes and systems for the summary of information of forms of the officials reports and the protocols of recording, deleting obsolete ones.

In the same line there are other studies. They reinforce the measure in which both previous capacities are not covered: a) The training, and the wise judgment, and b) The processes and systems. There is the trend to focus on getting greater budgetary resources and a bigger number of police, and not in his quality. Nevertheless; he says the best results are obtained when work is done with the due quality. (Tyler, Huo, 2002).

If a couple of actions had to be chosen to improve the police organizations, the inclination is for: a) The systematic study of the application and the effects of the innovations of the police and b) A systematic program of evaluation of training of the police. (Mastrofski, 2007).

Of the analysis of the theory of Mastrofski, Tyler and Huo, for effects of the present research, the following twelve organizational dimensions are identified: 1) Standardization of the processes; 2) Governance; 3) Geographical distribution; 4) Respect; 5) Opportunity; 6) Reliability; 7) Professional growth; 8) Training of human resources; 9) Information systems; 10) Equipment; 11)Budget and 12) Size of the organization.

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[8] It will not be easy to reduce the size of Call Centers, basically because the public is accustomed to the convenience of rapid response system, and many police chiefs will be cautious in changing these channels (Mastrofski, 2007).

[9] This centralization of information, failed to change the practices of the 1960s and 1970s, ie, supervisors still have a tenuous influence over how their subordinates exercised its discretion. Despite these technological advances, two thirds of the time the patrol tasks running on under their criteria and supervisors rarely are present or communicate with subordinates to discuss how they should do their job (Mastrofski, 2007).

Local strategies and tactics by Bradey1996

The line of research on strategies and tactics for the organization resulted from the observation of the way of administering of several executives of policeman's departments, through which it was determined that organizations range from tactical to strategy or from strategy to tactical, and returning to the original point, and that seldom carry out significant studies of viability to verify what works and what does not work, and understand what historical conditions it has been approached a similar problem [10]. A police organization that learns measures what really matters and understands what it measures (Bradey, 1996).

Not all of the tactics or strategies of the police organizations work in different social environments , there are proven tactics of how the Municipal strategy is the one that works in some situations , and in different others, the federal strategy works .

Of the analysis of Bradey's theory, for purposes of this research, two dimensions of the organization are identified: 1) Geographical distribution, and 2) Specialization of the functions.

Data Analysis by Geller and Bratton (2007)

Based in the studies and experience as for the organization of the police investigation and community policing, it was concluded that the police organizations that have conscience of what works and what does not, in other words, in order to have models of learning, it needs to compile information and to analyze it, and to turn this practice in their professional framework, and into the particular thing, the organizations that serve are those who compile information and analyze it, and create the bases to turn their equipment into a "learning organizations", these organizations become smart enough to decipher the usefulness of all the lessons learned (Geller, 1997)[11]

Lessons learned from the police top controls to implement decentralized management models, and using the rich databases that they have to lead their organization to success, have become a benchmark widely accepted management. Due to its success, these models have spread rapidly across the United States and at a time of increasing demand and limited resources, the top police commanders are struggling to improve their ability to anticipate attempts, to serve to their communities and control crime with "compassion" consistently.

Based on the experience of managing the Los Angeles Police Department and the New York Police Department, and of reducing the indexes of delinquency and the increase in the quality of life in those cities, it was concluded that in order to help senior members of the police in the institutionalization of the analysis and professionalization of their organizations it needs the development of a systematic structure. Today, crime is not the only measure of results of the police, nor it is the standard to be used to determine the success (Bratton, 2007)[12].

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[10] Thomas V. Bradey is a writer and editor based in Washington, DC, specializing in issues of civil and criminal justice, he studied the ways of managing directors of several police departments.

[11] W. Geller is licensed classified from Law School at the University of Chicago, he served as Deputy Director of the Forum of Executive Police of Research as assistant of the court of the Supreme Court of Illinois, as well as Project Manager of the Community Police Against the drugs of Harvard´s University.

