



The Fairfax County Police Department Officer Survey

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Center for Evidence-Based Crime Policy
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Project Background

The Center for Evidence-Based Crime Policy (CEBCP) at George Mason University (GMU) was asked by the Fairfax County Police Department (FCPD) to conduct an agency-wide survey of all sworn personnel. The survey questions were developed by researchers at George Mason University with input from the FCPD command staff as well as all five employee labor groups of the Chief's Pay & Benefits Committee. Beginning in May of 2018, the survey was administered in three waves over a period of three months using both in-person and online methods. Data collection ended on July 31, 2018. As of that date, the response rate for this survey was almost 71%. Compared to other surveys conducted by GMU of FCPD officers, this response rate is high. This report describes the survey's methodology and administration and highlights key results.

An important goal of the CEBCP is to increase the use of objective science and scientific processes by police agencies to increase knowledge and effect reforms. Additionally, the CEBCP has a strong partnership with FCPD and its community in assisting with developing, implementing, and analyzing objective surveys and evaluation studies that can assist the police department, its officers, and the citizens and communities of Fairfax County. Developing a systematic and objective understanding of FCPD sworn officers' views of their work, job satisfaction, health, and other concerns is an important component of our overall goals and partnerships with FCPD.

The CEBCP research team at GMU volunteered to assist the FCPD in this project and carried out this project at no cost to the police department or Fairfax County.

Questions about this survey and its methods are welcomed and can be addressed to Cynthia Lum, clum@gmu.edu, Director of the Center for Evidence-Based Crime Policy.

Survey Methodology and Response

Survey Instrument Development

The survey questions were developed by a team of researchers at George Mason University with input from the FCPD command staff as well as the Chief's Pay and Benefits Committee, comprised of five employee labor groups. Particular attention was paid to developing survey questions that were tailored to the FCPD, that did not ask questions that were leading, and that used survey methodology and question and answer formats that are commonly used in similar job satisfaction surveys. In total, the survey included 74 inquiries (many of which were grouped into common themes as discussed below). The final three questions of the survey were open-ended so that sworn personnel could add any further information that they did not think was covered in the survey. Additionally, we asked 13 demographic/characteristic questions. The survey instrument is included in Appendix A.

The survey questions were grouped into twelve themes.

1. Assessment of department goals and functions
2. Assessment of department strategies and programs
3. Job satisfaction
4. Salary/compensation
5. Promotional aspirations and job opportunities
6. Workplace climate
7. Officer preparedness
8. Assessment of department's response to people experiencing mental health crisis
9. Perceptions of use of force training and policies
10. Perceived public support
11. Officer health and wellness
12. Officer demographics and other characteristics

Protection of Respondent Privacy

The Center for Evidence-Based Crime Policy and George Mason University protect the privacy of all participants in research projects of which it engages. The research team provided each survey participant (either in-person or on-line) a document detailing each respondent's privacy protections (included in this report as Appendix B). Sworn personnel were specifically asked not to identify themselves on written or online surveys. They were also advised that the survey was voluntary and that they did not have to respond to any question they did not feel comfortable answering. The research team also obtained human subjects review and approval by the George Mason University Institutional Review Board to conduct this survey. All paper and online surveys were returned directly to GMU researchers and kept in secured, locked offices on password-protected computers. None of the completed surveys have been or will be provided to any member of the FCPD or its command staff.

Survey Administration and Response Rate

All sworn officers in the Fairfax County Police Department were eligible to participate in this survey (N=1,421), and the research team attempted to provide every sworn officer with an opportunity to answer the survey. The GMU research team began administering the survey in May 2018. To obtain the highest possible response rate, researchers began the first wave of survey implementation with a paper-based, in-person survey. FCPD leadership provided GMU researchers with contact points for each of the eight district stations and 17 specialized units. During the first wave of the survey, members of the research team attempted to visit each squad in the district stations before, during, or after patrol shifts to administer the survey in person. While at the district stations, researchers also attempted to administer the survey to other sworn personnel located at the station (investigators and administrative sworn personnel).

Additionally, the research team also visited FCPD headquarters to survey sworn personnel working within that building. Members of the research team also visited other units, such as the Animal Services Patrol Bureau, the Operations Support Bureau, the Criminal Justice Academy, and the Cyber and Forensic Bureau at their respective locations. If sworn FCPD personnel were not present or unavailable, paper surveys were left at each location with self-addressed business reply envelopes so that all officers could have the opportunity to complete the survey and return it directly to GMU. During this first wave, the GMU research team also sent sworn personnel secure online links to complete the survey if for some reason they could not meet with the research team in person.

A few weeks after in-person visits were completed, researchers then provided a web-based link to a secure, GMU-based online version of the survey to each site contact for distribution (“wave 2” of survey administration). The survey software Qualtrics was used, and only GMU researchers had access to survey responses.

To continue to provide all sworn officers with the opportunity to answer the survey, on July 12, 2018, the GMU research team, with the assistance of FCPD, sent an email to all sworn officers across the department (“wave 3” of survey administration). Within this email, GMU researchers requested that any member who had not had the opportunity to answer the survey and who would like to participate could do so using the secure Qualtrics link to the online version of the survey.

Of the total 1,421 sworn officers in FCPD, 1,007 sworn officers of varying ranks and assignments responded to the survey, resulting in a **70.87% response rate**. This response rate is considered high compared to other officer surveys that the lead author has implemented in FCPD. For example, the technology survey implemented by Lum and Koper for FCPD in 2014 yielded a 40% response rate.

Figure 1 compares the demographic variables of the survey respondents to the characteristics of the entire population of FCPD sworn officers (when available). While the survey respondents were generally representative of the population of all FCPD officers, some minor differences are

noted. However, it is unclear what explains these differences, given that a proportion of officers chose not to answer these demographic questions.

