

**The Bill Blackwood  
Law Enforcement Management Institute of Texas**

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**Why Can't We All Just Get Along?  
Police Officer / Police Dispatcher Conflict**

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**An Administrative Research Paper  
Submitted in Partial Fulfillment  
Required for Graduation from the  
Leadership Command College**

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## **ABSTRACT**

The study of the conflict between police officers and police dispatchers is relevant to contemporary law enforcement because both positions are equally important to law enforcement; neither one is more important than the other. Police officers and police dispatchers need each other to operate effectively; however, they are in constant discord. Their relationship is less than ideal; it is like that of a man and a woman in a relationship in that they both like and respect each other, they are dependent on each other, but sometimes find themselves in constant conflict. If the source of the conflict can be identified and neutralized, then the question becomes, can these two groups of professionals coexist peacefully and efficiently?

The purpose of this research is to give some insight into this conflict and some suggestions on how to begin to bring about a better relationship between these two groups. The method of inquiry used by the researcher includes a review of articles, internet sites, periodicals and journals. Several non police related sources such as organizational and personal behavior sources will be examined also. In addition, a survey will be distributed to several police departments within the Houston, Harris County area.

The researcher discovered that this subject covered the bounds of relationships from interorganizational relationships all the way to personal relationships. Police are mostly men; dispatchers are mostly women. Men and women use the same words, but the word meanings are different. This carries over into the job setting, so understanding both the interorganizational aspect and the personal aspect of their relationship will bring us closer to having a low conflict police department.

## TABLE OF CONTENTS

|                                   | <b>Page</b> |
|-----------------------------------|-------------|
| Abstract                          |             |
| Introduction. . . . .             | 1           |
| Review of Literature . . . . .    | 3           |
| Methodology . . . . .             | 7           |
| Findings . . . . .                | 9           |
| Discussions/Conclusions . . . . . | 13          |
| References . . . . .              | 18          |

## INTRODUCTION

While verbal wars and sarcastic remarks on the radio seem to be the norm in most police departments, it seems rational that reducing the conflict between police officers and police dispatchers will lead to a happier, less stressful, and more productive police department. Without the police there would be no need for the dispatcher, without the dispatcher policing would be next to impossible. These two professional groups need each other to function efficiently, yet they seem to be constantly at odds with each other. The problem or issue to be examined considers whether or not police officers and police dispatchers can coexist agreeably and productively. Throughout this research the terms police, police officer, officer, field worker, field agent, patrol officer all used to mean police officer. Throughout this research, the terms dispatch and dispatchers are all used to mean police dispatcher.

The relevance of police officer - police dispatcher conflict to law enforcement is that a smooth operating dispatch section will make for a safer, less stressful, and more productive police department. A department without negativity will surely help to retain good employees, both police officers and dispatchers and to create a better work environment. The purpose of this research is to determine how these two professionals can depend on each other and co-exist in a less stressful environment.

The research question to be examined focuses on whether or not these two professions can coexist peacefully. The research is focused on insight that will determine source of the conflict. Typically, most of the research on this subject addresses the symptoms of the conflict rather than identifying the source of the conflict.

Once the source of the conflict is determined, future researches will have more accurate data to determine how the two professionals can co exist more peacefully.

The intended method of inquiry includes: a review of articles, internet sites, periodicals, journals, and several non police related sources such as organizational and personal behavior a survey will be distributed to several police departments throughout the Houston, Harris County area. The articles and internet sites are reviewed to gather the most current information. The periodicals, journals, and books are used to obtain background information. The survey is used to collect accurate data from the professionals who endure and contribute to the conflict. The information from non police related sources are used because, whether or not the police can admit it, they share many of the characteristics of private businesses. This information is also used to find the source of conflict between police officers and police dispatchers.

The intended outcome or anticipated findings of the research will reveal that both police officers and dispatchers have stressful jobs. There is nothing new or surprising about the fact that police work is a very high stress job, however, what people often over look is the amount of stress a police dispatcher encounters. (Gasperson.1998.p.1) What is not generally known or considered is that the dispatcher lives through much of the stress a police officer without the physical activity or being on the scene. Interestingly, each study or review depicted how dispatchers were in fact stressed and usually at a higher rate than the commissioned peace officer (Marable. 2001. p.5). The dispatcher often relies on the mike and his/her imagination to respond to emergency situations. Once the situation is under control then the dispatcher goes to the next call without the benefit of knowing the reason for or the calls outcome of the previous call.