[12] William Bratton is commissioned of the LAPD and previously was from New York. In 1994 he developed from the information of the Police Department in New York a management model called CompStat, who focuses the execution of the police organizations on the reduction of crime. The system has justified itself during the last eighteen years for the decrease of the indexes of delinquency and for the increase of the quality of life in these cities. His book "What Every Chief Executive Should Know: Using Data to Measure Police Performance", was awarded in 2008 by the "Police-Writers.Com Book".

Analyses of the theory of Geller and Bratton, for effects of this research, the following seven organizational dimensions are identified: 1) Respect; 2) Professional Growth; 3) Information systems; 4) Formation of human resources; 5) Process standardization; 6) Drivability and 7) Number of Hierarchies.

Organizational Subcultures by Wood (2002)

In 1998, Albuquerque's regional community was proposed to give a shift to the organizational model of the traditional police, to become a police with a model of community vision[13]. Academic researchers were hired to identify a successful organizational change process, designed with a strong personal training device with duration of four years for its implementation. The general opinion of the community, after these four years, is that the process of organizational change is only partially successful. The problematic of the results was analyzed, as case of study, in order to identify the possible patterns of police behavior in the urban areas, and examine the police culture from three lines of research: i) How it looks from the perspective of the officers; ii) From the community organizations and iii) From the administrative staff of the police department.

There were several variables that impacted the failure of the implementation of the change, and concluded that they were a variety of factors that caused the collapse of the project. But a variable generated the principal problem; the experts had not considered the existence of a set of subcultures in the implementation of the model, all of them very specific in the organization (Wood, 2002).

Subcultures a police detected an organization are:

a) Traditional, where are conceptualized as an autonomous brotherhood with routine practices of answering calls and patrols drive, and whose mission is of serving and protecting.
b) Paramilitary, where elite is conceptualized as specialized units, with proactive and aggressive practices and whose mission is of fighting against the crime.
c) Opportunist, where they are conceptualized as individualists, with practices of preserving the stability and avoiding problems, where it is possible to abuse the range, and whose mission is of surviving and the individual career.
d) Administrative, where they are conceptualized as part of a political context - legally, with practices of routine and supervision, and whose mission is to protect and serve enforceable and legally efficient.
e) Civil, where they are conceptualized as civil under oath, with practices of accepting the status quo, and whose mission is the partnership, protection and the fight against the crime.
f) Police, where they are conceptualized as team, with action models, their practices are troubleshooting and collaborate with citizens, and its mission is to be oriented to the community under a collaborative scheme (Wood, 2002).

The community based in the academic research and results developed a change in their security strategy with two premises:

• Is needed a process of integral communication, where decisions taken should be agreed with all directors and officers with informal leaders of all levels required.
• Is required to give a follow-up of "thoughtful feedback" throughout the process of changing the organizational culture.

From this study, a deeper relationship was achieved between the Albuquerque Police Department and the University of New Mexico, as part of the creation of a team of organizations interested in mutual learning.

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[13] The work was coordinated by Richard L Wood, Ph.D. University of California Berkeley.

Of the analysis of Wood's theory, for purposes of this research, the following six organizational dimensions are identified: 1) Legality 2) Facilities and equipment, 3) Training of human resources, 4) Number of Hierarchies 5) Respect, and 6) Information systems.

Situational Organizations by Wells (2005)

From the study on a database of more than 3,000 agencies of local police, than all the sizes and locations, with the aim to provide a systematic and empirical evaluation to understand their organization, it was designed an investigation in which the following 3 "Major" paradigms were established, which influences the action of the police (Wells, 2005)[14]:

- What is to do of the police departments, with orientation to the community, in function to their organizational structure?
- Do police agencies with "open systems" are influenced by their environment?
- Due to the fact that the essential tasks of the police are the same everywhere, is the unique universal model of police applicable to all the sizes and types of police agency?

The general approach of the study adopted to give response to the raised questions identifies the following variables of the conceptual model of situational organization (Wells, 2005):

Variable of the Community Environment, which includes the factors:

a) Political context, integrated by the format of government, the political culture, and structures of influence.
b) Social complexity composed by the diversity, the inequality, the segregation, the conflict and urbanization.
c) Social stability formed by the temporary of residence, the demographic growth and economic fluctuations.
d) Availability of resources composed by income level, the employment, the quantity of poverty, and the education.
e) Demand of entry composed by the crime, and density of population.