Figure 1. Survey respondents’ characteristics compared to the all sworn FCPD personnel

	FCPD Population (N=1,421)	Survey Respondents (n=1,007)
Gender		
Male	86.2%	79.5%
Female	13.8%	13.0%
Self-defined/unsexed/other	---	1.7%
Did not answer (survey respondents only)	---	5.8%
Age¹		
20-29	21.8%	17.1%
30-39	29.8%	25.7%
40-49	36.0%	31.5%
50-59	11.7%	8.5%
60+	0.7%	0.6%
Did not answer (survey respondents only)	---	16.6%
Rank		
Officer or Master Police Officer	82.1%	75.5%
Sergeant or Lieutenant ranks	13.4%	14.8%
Command rank	4.6%	2.7%
Did not answer (survey respondents only)	---	7.1%
Hispanic or not		
Hispanic	5.6%	6.6%
Not Hispanic	94.4%	86.0%
Did not answer (survey respondents only)	---	7.4%
Race		
White/Caucasian	81.9%	77.0%
Black/African American	7.2%	5.6%
Asian/Pacific Islander	4.9%	3.8%
American Indian/Alaskan Native	0.1%	0.7%
Mixed or Other	0.4%	5.7%
Did not answer (survey respondents only)	---	7.3%
Current education		
High school diploma or GED	Not provided	20.6%
Associate’s (two year) college degree	Not provided	13.8%
Bachelor’s (four year) college degree	Not provided	51.7%

	FCPD Population (N=1,421)	Survey Respondents (n=1,007)
Graduate or professional degree or higher	Not provided	8.1%
Did not answer (survey respondents only)	---	5.8%
Proficiency in a non-English language		
Proficient in a language other than English	Not provided	18.2%
Did not answer (survey respondents only)	---	5.4%
Residency²		
Resident of Fairfax County	Not provided	26.2%
Not a resident	Not provided	68.6%
Did not answer (survey respondents only)	---	5.2%

¹The average age of respondents was 38.4 years. The average years of service with the FCPD for respondents was 12.8.

²The average commute time for officers to work was 40 minutes.

Below, we provide the results of the surveys in two sections. The first section provides the overall results of the survey, while the second section examines whether there are differences in responses across particular groups in the FCPD. Non-response for survey questions (excluding the demographic and characteristic questions presented in Figure 1) was generally very low, from 1.1%-11.4% (see Appendix C for the list of non-response rates for each question).

Survey Results (I): Overall Responses

Assessment of Department’s General Goals as well as Specific Strategies in Daily Work

Figures 2 and 3 provide the results of officer ratings and assessments of specific goals of the agency (Figure 2) as well as the helpfulness of particular strategies in their daily work (Figure 3). Generally, FCPD sworn personnel feel they and their agency perform satisfactorily to good on a variety of goals. However, respondent views on the helpfulness of particular strategies varied; while in-service training, crime analysis, directed patrol, and community policing are generally rated as somewhat useful to useful, officers did not rate the Citizen Advisory Committee as useful to their daily work.

Figure 2. Average ratings of agency performance on general department goals

Answer choices: 1=Poor; 2=Below Average; 3=Satisfactory; 4=Good; 5=Excellent

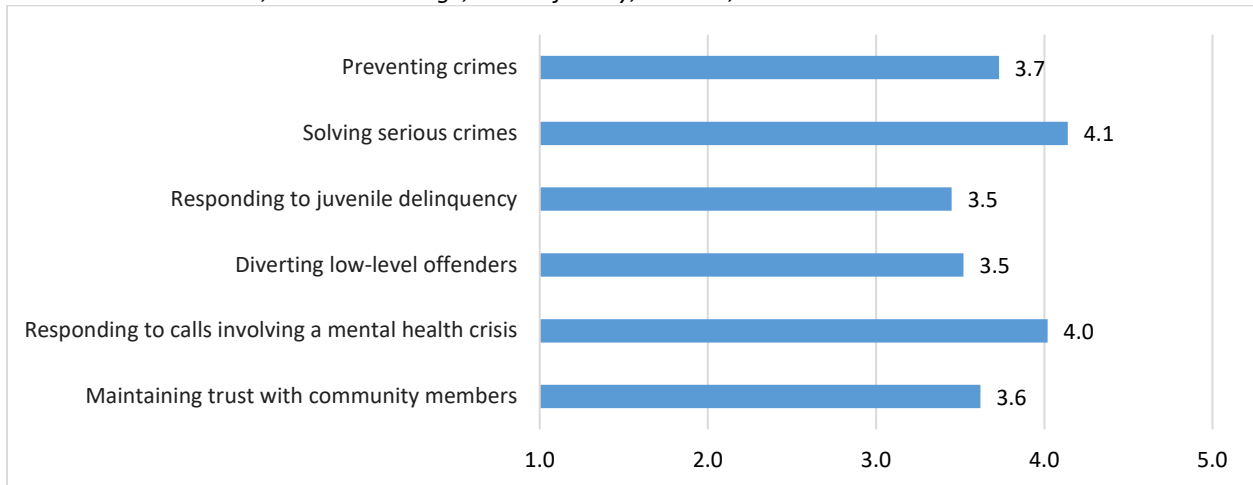
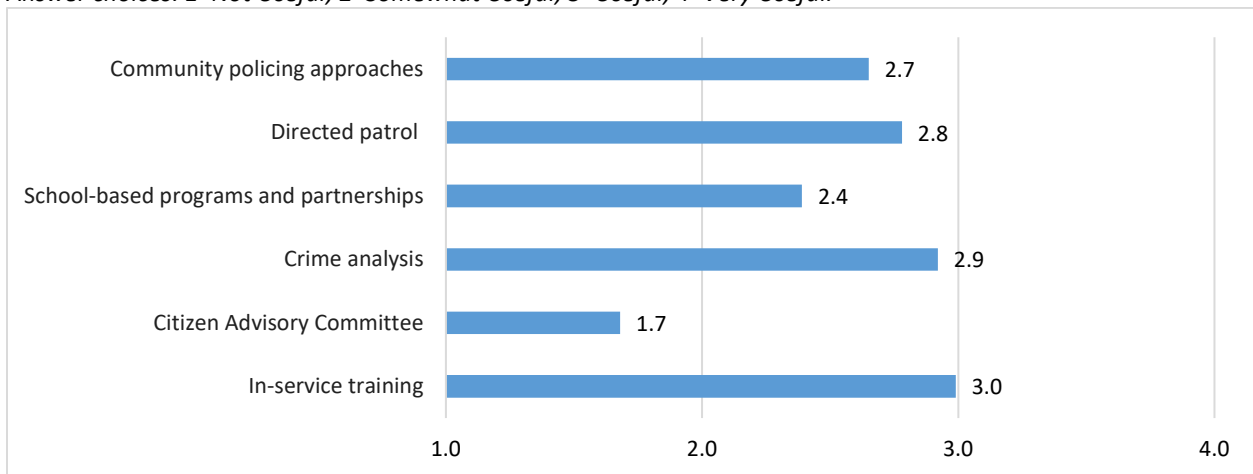