(Marable. 2001. p.3). This is just one of the examples of stress for the police dispatcher.

Once the source of the conflict between officers and dispatchers is identified then measures can be put into place to promote less stressful a work environment for co-workers who need and respect each other. The field of law enforcement will benefit from the research or be influenced by the conclusions because stress kills and conflict divides. The two great negatives in law enforcement are stress and conflict. This researcher believes that by simply identifying the stress and its origin, then and only then can law enforcement take measures to stop conflict at its source to begin the emotional healing between the police officer and the police dispatcher. Identifying and eliminating stress promotes unity and produces a productive working environment, In addition, it recognizes the contributions of the police dispatcher to law enforcement. The dispatcher would also gain a better understanding of the police officer's role. Subsequently, both officer and dispatcher will be more productive because of low stress and fewer conflicts. This researcher will identify conflict between these two professionals.

## **REVIEW OF LITERATURE**

There have been many studies based on the stress faced by police officers. The concept of dispatcher stress is relatively new. Yet, studies indicate that dispatcher stress is real and equally as important as the stress faced by police officers. Police officers and police dispatchers have a very unique relationship. It is the conflict in this relationship that this researcher wishes to explore. Conflict will be defined as that which

is... "...perceived by the parties to it. Whether or not conflict exists is a perception issue" (Weber, n.d., p. 1).

Weber also mentions:

Traditional thought states that conflict is bad and the best way to deal with it is to deal with the causes and correct it and this would improve group and organizational performance. This theory is the basis of this research. The researcher also found that conflict cannot be eliminated and there are times when conflict may benefit a group's performance. Another thing the researcher discovered is one of the causes of organizational conflict happens when individuals or sub units are mutually dependant upon each other to accomplish their own goals, the potential for conflict exists. (p. 4)

This is the case between police officers and police dispatchers. Police officers are dependent upon dispatchers to accurately track the number of calls to which they respond and this information is used to determine their performance statistics. Dispatchers are dependent upon police officers to find activities on their own, and they also rely on officers completing activities given to them by the dispatcher. When police officers do this they create work for the dispatcher. How much work a dispatcher does and how well the dispatcher processes his/her work load is used to determine their performance statistics. Police officers and police dispatchers are interdependent, and this interdependence can set the stage for conflict for two reasons. First, the two parties must interact so they can coordinate their interests. Second, interdependence implies that each party has some power over the other. It is easy for one side or the other to abuse its power and create antagonism.

“Dispatchers have traditionally been both at the bottom of organizational hierarchy within law enforcement agencies, paid less than police officers and predominately staffed by women” (Clark. 1997. p. 37). Add to this most police officers have always seen themselves as superior to the police dispatcher, male or female. This carries over to the way they treat dispatchers, which in turn causes stress between the two groups. (Marable. 2001. p.4) As a result of the design of the work, employees of a technically lower status (dispatchers) find themselves giving orders to, or controlling the tasks of higher status employees (police officers). The latter (police officers) have come to resent this reversal of the usual lines of influence. (Weber. n.d. p.4) and this sets the stage for interpersonal conflict. The amount of training received and the level of education required to become a police officer versus a dispatcher feeds the police officer’s sense of superiority and resentment of having to take directions from a dispatcher.

It is the researcher’s observation that policing is male dominated and therefore individuals tend to display a male thought pattern. Dispatch is female dominated and therefore individuals tend to display a female thought pattern. Even though they are professionals they are men and women first. “Men and women seldom mean the same thing even when they use the same words. To fully express their feelings, women assume poetic license and use various superlatives, metaphors, and generalizations. For example a woman will say “you always do that”. Men mistakenly take the expressions literally. And respond by saying “No I don’t, I did not do it yesterday.” Because they misunderstand the intended meaning they commonly react in an unsupportive manner” (Gray, 1993,p. 60)



People often overlook the fact that it is also stressful to be a police dispatcher. (Gasperson.1998. p.1) Dispatchers live through much of the same stress as police officers without the advantage of being on the scene or the benefit of participating in physical activity to relieve their stress. Consequently, dispatchers usually experience stress at a higher rate than the commissioned peace officer. (Marable. 2001. p.5) Dispatchers often only have a mike and their own imagination with which to fill in the blanks when an officer is on a call. They follow the process closely and are often involved in the processing of criminals; however, once the situation is under control, that call is over and then it is on to another call without the benefit of knowing the reason for the call or the call's final outcome. (Marable. 2001. p.3) One other thing, often there are no debriefing options for dispatchers, because the concept of dispatcher stress is not as fully recognized as that of stress for field workers (police officers). (Holt. 1997. p. 2)