Variable of Organizational Structure, including the factors:

f) Functional differentiation, composed by segmentation, specialization, spatial differentiation and the civil conversion.
g) Vertical differentiation, integrated by it hierarchy of rank, salary range differential and general administrative expenses.
h) Formalization, integrated by the codification of rules, standardization of procedures, centralization of the communication and the organization.
i) Organizational concentration, integrated by organizational density and concentration of the service.
j) Organizational Size.

Variable of an operating mode, which includes the factors:

k) Police oriented to the community.
l) Police targeted to the strengthening of the law.

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[14] L. Edward. Wells, PhD in Sociology from the University of Wisconsin, led a major study on a database of more than 3,000 agencies of local police, of all sizes and locations, with the goal of providing a systematic and empirical assessment to understand their organization.

In summary, the model is based on:

- The adoption of models of operation of the police departments is not related significantly to the organizational structure.
- The organizational characteristics and the practices of the police are not predetermined by the characteristics of the community.

It is necessary to have care of the adoption of the "unique height", to try to standardize the policy given to the police organizations the diversity of the organisms, and the differences in their organizational dynamics.

The programs developed for the big metropolitan police departments, not necessarily aply to the police departments of the smallest cities. Even, the programs for the organizations in the northeastern states cannot apply to departments in other regions such as the south. This conception can be even counterproductive.

The links between the organizational structures and operative practices are not the same in all the types of public police agencies, so the task of implementation of a police community with orientation to the community, can change widely depending on their sizes and locations.

Of the analysis of Wells´s theory, for effects of this research, the following six organizational dimensions are identified: 1) Process standardization; 2) Specialization of the functions; 3) Number of hierarchies; 4) Remunerations; 5) Geographical distribution and 6) Size of the organization.

Geographical Information Management by J. M. Wilson (2005)

Based on the studies of the mechanisms of police organizational community in big cities of the United States, and with the support in previous researches as of police organization, the question raised is[15]: Which are the most important factors that impact to the performance of a police force?, which provided a clear vision of how choosing and comparing the variables organizations of the police of proximity (Wilson JM., 2005).

It was determined through the study and analysis of official sources of 401 police organizations, which the efficiency of the police of proximity, as dependent variable, can be explained using the following relevant variables:

Variables of contingency or variables of environment, which establish the characteristics of the environment, affect the performance of organizations and their indicators. These are:

- The size of the organization, measured in full-time staff.
- The age of the organization.
- The diversity of main tasks, of 24 possible basic identified tasks.
- The complexity of the community, for which there was created an index of 5 items that integrated:
  1) Diversity of races; 2) Average income per capita; 3) Percentage of unemployment; 4) Rotation of employment of the family chief and 5) Mobility of population or internal migration.

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[15] Jeremy M Wilson is Doctor of Ohio University; he earned his degree in Philosophy in Public Administration with the thesis "The Implementation of Community Policing in Large Municipal Police Organizations."

Institutional variables, which it establishes that the intrinsic characteristics of an institution affect the performance of the structure, and these indicators, are:

- Freedom of action, of such external influences as unions, auditors and certifiers,
- Payment of incentives,
- Region of the United States: East or West.

Structure variables and their indicators are:

- Spread, the number of branches of the organization, occupation, hierarchy, functional differentiation.
- Formal contracting is the proportion of employees for fees or temporary staff among the personnel with labor permanent contract.
- Ranges, number of hierarchies in the organization.
- Functional differentiation, the number of specialized units.
- Centralization is the degree of concentration in the capture of decisions.
- Formalization is the number of guides or procedure that the organization has.
- Administrative weight, it is the proportion of administrative staff among the whole division.

The variables of efficiency include the factors that measure the processes of planning, organization, direction and control, and their indicators are:

- Income, which reports the proportion of new cadets among the total of officials.
- Planning is a binary indicator, in the senses that have or not a police strategic plan.
- Assigning, it registers if there exist a formal model of officials´ geographical assignment on the basis of their skills and previous performance.
- Solution of problems, it is based on last year training in this matter.
- Civil Interaction, this indicator consists of:
    - i) If the citizenship take part in the process of training,
    - ii) If the practice of meetings groups exists,
    - iii) The rating of the website,
    - iv) The accessibility to the police data.