Figure 3. Average ratings of helpfulness of particular strategies for daily work

Answer choices: 1=Not Useful; 2=Somewhat Useful; 3=Useful; 4=Very Useful.



Job satisfaction, Salary and Compensation, and Advancement Opportunities

Sworn personnel rated FCPD’s performance on maintaining job satisfaction and regionally competitive salaries as below average (Figure 4 and 5). Relatively, officers feel FCPD performs better on ensuring officer safety and well-being, employment benefits, and providing opportunities for training and learning new skills, compared to maintaining job satisfaction or providing competitive compensation and equal opportunity (although none of these ratings on average rise to “good” or “excellent” or elicit “strong agreement” from officers).

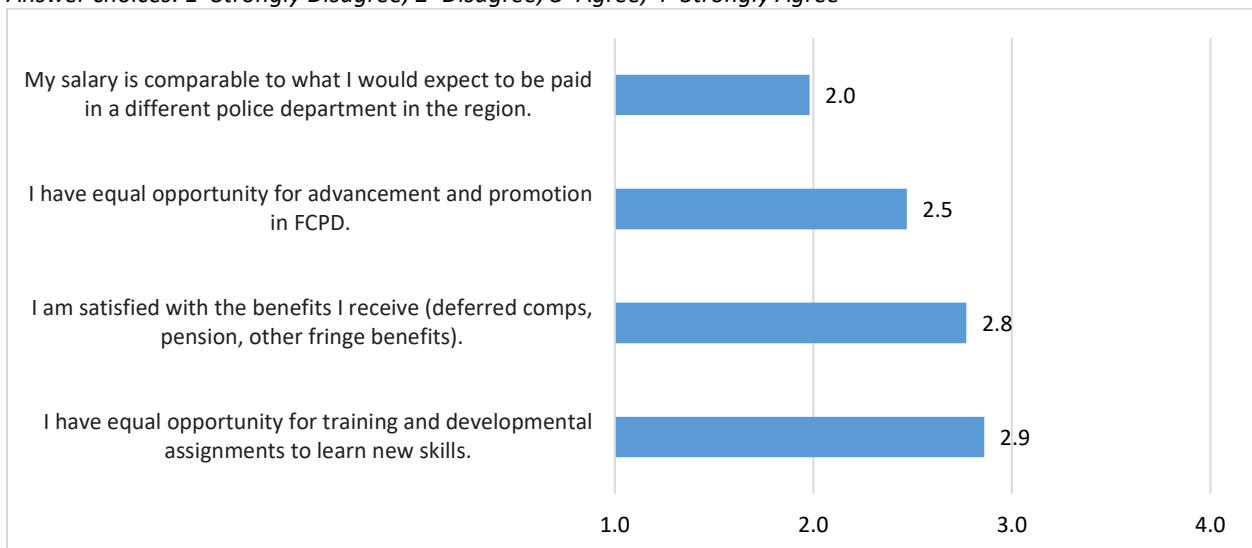
Figure 4. Average ratings of agency performance on job satisfaction, compensation, and well-being

Answer choices: 1=Poor; 2=Below Average; 3=Satisfactory; 4=Good; 5=Excellent.



Figure 5. Average level of agreement regarding statements about salary, benefits, and opportunities

Answer choices: 1=Strongly Disagree; 2=Disagree; 3=Agree; 4=Strongly Agree



We also asked sworn personnel, if given a hypothetical increase in FCPD’s budget, how they would prioritize spending that increase. On average, officers suggested that salary increases for current officers should be prioritized first, followed by hiring additional officers, spending on technology and equipment, spending on training and education, and finally, hiring of additional civilian staff.

We also gauged a respondent’s level of interest in a promotion or lateral transfer within FCPD (given their current assignment and rank), as well as whether they were interested in seeking employment outside of FCPD. Figure 6 shows the percentage of sworn personnel who responded that they were “interested” or “very interested” in these opportunities.

Figure 6. Percentage of sworn personnel “interested” or “very interested” in promotion, lateral transfer, or other employment opportunities

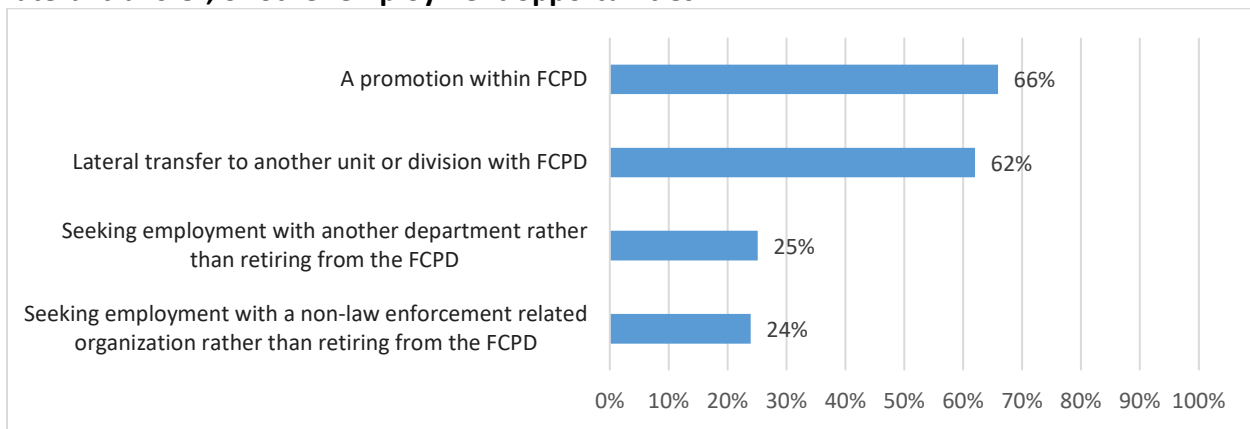


Figure 6 also shows that while many sworn personnel of FCPD have promotional or transfer aspirations within FCPD, much fewer were interested in seeking employment outside of FCPD. However, further analysis of the survey data indicated that younger sworn officers are not only more likely to express promotional aspirations within FCPD, they are also more likely than older officers to consider seeking employment outside of FCPD. Older officers are less likely to be interested in either promotion or leaving FCPD.