Another source of stress between police officers and police dispatchers is the way each gender handles criticism. It is a common observation that policing is a male dominated field whereas most dispatchers are female. Even though individuals within these roles are professionals they are men and women first. Most people believe women are more sensitive to criticism than men because they are allegedly more emotional, expressive and are more likely to take things personally. In fact, men are just as likely as women to experience the pain or hurt associated with criticism. What differs is how they react. Where a man is more likely to strike back at the critic, whether directly or in his own mind (saying to himself "What a jerk!") a woman is more likely to blame herself, at least to some degree. (Moses. 2001. p.2). Despite these

misunderstandings and other sources of stress such as the disparity between the ratio of dispatcher to police officer and the difference in age and experience between the groups, both police officers and police dispatchers have a high regard and respect for each other's work. This is demonstrated by the survey results.

## **METHODOLOGY**

The research question to be examined considers whether or not there is a way for police officers and police dispatchers to perform their duties in a conflict free environment. Police officers and police dispatchers need each other to effectively exist. But somehow they are in constant discord like a man and woman in a relationship who both like and respect each other but are in constant conflict. At times the problem can become so unpleasant that it affects both groups negatively to the point that the division becomes an us versus them mentality.

The researcher hypothesizes that due to the stress both groups endure, there is always conflict between the two groups. Nevertheless, if the stress could be decreased, the conflict would be decreased. The researcher also hypothesizes that this stress is brought on by the work conditions that both groups encounter. The researcher further hypothesizes that stress causes conflict, and if stress is eliminated then conflict will be eliminated. Based on these hypotheses the researcher finally hypothesizes that conflict diminishes performance and must be eliminated.

The method of inquiry will include: a review of articles, internet sites, periodicals, journals, a survey distributed to ten agencies, personal interviews, and books dealing with stress in the work place etc. The instrument that will be used to measure the researcher's findings regarding the subject of police officer/police dispatcher conflict will

include a survey. The questions will ask the participants about stress, conflict between the two groups and conflict in the work place. The size of the survey will consist of ten questions, that will be distributed to thirteen police agencies, from the Houston/Harris county area. The overall survey will consist of two sub surveys that contain the same ten questions but aimed at a specific group. The survey consists of nine multiple choice questions and one essay question.

The response to the survey instrument was follows: ten agencies returning the surveys for a total of 94 participants, forty-seven (47) police officers and forty-seven (47) police dispatchers. The information obtained from the survey will be analyzed by using Excel to make charts and graphs. Considering that stress comes in many forms, the researcher is seeking to find the best way to identify it and to eliminate it. Some participants did not answer the essay question, while other participants gave multiple responses to the essay question.

The analyzed data shows that the conflict is caused by more than stress. The dominant thought was, if the source of the stress was eliminated then the conflict would disappear entirely or the conflicts that do occur would be fewer in number and less intense. The data did not support this thought. There are other things to be considered such as gender roles, status, and miscommunications all of which can produce stress. The researcher has completed four (4) weeks of training with dispatchers and is, at the time of this writing, assigned to the dispatch section as a supervisor. The researcher has experienced the complex duties assigned to being a dispatcher. Dispatchers are required to do much more than push the mike button and write down times and

activities. Now they are required to flawlessly and continuously monitor multiple computer screens and radio channels and respond with both speed and accuracy

Survey research will be conducted over an eight month period and will involve law enforcement agencies in the State of Texas in the Harris County area. Thirteen law enforcement agencies will be asked to participate. Surveys will be given to the participating agencies with instructions given on how to complete the survey their respective police supervisors. The instructions will include that the survey be equally distributed through the department among the police officers and the police dispatchers.