The conclusions of the study were with regard to the variables of context, surprisingly for everyone involved in the study, which the factor that more influenced the execution of the police, turned out to be their location, differing efficiency of the police against those of the west of the United States. Apparently, the police of the west were more innovative. Other identified variables that had a strong influence in the implementation are: i) Age of the organization, ii) Population mobility and internal migration, iii) Rotation of employment, which influences negatively form, and iv) Payment of incentives that influences positively but relatively weak. It was determined that the size of the organization, the diversity of principal tasks, the diversity of races, the unemployment rate, and the freedom of action do not have a great influence in the performance of police.

With regard to the organizational variables of structure, the conclusion is that none of them had a direct statistically significant effect on the performance of the police, nevertheless, the formalization that is highly correlated by the hierarchical ranges, is the unique variable that affected positively their execution.
Of the analysis of the theory of J. M. Wilson, for purposes of this research, identifies the following nine organizational dimensions: 1) Specialization of functions; 2) Number of hierarchies; 3) Standardization of the processes; 4) Geographical distribution; 5) Remunerations; 6) Size of the organization; 7) Training of human resources; 8) Information systems and 9) Governance.

Intelligence Information Management by Duke and Skogan

From the researches on victimization, fear of delinquency, the impact of the crime in neighborhood life and the public participation in prevention of the crime, and of the review of the policies and police practices of multiple police organizations[16], is concluded that without doubt, immediately after the events of New York, the first priority of the police is the control of the delinquency, and this task is almost universally accepted as the measure of the police performance. It also states that police organizations, principally in the United States, acquire a multidimensional approach in their duties with regard to the understanding and control of crime (Skogan, 2004).

The police have to include, with actions of intelligence, the events beyond the borders of their jurisdiction, as an example of this is the case of cross bordering of the Police of New York, who after the attacks of September 11, 2001 created of two charges directly dependent on the Chief of Police, "Deputy Commissioner of Intelligence" and "Deputy Commissioner of Counter Terrorism". Every day they meet to check the possible terrorist threats and the incidents that are happening in real time anywhere in the world; about 1,000 workforce have been assigned for specific missions of counter-terrorism and intelligence. The Police of New York have unfolded police links abroad in: Paris, London, Israel, Jordan, Canada, Santo Domingo and Singapore.

The city has invested a lot of resources to provide to his police force of a computer system that allow to know real time the current crime situation, which can be transmitted to any patrol or any detective in the street[17]. They have put in service on portable detectors of radioactivity and they have installed more than 1,000 new surveillance cameras (Duke, 2007).

Of the analyses of theory of Skogan and Duke, for purposes of this research, the following seven organizational dimensions are identified: 1) Loyalty; 2) Information systems; 3) Equipment and equipment; 4) Budget; 5) Reliability; 6) Training of human resources and 7) Number of hierarchies.

Key Performance Indicators by Purpura (2001)

Based in the work experiences of the police and community, and influenced by the founder of the London Police, Sir Robert Peel, who is the architect of modern police: "The police are the citizens and the citizens are the police", this line of research proposes four indexes consisted of indicators of management to determine if a police organization is efficient (Purpura , 2001)[18]:

- Crime, fear and disorder: It is a question of innovating in the methods and measuring aspects, namely: less serious crimes and application of victimization surveys as method of data collection, and the use of situational rooms. The fear can also be measured through the average of sale of weapons to individuals, installation of alarms and the frequency of calls requiring the prevention of crime. The disorder can be measure through surveys, mobilization of people from one area to another, or recovery of spaces, among others.

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[16] Wesley G. Skogan, Ph.D. in Political Science from the University of Northwester channeled his research on victimization, fear of crime, the impact of crime on neighborhood life and public participation in crime prevention. From 1999 to 2004 he was president of the National Research Council Committee on Police Policy and Practices, revised where multiple police organizations.

[17] José Duque Quicios, is a professor of the University of Barcelona, who was Colonel of the Spanish Civil Guard, and currently an expert in international police cooperation.