Workplace Climate

We also asked sworn personnel to respond to questions focused on workplace climate, command staff interactions, how sworn personnel perceive the department’s concern for them, and the work of internal affairs. Generally, sworn personnel tended to disagree with statements about a positive work environment as shown in Figure 7. They do not agree that command staff is open to their ideas or that there are good reasons behind new changes implemented by command staff. Respondents tended to perceive that FCPD cares more about its civilian employees than its sworn officers. Sworn personnel are also dissatisfied with the internal investigations process (Figure 8). However, respondents were generally positive about having access to the tools and resources needed to do their job effectively.

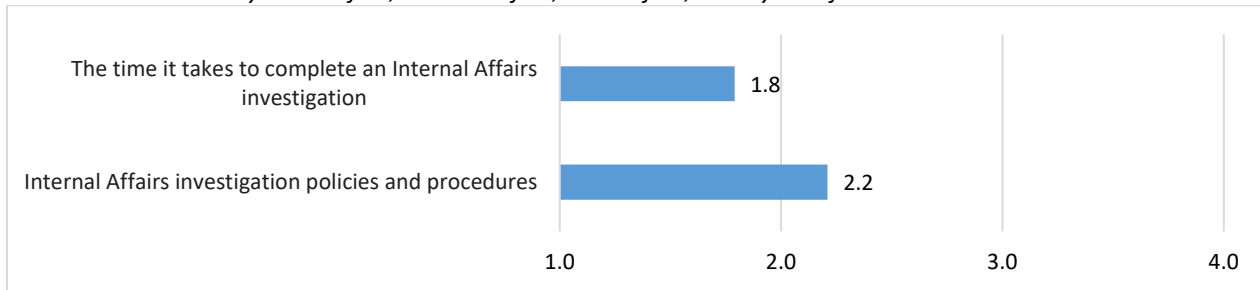
Figure 7. Average level of agreement regarding workplace climate statements

Answer choices: 1=Strongly Disagree; 2=Disagree; 3=Agree; 4=Strongly Agree.



Figure 8. Officer average ratings of satisfaction with internal affairs

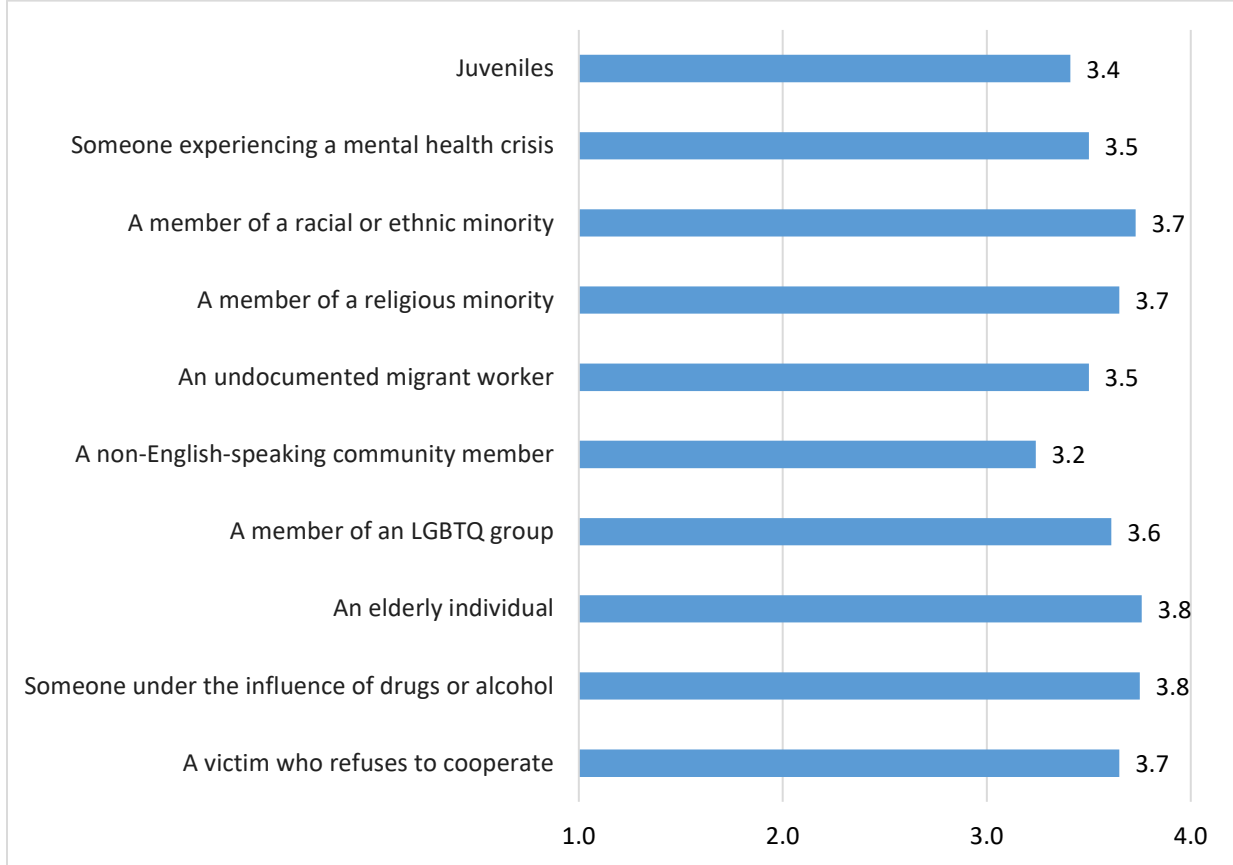
Answer choices: 1=Very Dissatisfied; 2=Dissatisfied; 3=Satisfied; 4=Very Satisfied



Officer Preparedness

Sworn personnel feel generally prepared to respond to a variety of people and situations that they often encounter, as shown in Figure 9. While they feel relatively less prepared to respond to a non-English-speaking community member, on average, officers still feel “somewhat prepared” to respond to this group.