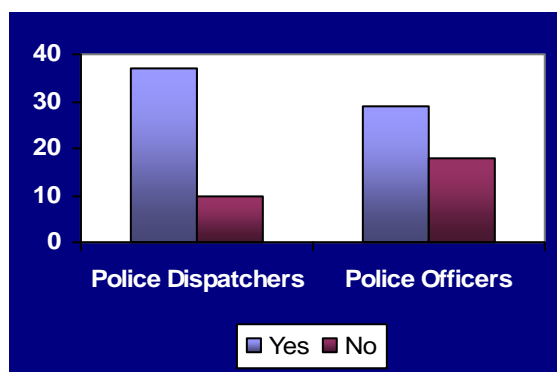
## **FINDINGS**

The conflict between police officers and police dispatchers covers more than the stress they face on the job. The researcher hoped that the results matched the hypothesis, that eliminating the source of the stress between police officers and police dispatchers would either reduce or eliminate the conflict. The researcher also hoped that eliminating the conflict between the two groups would reduce the frequency and intensity of verbal attacks over the radio. The research data proved otherwise. There are more complex reasons which contribute to the ongoing conflict, such as gender, job status, miscommunications and the level of interdependence between the two groups. Based on the survey data, most of the causes of the conflict between police officers and dispatchers is perceived misconduct, perceived disrespect, or lack of understanding of the other's working environment. The following is a brief summary of the survey data.

Participants were asked if they could recognize the voices of the officers/dispatchers on their shift? The ability to identify a colleague helps to reduce stress and lends itself to friendlier, more personal interactions. Based on the agencies

surveyed, police officers and dispatchers were able to identify members in the other section by voice and in person. This is a stress reducer and it creates familiarity when the officers and dispatchers can put a face with the voice. This sense of familiarity, in many cases, breeds respect and tolerance

Neither dispatchers nor police officers feel that they are included in the departmental decision making process. Both police officers and dispatchers perceive the other section has more input and control throughout the department's decision making process. This perception, though false, can lead to feelings of superiority, inferiority, helplessness and resentment of the section that seems to be favored. Neither section knows that the other section was excluded from in the decision making process as well. Both sections are vital to the police force and both should be included on major decisions that effect them directly.



**Figure 1.** Do you respect police officers/dispatchers?

Participants were asked if they respect police officers/dispatchers? The researcher considers this question a keystone question. Police work is built on respect and cooperation. When the two groups who are so dependent upon each other lose

respect for each other, it breaks down communication and decreases cooperation.

Figure 1 indicates that while each section states it has a high degree of respect for the other, however, a major complaint continues to be a lack of understanding and respect continues to exist. This leads the researcher to hypothesize that it is the perception of disrespect that governs the actions of both the police officer and dispatcher. The survey does support this data, both police officers and police dispatchers state that they do respect each other, (79% of the dispatchers stated that they respect police officers. Police officers had similar results. 62% stated that they respect dispatchers.)

It appears that police officers and dispatchers base their thoughts and action on their perception of each other. Participants were asked if they felt put down by the police officers?/resented by dispatchers? Once again interesting results come forth, both police officers and police dispatchers state that they did feel respect from the opposite section. Sixty-four percent of dispatchers did not feel they were put down by police officers while seventy seven percent of the police officers stated that did not they feel resented by dispatchers. This data shows that dispatchers and police respect each other, and they also feel respected by the people they serve.

Participants were asked do they have a physical outlet for stress? The researcher's opinion was that the police would say yes and the dispatchers would say no. The data did not support this opinion. The data was almost evenly divided among the dispatchers, with slightly more dispatchers saying yes they did have an outlet for stress. In spite of available resources that help police to manage stress, there was a slight majority that stated they did not have an outlet for stress. This may be just one

more reason for police stress, in that they feel that they do not have an outlet for their stress.

Participants were asked if post incident counseling is available after a critical incident. Sixty-eight percent (68%) of dispatchers responded no. On the other hand, fifty-five percent of police officers responded no to post incident counseling. This is significant, because collective studies of police officers and stress, show that a growing number of post incident counseling opportunities for police officers are available through various resources. There is little data available on dispatchers. Although recent studies show that there is a growing number of departments that recognize the effect that stress has on a dispatcher after a critical incident, understandably dispatchers feel there are no resources available to help them.

Participants were asked if there is a system for getting dispatchers/officers “the rest of the story” on major calls or incidences? Unexpectedly, dispatchers responded yes they did, but police officers in greater numbers feel that they do not get the rest of the story. The researcher finds it amazing that dispatchers armed with only a mike felt that they could get the rest of the story better than the officers on the street.

Dispatchers were almost evenly split with the majority, 24 (51%) responded yes and 23 (49%) responded no. Police on the other hand, responded almost a solid no with 17 (32%) responding yes and 32 (68%) responding no.

The most critical question participants were asked is, what circumstances cause conflict between police officers and dispatchers? The actual responses are tallied in the appendices. Based on those responses the researcher reached to the following conclusion: the biggest cause of conflict for the dispatchers is officers not answering

the radio. Dispatchers revealed that even when officers did answer the radio, they either refuse to take a call or they are just not just not willing to do their job. In addition, dispatchers revealed that officers do not use proper radio procedure, and do not understanding their job. These factors coupled with inadequate breaks for dispatchers causes tremendous stress and conflict.