[18] Phillip P. Purpura is Master in Criminal Justice from the University of Eastern Kentucky, has a Certified Protection Professional, and is the author of eight books including the best seller, The Police and Community.

- Police Processes: Issues such as corruption, abuse of power and riots are included. Police officers can be consulted on their understanding of the ethical values of the police, forms of use of force and of arrest. Here it is considered to be the civil perception on the quality of police service[19].
- Health organization: Include elements such as the volume and nature of the services provided, organizational climate surveying, resources and budget.
- Community Context: Factors are studied such as political climate, demography and crucial events, which can affect in the commission of crimes, disorders, civil feeling sentiment and organizational climate.

About the analyses of the theory of Purpura, for purposes of this research, the following eight organizational dimensions are identified: 1) Governance; 2) Respect; 3) Training of human resources; 4) Information systems; 5) Reliability; 6) Legality; 7) budget and 8) Specialization of functions.

Key Performance Indicators by JM Rico

Through the study of various topics related to public security and police reform, justice, police and citizen security in Latin America, mainly in Chile, propose themselves four indexes consisted of indicators of management to define if a police organization is efficient (Rico, 2002)[20]:

- Police Activities: Such as criminality and acts of incivility, solving crimes and others; seizures, arrest of suspects, attended calls, responsiveness and time spent patrolling and research[21].
- Citizen perception: It includes surveys of opinion or feeling of insecurity; citizen satisfaction; denunciations of cases of police abuses, police dead and hurt in comparison with the citizens in police interventions; bullets shot off and autopsies results.
- Police Perception: That is to say, the self-image that on their profession de police has.
- Structure and management: Includes strategic planning, performance evaluation and professional development, cost analysis regarding benefits and effectiveness of the plans, and experimental designs[22].

In this sense, to establish and define what activities they must remain centralized; organizations must ask the following questions:
- The answer usually points at the crucial what functions have to perform exceptionally well to achieve a competitive advantage?
- What activities of the value chain would deficient execution affect seriously the strategic success?
- Activities where there is needed a central organization oriented to the strategy (Drucker, 1993).

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[19] Some of the individuals in organizations can gain so much power that it cannot control their actions entirely by senior managemen. So that, is recommended, in order to exert some influence over them, two mechanisms of governance: a) Controls based on results rather than in the behavior for adapting agents' preferences for corporate and b) The development of information systems, in which there is known really the behavior and agent activity, discovering their behavior through a full information (Eisenhardt, 1989).

[20] José María Rico is a doctor in law from the University of Granada and consultant of the United Nations for Latin America on varied related topics about public security and police reform, has more than 20 books published on topics related to the justice, police and security citizen. One of his books, Rico (2002): "Citizen Security in Latin America - Towards a comprehensive policy", he wrote it with his wife, the current president of Costa Rica (elected in 2010) Laura Chinchilla Miranda.

[21] Since the establishment of the administration of Taylor´s Scientific Theory, someone determined that there must be ways of working based on a scientific study of time and motion tasks (Robbins, 2009).

[22] Just the bureaucratic organization is able to achieve the highest degree of efficiency. This form of administration generates: Accuracy, stability, discipline and operational capacity, therefore, generates a high degree of certainty in the calculation of the results for the leaders (Weber, 1964).

About the analyses of Rico´s Theory, for purposes of this research, the following eight organizational dimensions are identified: 1) Standardization of processes; 2) Geographic distribution; 3) Opportunity; 4) Professional Growth; 5) Reliability; 6) Respect; 7) Budget, and 8) Specialization of functions.

Key Performance Indicators by Salamanca 2004

With regard to the systems of measurement of the efficiency of police organizations, this research proposes, with base in their studies, two composite indices of performance indicators to define if the police department is efficient (Salamanca, 2004)[23]:

- Process indicators: It includes aspects such as human resources involved in the resolution of community conflicts, while the training and skills of officials, the police commitment, which includes indicators of the direct relationship between police and community and police involvement in own community activities. Also, the types of community participation which considers the existence of committees, associations, groups, all of them of community type in the police activity and the quality participation by the community perception on the police performance.
- Performance indicators: It includes aspects such as quality of service and the police attention, which measure the perception of the community regarding the types of police service and satisfaction awarded against them; participated cooperation relative to the number of calls, attendees, derived contributions and activities together. In addition, sustainability of the participation, according to the continuity of institutional structures together with the community and other sectorial agencies, the impact on crime, linked to the receipt of complaints and arrests that affect the quality of life in community; the impact on police violence, based in the receipt of complaints, disciplinary sanctions and perception of minor police violence, and the impact in the fear of people, including the fear of being victimized and the feeling of insecurity in general.