Figure 9. Average assessment of preparedness to respond to different types of people
 Answer choices: 1=Very Unprepared; 2=Somewhat Unprepared; 3=Somewhat Prepared; 4=Very Prepared



Mental Health and Crisis Intervention

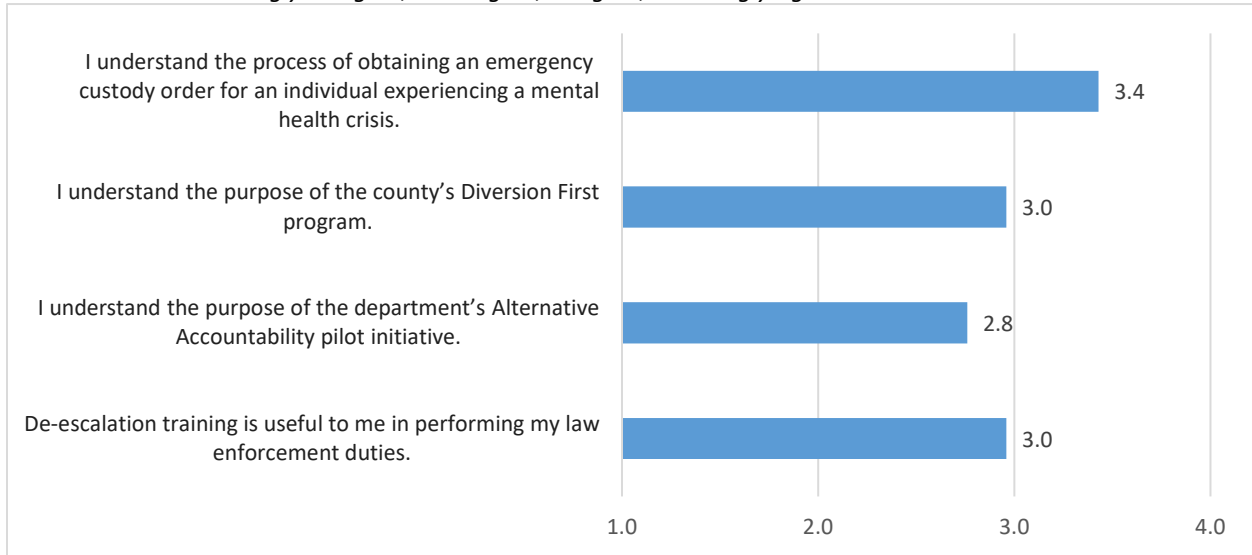
One growing concern by police agencies across the U.S. is how to respond to individuals experiencing a mental health crisis. When examining only those sworn personnel assigned to uniformed patrol,¹ at least two-thirds of those individuals transport citizens to the Merrifield Crisis Response Center monthly, if not weekly. The time spent at Merrifield Crisis Response Center is usually two hours or more, with 80% of respondents assigned to patrol spending at least 2 hours at the Center, and 35% of respondents spending 4 hours or more. Of all the sworn personnel (regardless of assignment), 58.5% reported having received Crisis Intervention Team (CIT) or similar training to respond to individuals experiencing a mental health crisis. Of the sworn personnel who indicated they received such training, 23.5% rated this training “very effective”, 60% rated it “somewhat effective”, and 16% rated it “not effective”.

¹ Because those survey respondents assigned to uniformed patrol were most likely to respond or transport to the Merrifield Crisis Response Center, these statistics reflect responses from patrol officers only, excluding those who are assigned to specialized or non-patrol units.

Additionally, Figure 10 shows sworn members’ level of understanding about specific types of programs that the agency has in place to respond to individuals in a mental health crisis. Sworn personnel seem most comfortable with obtaining emergency custody orders and generally understand diversion and de-escalation. However, at the time of the survey, they felt less certain about the purpose of the department’s Alternative Accountability pilot initiative (Figure 10), which had just been implemented.

Figure 10. Average understanding of various programs related to mental health crisis intervention