The police officer's responses revealed the following: dispatchers give them incorrect information, and speak unprofessionally on the radio, and do not understand nor respect the officer's job, Some officers feel that dispatchers did not pay attention to the radio, and in some cases show favoritism in assigning calls and which officers are assigned late calls.

## **DISCUSSION/CONCLUSION**

There are two great negatives in law enforcement, stress and internal conflict. Common signs of stress include: anger, fear, irritability, depression, emotional outbursts, anxiety and suspicion. Inappropriate stress decreases productivity for police officers and police dispatchers. Many circumstances can cause stress in police work: job assignments, shift schedules, interdependence on co-workers to complete a task, the perception that co-workers are incompetent and sometimes disrespectful. When it comes to dispatchers, stress also comes from trying to simultaneously manage multiple priorities, ineffective break times, and the lack of receiving closure on calls or stress counseling at the end of a critical incident. Both police officers and dispatchers agree that a lack of understanding of the other's job is one of the major sources of conflict for both of them. This lack of understanding often manifests itself in the form of verbal



wars, sarcastic comments and suspicion. While a certain amount of stress is inherent in any job, some of the stress officers and dispatchers encounter is controllable.

The problem or issue examined by the researcher considered whether or not stress could be eliminated from the work place. The findings of this study support the fact that dispatchers and police officers both have stress that contributes to conflict. Stress is not the only factor contributing to the conflict between police officers and dispatchers. Factors such as interdepartmental conflict, gender roles, misguided perceptions and inappropriate egos contribute to work-place conflict. There are many more issues that contribute to this conflict but the researcher selected only those issues that relate more closely to the conflict between police officers and police dispatchers.

The purpose of the research was to find out how to eliminate stress from the work place, or at best reduce it. The researcher hypothesizes that eliminating stress would eliminate conflict between these two groups. Stress was selected because it significantly contributes to conflict. Police officers have a great deal of stress in their daily duties. What was not considered until now is that dispatchers have the same amount of stress as police officers. The researcher concludes that the stress of both groups, causes conflict between the two groups. The researcher further concludes eliminating stress from the work place can also eliminate conflict from the work place.

The research question that was examined focused on how do we eliminate or reduce stress between the police officer and the police dispatcher. The research revealed several issues such as cross training for police officers and dispatchers, increased scheduled breaks for dispatchers, physical exercise for dispatchers, and being informed of a call's final outcome, the strongest of these was cross training.

Police officers not understanding dispatchers and what dispatchers do and the dispatchers not understanding police officers and what the police officers do, this will allow both to understand each other's job. Both officers and dispatchers mislabel each other as lazy, unprofessional, and uncooperative. The dispatcher doesn't understand why an officer does not answer when a welfare check is done, and the police officer doesn't understand what takes the dispatcher so long to respond to his/her request for information. A simple ride along that includes both police officers and police dispatchers will allow both groups to understand, respect and support each other in completing their duties. It would also create a sense of oneness and foster better cooperation between the two sections.

The researcher hypothesized that both police, and police dispatchers have stress. This stress produces conflict; eliminate the stress and consequently eliminate the conflict. The research concluded from the findings that stress was not the only factor causing conflict between police officers and police dispatchers. Other factors are, the lack of cross training, lack of respect, unidentified expectations, perception of elimination from the departmental decision making process and a lack of professionalism and protocol on the radio. Both sections lack an understanding of the other's duties and responsibilities. For example, an officer may not answer the radio because of loud background noise or he/she finds himself in a situation not knowing that it calls for his immediate attention. The dispatcher may perceive the officers as just not wanting to respond. On the other hand, when a dispatcher gives misinformation he/she may be perceived as lazy and incompetent. Many officers think that all the dispatcher has to do is read the information off the computer screen. In reality, the police officer

doesn't understand that the dispatcher conferences with his/her supervisor, gathers information for officers, monitors two maybe three computer screens and then delivers the proper information to the correct officer while taking a phone call from someone whose life is in serious danger.