About the analyses of the theory of Salamanca, for purposes of this research, the following six organizational dimensions are identified: 1) Training of human resources; 2) Size of the organization; 3) Respect; 4) Reliability; 5) Specialization of the functions and 6) Loyalty.

Analysis of Results

From the analysis of the information obtained of the specific theories, there are seventeen dimensions identified that establish the intrinsic characteristics of an organization of a police force related to its effectiveness. However, in order to do a grouping of these dimensions identified in a set of study variables, it can be consolidated into four variables according to the following conceptual definitions:

Variable: Organizational Development: It is defined as the management process that seeks to make the human behavior and its relationships more efficient inside an organization through elements such as process definition, centralization or decentralization of authority, extent of control, or the formal structure, in order to make more effective the coordination of its members and to achieve continuous improvement in performing the tasks required to achieve its objectives structure. However, the first two dimensions that determine the organization development are: a) The horizontal differentiation, which means that individuals in an organization can be divided into groups of specialization of functions in order to achieve a degree of skill in the relevant data, and b) Vertical differentiation, which is related to the steering unit, where each individual is assigned a command and a plan for the development of its activities, looking for the same

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[23] Jorge Fernando Osorio Salamanca is Doctor from the University of London in Planning Studies, currently is sociology professor in the Faculty of Social Sciences of the University of Chile.

goal, with team spirit, without necessarily being the two dimensions which cover organizational development holistically . (Robbins, Coulter, 2005).

Variable: Axiological Development: Axiology is the branch of philosophy that focuses in the study and understanding of the values, its nature, the criteria that humans use and prioritized them, and the set of tools and forms that are handled for making decisions. It begins with the theory of the ideas of Plato and Aristotle as the values are developed and refined through the achievement of the common good (Cadena, 1978). However, there exists a series of principles that any organization must apply to obtain the achievement of its objectives, which them, stand the subordination of individual interests in favor of the generals. In particular it is empirically shown that with just the fact of declaring explicitly the values in a police agency; it is moving towards excellence in their service (Wasserman, Moore, 1988).

Variable: Human Development: The human development in the organizations is the set of evaluation strategies and comprehensive training of members of an organization, directed to obtain constant improvement and added value, to reach the achievement of personal and organizational goals. However, most of the police departments could not have observed a systematic approach to integrate the development of people with organizational evolution. (Becker et al, 1997; Rivas, 2002; Llanos, 2012; UN - UNDP, 2012)[24].

Variable: Technology Development: It is defined as a technological development to the set of tools and forms of knowledge management aimed to achieving a permanent progress in terms of information systems and technological innovations required to contribute to the improvement in the productivity and the ability of the organization resource. The challenge to resolve in this matter is the constant disconnection that exists between the production of the specialized knowledge and its utilization. (Muñoz, 200). In order to have an overview, the identified dimensions and their group in four independent or causal variables are presented in Table 2.

Table 2: Independent variables of this research and its dimensions

Independent variables	Dimensions
a)Organizational Development	1. Specialization of functions.
	2. Number of hierarchies.
	3. Standardization of processes
	4. Governance
	5. Geographical distribution.
	6. Salaries.
	7. Size of organization.
b) Axiological Development	8. Loyalty.
	9. Respect.
	10. Opportunity.
	11. Legality.
	12. Reliability.
c) Human Development	13. Training of human resources.
	14. Professional growth.
d)Technology Development	15. Information systems.
	16. Facilities and equipment.
	17. Budget.