Answer choices: 1=Strongly Disagree; 2=Disagree; 3=Agree; 4=Strongly Agree



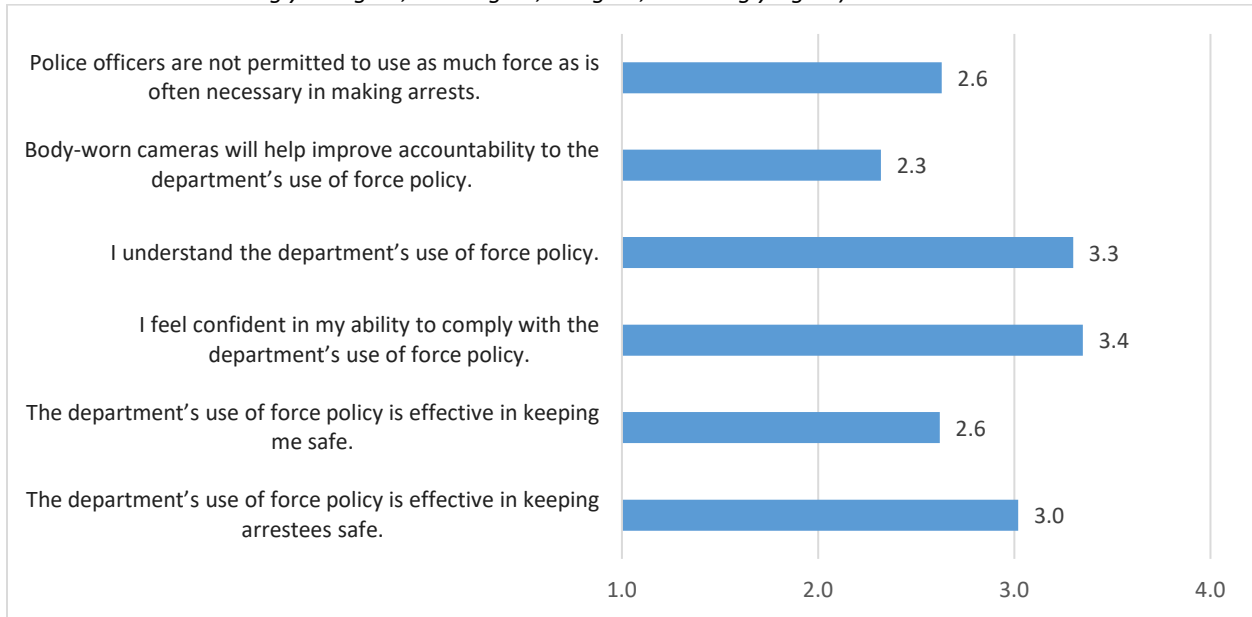
Perceptions of Use of Force Training and Policies

We also gauged how important use of force training was for officers the last time they had to use force. Sixty-four percent of respondents answered that the use-of-force training they had received was “important” or “very important” to their actions. Figure 11 shows officers’ views about use of force in FCPD. Officers appear to understand and comply with the agency’s use of force policy and generally agree that the policy keeps arrested individuals safe (although they were less likely to agree that the policies keep officers safe). Sworn personnel are skeptical that body-worn cameras will improve their accountability to the use of force policy. This finding is consistent with research that examines officer view of body-worn cameras more generally.²

² See Lum, C., Stoltz, M., and Koper, C.S. (Forthcoming, 2019). The research on body-worn cameras: What we know, what we need to know. *Criminology and Public Policy*.

Figure 11. Average level of agreement regarding statements about use of force

Answer choices: 1=Strongly Disagree; 2=Disagree; 3=Agree; 4=Strongly Agree)

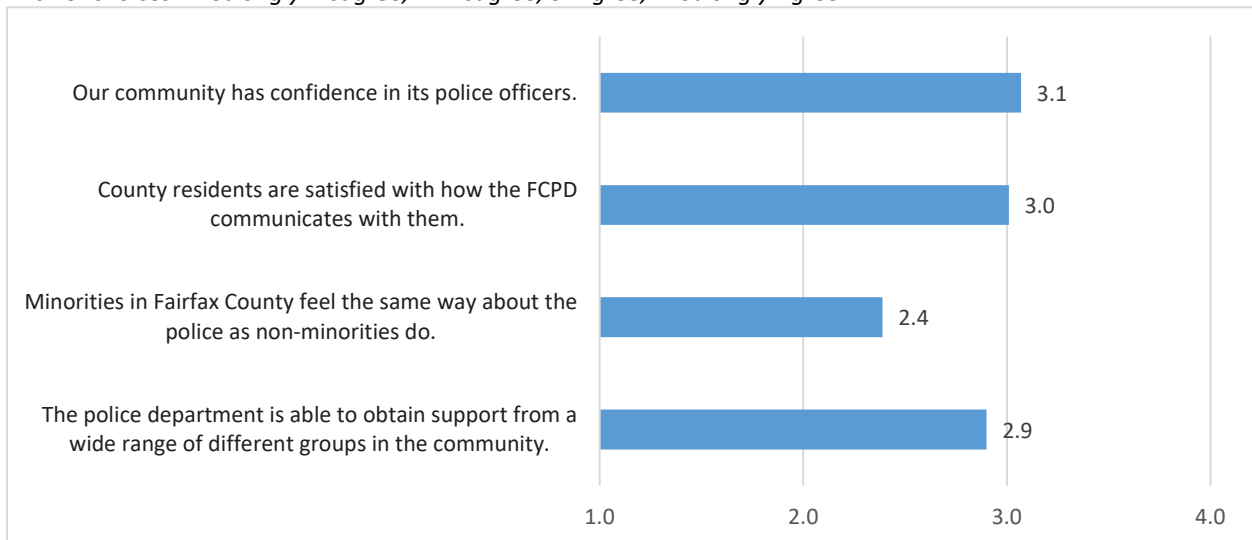


Perceived Public Support

Sworn personnel generally agree that the Fairfax County community supports them, although they believe that minority residents in Fairfax County do not share similar feelings as non-minorities do about the police (Figure 12).³

Figure 12. Average ratings of perceived community support for FCPD officers

Answer choices: 1=Strongly Disagree; 2=Disagree; 3=Agree; 4=Strongly Agree



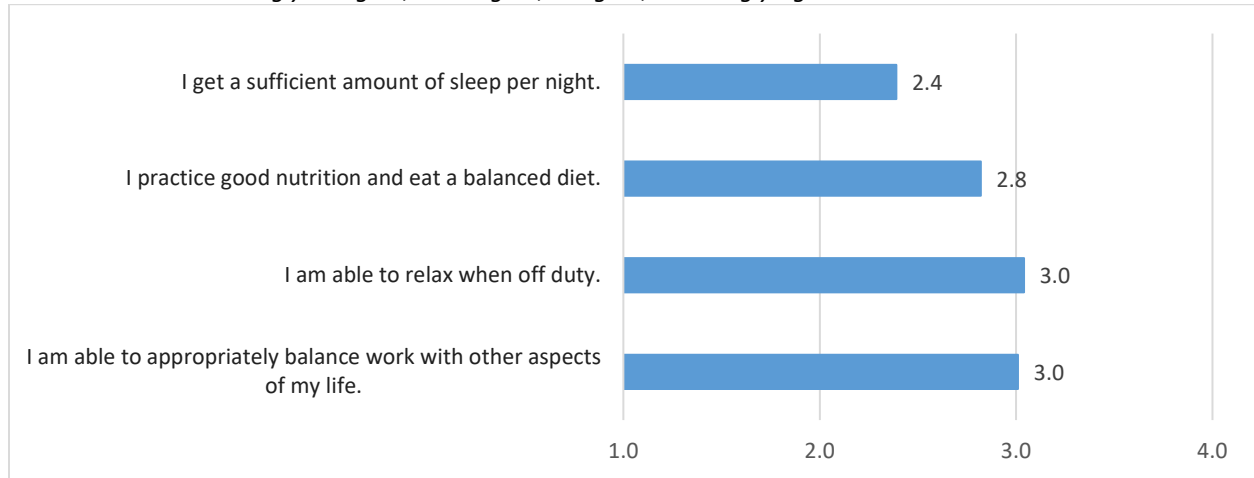
³ Additional information about community members' support for the FCPD is available in a separate report at <http://cebcp.org/wp-content/evidence-based-policing/matrix-demonstration-project/FCPDSurvey.pdf>.