The perceived roles and status of each individual increases the conflict between these two groups. It is the researcher's perception that some men think they are more important than women, as do some police officers think they are more important than dispatchers. Police officers are use to giving orders not taking them. Consequently a police officer (usually male) receives instructions from a dispatcher (usually female) he feel superior to. This feeling of superiority applies to the working relationships between female officers and female dispatchers also. This perceived builds status resentment between the dispatcher and the police officer. The findings of the research did not support the hypothesis originally proposed by the researcher, "If we can eliminate the stress between the police officer and the police dispatcher we can eliminate the conflict between them." The reasons why the findings did not support the initial hypothesis did not include factors such as the differences in how men and women communicate, the lack of understanding of each other's work environment nor the feelings of envy and frustration police officers and dispatchers feel because they are not given a voice in making the decisions that impact how they do their jobs. The researcher was also able to identify other issues that increase stress such as individual personalities, issues of superiority, as well as the hidden perceptions of laziness and incompetence that officers and dispatchers harbor toward each other. Limitations that might have hindered this study resulted because the two largest agencies in the area, the Houston Police

Department, and the Harris County Sheriff's Department did not participate in the survey. Their participation would have provided a larger sample and gave greater credibility to the study. It was interesting to note that despite the size or type of agency surveyed, the complaints were similar. The researcher thought that type and function of the agency would determine the type of complaints, but this was not the case.

The study of police officer, police dispatcher conflict is relevant to contemporary law enforcement because the patrol officer is the backbone of the police department and the dispatcher is the backbone of police patrol. Together, they are the foundation of the police department. Lessening the destructive conflict between the sections would create a highly efficient department that employs effective protocols that empower both sections. Increased productivity is one factor that would help to decrease the turnover rate.

The agency first and the general public second stands to be benefited by the results of this research because reducing police and dispatch stress will promote a more productive atmosphere that allows for better communication. One finding of this study shows that both dispatchers and police officers have difficulty assigning priorities to multiple demands on their time. A law enforcement agency is a business, and it should be operated like a business. By defining who your customers are is the first and the crucial question in defining business purpose and business mission.

(Weisbord.1985.p. 94) Identifying customers determines the type of services to be given. Most law enforcement agencies have two customers: the community and the people (police officers and dispatchers) who serve the community. Police officers serve

the community first and the dispatchers second. Dispatchers, serve the police officers first and then the community second. When priorities are in place efficiency increases.

As a customer, a police officer should determine for the dispatcher what services are needed to serve the community. The dispatcher now knows what both customers need and delivers information to the officer first. In reverse, the police officer, having accurately determined the needs of the community, provides the dispatcher with data that allows the dispatcher to successfully equip the officers with the information and services they need to complete their tasks. If law enforcement agencies adopt a business model approach to its daily operations and protocols it will lead to a more efficient work environment that clearly defines priorities provide police officers and dispatchers more opportunities to cross train, encourage participation in critical incident counseling, give employees a voice in the decision making process and promote an environment of cooperation and understanding that reduces conflict and leads to a more productive work environment.

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## APPENDICES 1

### Survey Results

#### Police Officer/Police Dispatcher Conflict - (Dispatchers)

1.) Are you able to recognize by voice the Officers on your shift?

0 No = 0% - 20%   3 Some what = 20% - 50%   44 Yes = 50% - 100%

2.) Have you met face to face the Officers on your shift?

1 No = 0% - 20%   6 Some what = 20% - 50%   40 Yes = 50% - 100%

3.) Have your Dispatchers been cross-trained with the Officers they serve?

16 Yes   31 No

4.) Are Dispatchers included in the making of departmental decisions?

10 Yes   37 No

5.) Do you respect the Police Officers?

37 Yes   10 No

6.) Do you feel put down by the Police Officers?

17 Yes   30 No

7.) Do you have a physical outlet for stress?

25 Yes   22 No

8.) When there is a critical incident is there a form of post incident counseling?

15 Yes   32 No

9.) Is there a system for getting Dispatchers "the rest of the story" on major calls or incidences?

24 Yes   23 No

10.) What circumstances cause conflict between Police Officers and Dispatchers?



**Police Dispatcher Statements:**

1. Police officers not answering he radio - 14
2. Police officers not willing to do their job – 10
3. Police officers who do not understand what dispatchers do – 10
4. When officers don't want to take a call - 9
5. Police officers not using proper radio procedure – 8
6. Not enough dispatchers on duty to take breaks – 3
7. Police officers using sarcastic remarks on the radio - 3
8. Police officers being impatient on the radio - 3
9. Police officers not giving dispatchers enough information – 2
10. Dispatchers being excluded from patrol information/activity (roll call) – 2
11. Police Officers by passing dispatch, not going to calls - 1
12. Lack of communication and respect for each other - 1
13. Little or no opportunity for additional training - 1
14. High volume of calls – 1
15. Dispatch doesn't get any admin support -1
16. Police Officers not having confidence in dispatchers – 1

## Police Officer/Police Dispatcher Conflict - (Police Officers)

1.) Are you able to recognize by voice the Dispatchers on your shift?