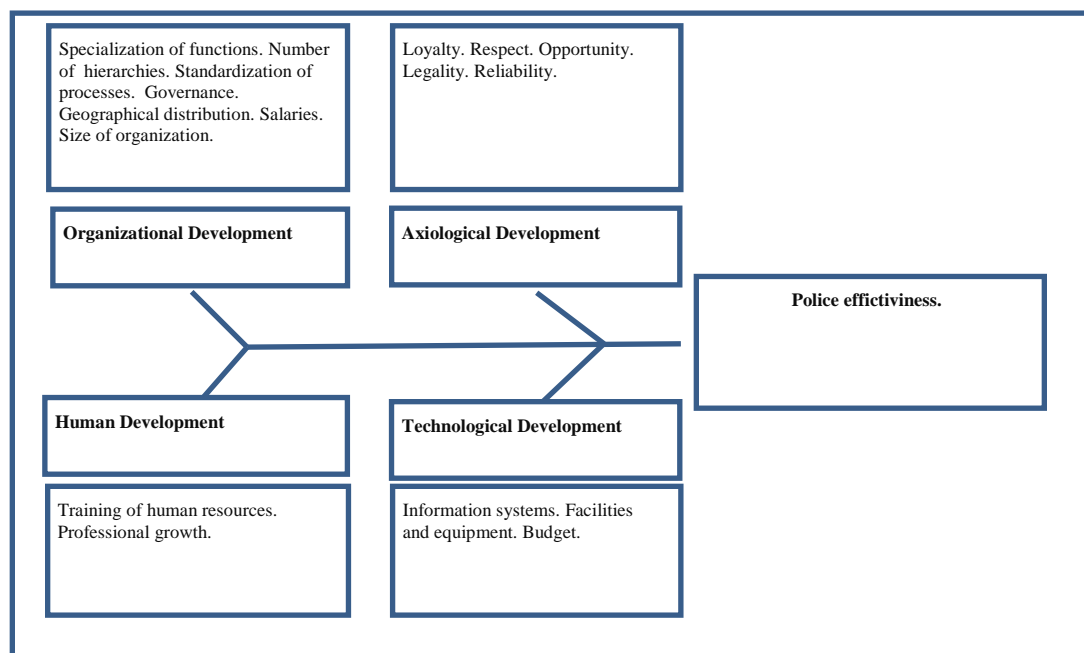Source: Own calculations based on the theories studied.

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[24] According to the United Nations Program for Development, the human development consists of the freedom enjoyed by individuals to choose between different options and ways of life. The key factors that allow people to be free in that sense are the possibility of reaching a long and healthy life, to acquire valuable knowledge individually and socially, and have the opportunity to obtain the necessary resources to enjoy a decent standard of living.

The most common dimensions within the revised theory are the theoretical framework: "Training of human resources", in a second place there are three dimensions: "Standardization of processes", "Respect" and "System Information"[25]. It is noteworthy that the least appealed dimension is: "Remunerations".

The raised question: Which are the organizational variables that relate to the effectiveness of the police force?, after reviewing the conceptual framework, the information on the performance of the police, the situation in their respective states and to make qualitative analysis based on a qualitative analysis approach - synthesis, is answered in the positive sense that they are four variables related to the effectiveness of the police force: a) Organizational Development, b) axiological Development, c) Human Development and d) Technological Development.

In the following graph, it can observe how four dependent variables are related, in a diagram of reason effect, with the independent variable of the study.

Figure 1: Diagram of sagittal variables

Source: Adapted from Rivas (2012),

Discussion.

As a result of quantitative analysis hypothesized that organizational, axiological , human and technological development of the police is related to its effectiveness , where the most frequent dimensions within the revised theory is the theoretical framework is validated: "Training of human resources", in second place they find dirty three dimensions: "Standardization of processes", "Respect" and "System Information"

A question for future research, consistent with the present study, is the extent to which variables or dimensions identified impact the effectiveness of police, to find a point of focus and prioritization that could provide managers thereof.

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[25] In attachment 1 it can identify the table of frequency of the total of dimensions selected of the researches of the experts as for police organization.

As a result of our investigation the figure 2 show the main variables involved in different studies.

Figure 1: Organizational dimensions (Frequency table).