Officer Health and Wellness

We also asked sworn personnel questions about their health and wellness. Overall, FCPD sworn officers rate themselves as healthy. For example, 52% disagreed or strongly disagreed that they felt stressed or anxious, and 65% disagreed or strongly disagreed that they felt unhappy or discouraged. Further, 76% of officers responded that they exercise at least “2-4 times” per week, if not more. When asking more specific questions related to sleep, nutrition, relaxation, and work-life balance (Figure 13), officers agreed affirmatively about getting enough of these things—with the exception of sleep.

Figure 13. Average assessment of sleep, nutrition, relaxation, and work-life balance

Answer choices: 1=Strongly Disagree; 2=Disagree; 3=Agree; 4=Strongly Agree



With regard to FCPD’s wellness resources, 66% of officers responded that wellness resources including peer support to manage stress were at least “somewhat” to “very” helpful. When asked how comfortable they would be in using resources like an Employee Assistance Program counselor or police psychologist for stress management or general wellness, 14% said they were “very comfortable”, 34% responded as being “somewhat comfortable”, 27% were “somewhat uncomfortable”, and 22% were “very uncomfortable.”

Open-Ended Questions

To protect the privacy of respondents, we do not provide specific responses to open-ended questions here. Many respondents chose not to answer the open-ended questions. We do note, however, that responses generally reflected responses above. Officers are concerned that their salaries do not match the cost of living in Fairfax. Some feel unsupported by the police agency, and believe there is a growing anti-police sentiment in the U.S. Those who chose to respond to these questions were more negative than positive. Some discussed the existence of low morale in the agency and a disconnect between officers and command staff (including poor communication and lack of transparency from higher ranks). Other sworn personnel noted increasing responsibilities required of them to resolve non-criminal complaints.

Survey Results (II): Group Differences

Creating Scale Scores for Each Respondent

For many of the questions within question sets and themes, sworn personnel often answered similarly. In other words, if a survey respondent answered negatively on one question pertaining to department goals, that same respondent was also likely to answer negatively on all of the questions pertaining to department goals (similarly with workplace climate, goals and aspirations, etc.). Thus, we created broader scales that combined individual officers' answers to sets of questions in which their responses were significantly correlated. Readers should note that this is just for purposes of simplification and comparison across groups in FCPD; to see responses to specific questions for the entire group of respondents, see the first set of survey results above.

Scales were created by calculating the average responses across a set of questions for each respondent. Specifically, we created ten scale scores for each respondent. These were:

- Goals Scale: Combines all ratings for individual respondents in Figure 2.
- Strategies Scale: Combines all ratings for individual respondents in Figure 3.
- Satisfaction Scale: Combines all ratings for individual respondents in Figure 4.
- Compensation and Opportunity Scale: Combines all ratings for individual respondents in Figure 5.
- Climate Scale: Combines all ratings for individual respondents in Figure 7.
- Internal Affairs Scale: Combines all ratings for individual respondents in Figure 8.
- Preparedness Scale: Combines all ratings for individual respondents in Figure 9.
- Use of Force Scale: Combines all ratings for individual respondents in Figure 11.
- Public Perception Scale: Combines all ratings for individual respondents in Figure 12.
- Wellness Scale: Combines all ratings for individual respondents in Figure 13.

If there are statistically significant differences between groups in specific scales, these are indicated by an asterisk (*) in the figures that follow.

Gender Differences in Scale Scores

Overall, we found few differences between men and women⁴ across these scales. Figure 14 shows that men and women sworn personnel do not feel differently, on average, about how well the department is achieving its general goals or aspects related to job satisfaction. Significant differences appear minor (for example, within the use of force or compensation scales, where women are slightly more likely to answer more positively).

⁴ This analysis only includes individuals who self-identified as male or female (see Figure 1 for response rates within each gender category).

Figure 14. Gender differences in average scale scores for general assessment of goals or job satisfaction