1 No = 0% - 20%   8 Some what = 20% - 50%   38 Yes = 50% - 100%

2.) Have you met face to face the Dispatchers on your shift?

3 No = 0% - 20%   2 Some what = 20% - 50%   42 Yes = 50% - 100%

3.) Have your Officers been cross-trained with the Dispatchers they serve?

14 Yes   33 No

4.) Are Officers included in the making of departmental decisions?

10 Yes   37 No

5.) Do you respect the Police Dispatchers?

29 Yes   18 No

6.) Do you feel resented by the Dispatchers?

11 Yes   36 No

7.) Do you have a physical outlet for stress?

20 Yes   27 No

8.) When there is a critical incident is there a form of post incident counseling?

21 Yes   26 No

9.) Is there a system for getting Officers "the rest of the story" on major calls or incidences?

15 Yes   32 No

10.) What circumstances cause conflict between Police Officers and Dispatchers?

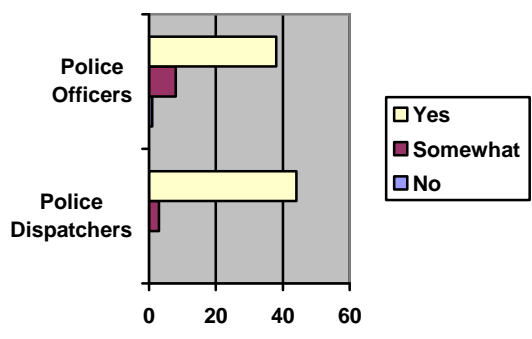
### Police Officer Statements:

1. When dispatchers don't give the correct information – 11
2. Dispatchers being unprofessional over the radio – 10
3. Dispatchers not understanding nor respect the officers job – 8
4. Dispatchers not paying attention to the radio – 6
5. Favoritism in assigning calls – 4
6. Attitude, some dispatchers snap at officers – 2
7. Dispatchers using poor verbal skills on the radio – 2
8. Dispatcher's lack of experience – 2
9. Dispatchers giving out late calls – 2
10. Time waiting if for a return 2
11. Lack of communication – 2
12. Dispatchers who don't close the channel during an emergency – 1
13. During an emergency dispatchers don't repeat what officers say so that others can here what is going on ----- 1
14. Dispatchers questioning officers – 1
15. Dispatchers being harsh towards police officers and even refuse to acknowledge their call for serve via the two way radio - 1

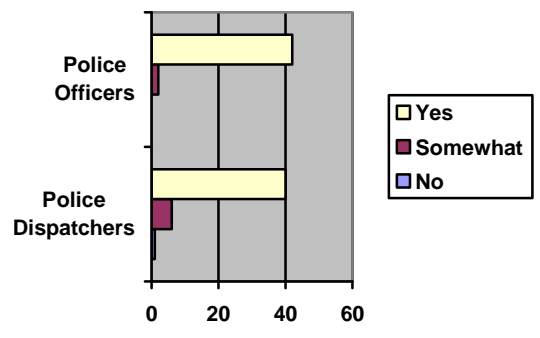
## APPENDICES 2

Graphs.

1. Are you able to recognize by voice the officers/dispatchers on your shift?



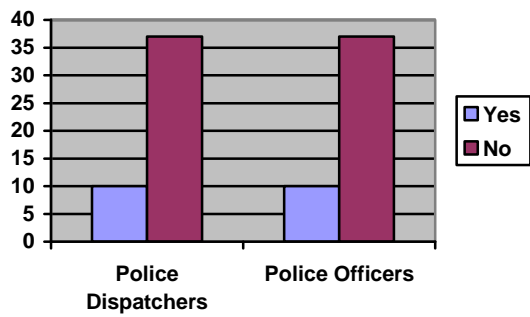
2. Have you met face to face the officers/dispatchers on your shift?