DIMENSIONES	Wasserman y Moore	Bayley, Kelling y Oliveira	J. Q. Wilson y D. Roberts	Mastrofski, Tyler y Huo	Bradey	Geller y Bratton	Wood	Wells	J.M. Wilson	Skogan y Duque	Purpura	J.M. Rico	Salamanca	Cantidad	Lugar en frecuencia
Confiabilidad.				Si		Si				Si	Si	Si	Si	6	
Crecimiento profesional.		Si	Si	Si		Si						Si		5	
Distribución geográfica.	Si			Si	Si			Si	Si			Si		6	
Equipamiento y equipo.			Si	Si			Si			Si				4	
Especialización de las funciones.				Si			Si	Si		Si		Si	Si	6	
Estandarización de los procesos.		Si	Si	Si		Si		Si	Si			Si		7	2o
Formación de los recursos humanos.	Si	Si	Si	Si		Si	Si		Si	Si	Si		Si	10	1o
Gobernabilidad.	Si	Si	Si	Si					Si		Si			6	
Lealtad.		Si								Si			Si	3	
Legalidad.	Si	Si					Si				Si			4	
Número de jerarquías.			Si			Si	Si	Si	Si	Si				6	
Oportunidad.	Si	Si		Si								Si		4	
Presupuesto.			Si	Si						Si	Si	Si		5	
Remuneraciones.								Si	Si					2	
Respeto.	Si			Si		Si	Si			Si	Si	Si	Si	7	2o
Sistemas de información.			Si	Si		Si	Si		Si	Si	Si			7	2o
Tamaño de la organización.				Si				Si	Si				Si	4	
Cantidad	6	7	8	12	2	7	6	6	9	7	8	8	6		

Source: Based on data from the theoretical framework.

Mexico case

The insecurity crisis that exists in Mexico, evidenced by the increasing number of murders and robberies, joined with the perception of the society about the criminal organizations do not decreases in spite of the police efforts. There is no hope to improve living conditions for Mexicans for the next years.
The lack of a solution for the insecurity problem could be because it is a multidimensional phenomenon, which may suggest several study plans.

Two questions need to be asked, in order to establish the problem statement of this investigation.

- Why do the 1,661 police corporations are not enough to improve de safety ratings in Mexico? (García Luna, 2006).
- Does the proposal of "single control" can solve the insecurity problem in every state of the Mexican Republic? (Barron, 2005).

The Organization for Economic Cooperation and Development (OECD) defines as personal safety as the risk that people perceive to be assaulted or be victims of any kind of crime.
According to the "Better Life Index" study which covers several topics related to the quality of life of its members countries, includes security, reports that in Mexico murders, robberies, and insecurity have the following tendencies:

A) The homicide rate per each 100,000 inhabitant in Mexico, increased from 7 deads en 2002, to 11.6 in 2008, and 19 in 2011. It is the highest rate of homicides registered in OCDE.

B)The 11% of people reported have been victims of assault for the last 12 months in Mexico, and this percentage is much higher than the average of 4% of the member countries.

C) A 28% of people reported to feel unsafe to walk the streets at night in Mexico. This percentage is less than the average of one third of the member countries (OECD, 2011)

Taking into consideration the insecurity problem that exists in Mexico and the engagement of the government to solve it throughout its police, it is necessary to make a question: What are the organizational variables related to the effectiveness of the police?

The objective of this study is to determine the organizational variables related to the effectiveness of the police. In other words, it is necessary to determine those variables that can increase the possibility of protecting people. The investigation constrains its approach within organizations of public administration, particularly in the field of police forces. It is important to emphasize that this study does not intends to explain causes and effects of insecurity.

There is slight consensus on what constitutes "good performance" on police, it is because of the complexity of measuring the effectiveness and the many facets of police function. (Alpert, 1994; Rico, 1998)[26].

Efficiency can be defined in the case of the provision of any service, as the probability that a person or an organization receive a benefit from the process used for the service in question, under the conditions of ideal performance (Planas, 2005).

As part of the contextual framework of this research, the definition of efficiency, to be adopted as part of the problem statement is as follows: Efficiency is the probability that an individual gets a benefit from the process used by the corporation to provide security, in other words, used to combat insecurity.

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