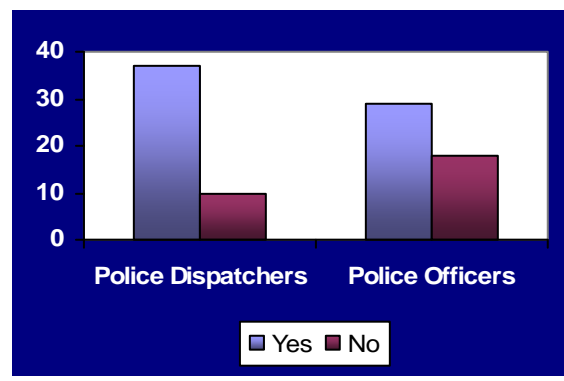
3. Have your officers/dispatchers been cross trained with the other dispatchers/officers they serve?



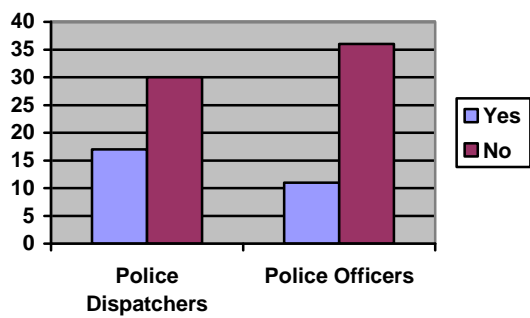
4. Are officers/dispatchers included in the making of departmental decisions?



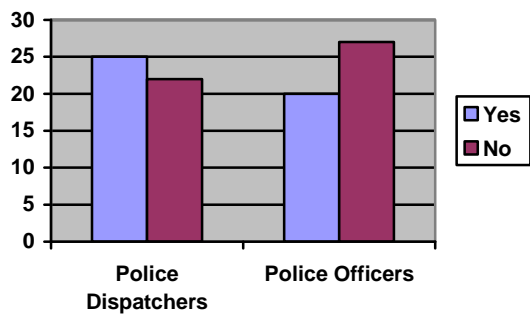
5. Do you respect police officers/dispatchers?



6. Do you feel put down by the Police Officers? Do You feel resented by dispatchers?



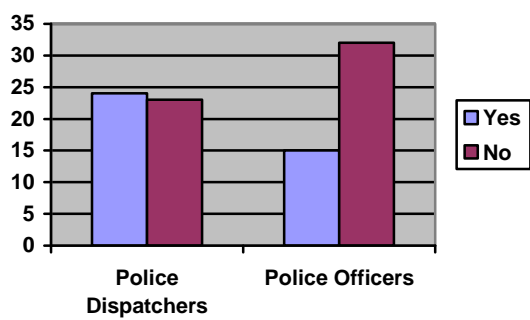
7. Do you have a physical outlet for stress?



8. When there is a critical incident is there a form of post incident counseling?



9. Is there a system for getting officers/dispatchers “the rest of the story” on major calls or incidences?



## Appendices 3

## Police Officer/Police Dispatcher Conflict - (Dispatchers)

1.) Are you able to recognize by voice the Officers on your shift?

No = 0% - 20%  Some what = 20% - 50%  Yes = 50% - 100%

2.) Have you met face to face the Officers on your shift?

No = 0% - 20%  Some what = 20% - 50%  Yes = 50% - 100%

3.) Have your Dispatchers been cross-trained with the Officers they serve?

Yes  No

4.) Are Dispatchers included in the making of departmental decisions?

Yes  No

5.) Do you respect the Police Officers?

Yes  No

6.) Do you feel put down by the Police Officers?

Yes  No

7.) Do you have a physical outlet for stress?

Yes  No

8.) When there is a critical incident is there a form of post incident counseling?

Yes  No

9.) Is there a system for getting Dispatchers "the rest of the story" on major calls or incidences?

Yes  No

10.) What circumstances cause conflict between Police Officers and Dispatchers?

## Police Officer/Police Dispatcher Conflict - (Police Officers)



1.) Are you able to recognize by voice the Dispatchers on your shift?

No = 0% - 20%  Some what = 20% - 50%  Yes = 50% - 100%

2.) Have you met face to face the Dispatchers on your shift?

No = 0% - 20%  Some what = 20% - 50%  Yes = 50% - 100%

3.) Have your Officers been cross-trained with the Dispatchers they serve?

Yes  No

4.) Are Officers included in the making of departmental decisions?

Yes  No

5.) Do you respect the Police Dispatchers?

Yes  No

6.) Do you feel resented by the Dispatchers?

Yes  No

7.) Do you have a physical outlet for stress?

Yes  No

8.) When there is a critical incident is there a form of post incident counseling?

Yes  No

9.) Is there a system for getting Officers "the rest of the story" on major calls or incidences?

Yes  No

10.) What circumstances cause conflict between Police Officers and Dispatchers?