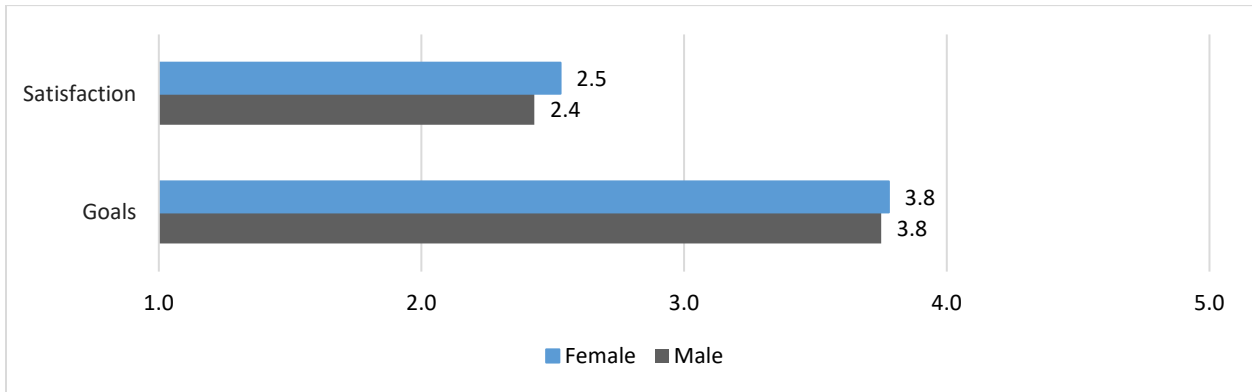
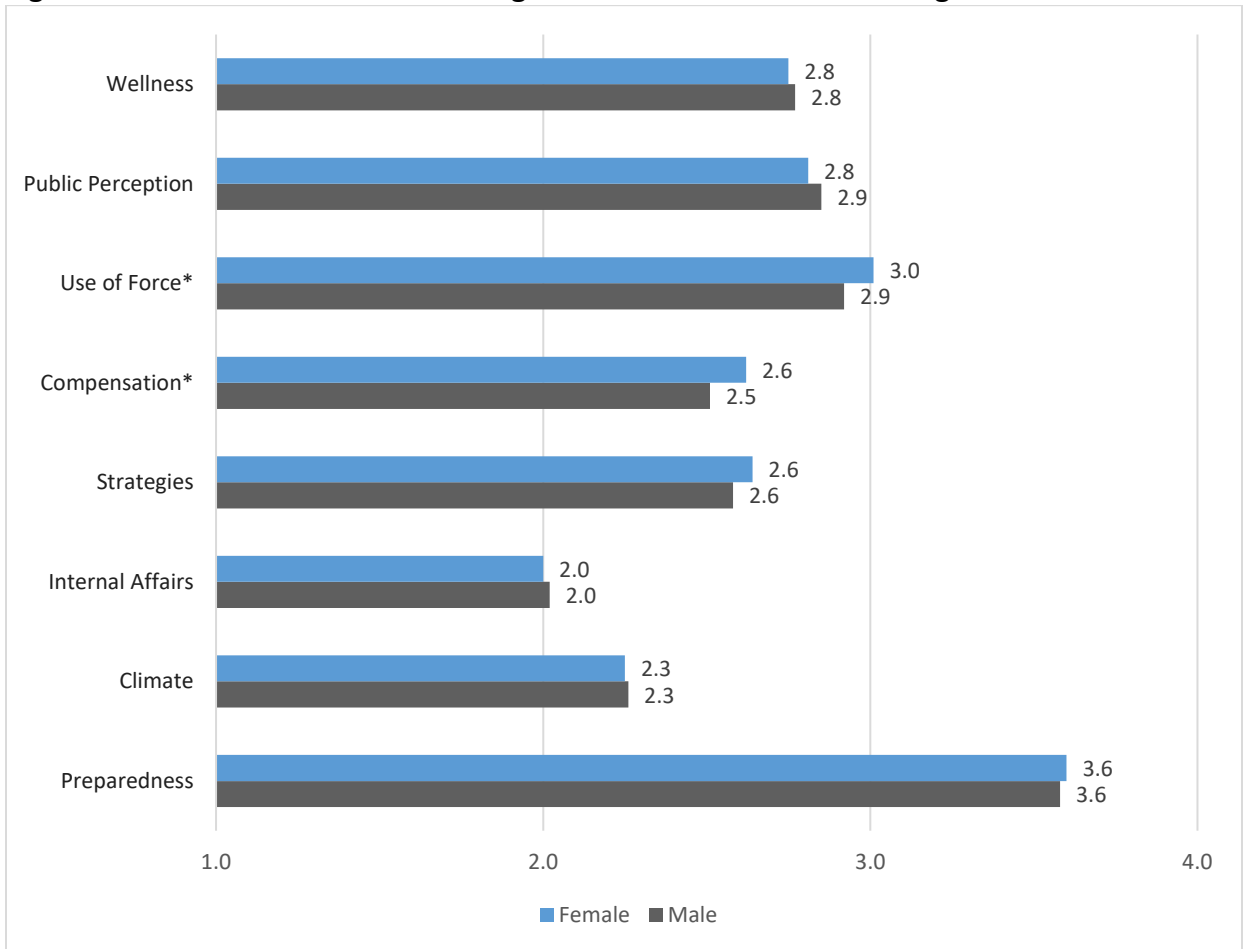


Figure 15. Gender differences in average scale scores for all other categories

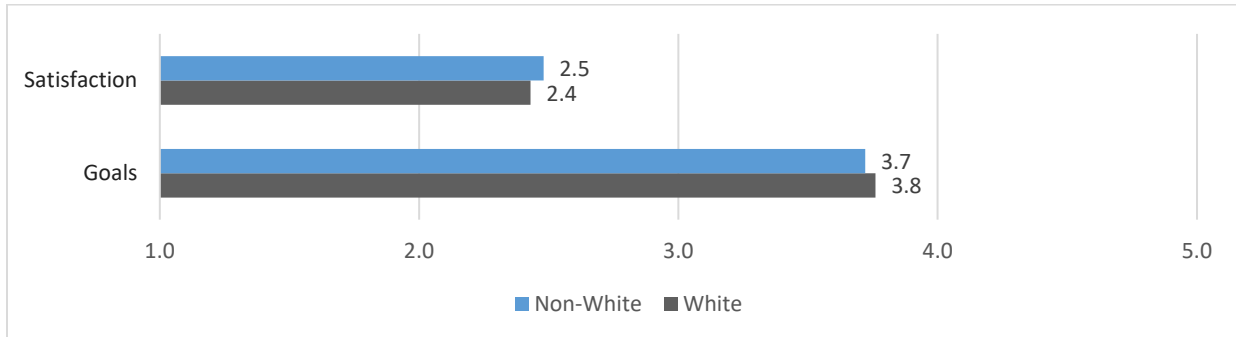


* Statistically significant difference ($p \leq .05$)

Race Differences in Scale Scores

Overall, we found few differences between sworn personnel who self-identified as white or non-white⁵ across these scales. Figure 16 shows no differences between white and non-white sworn personnel on average, about their assessment of how well the department is achieving its general goals or aspects related to job satisfaction.

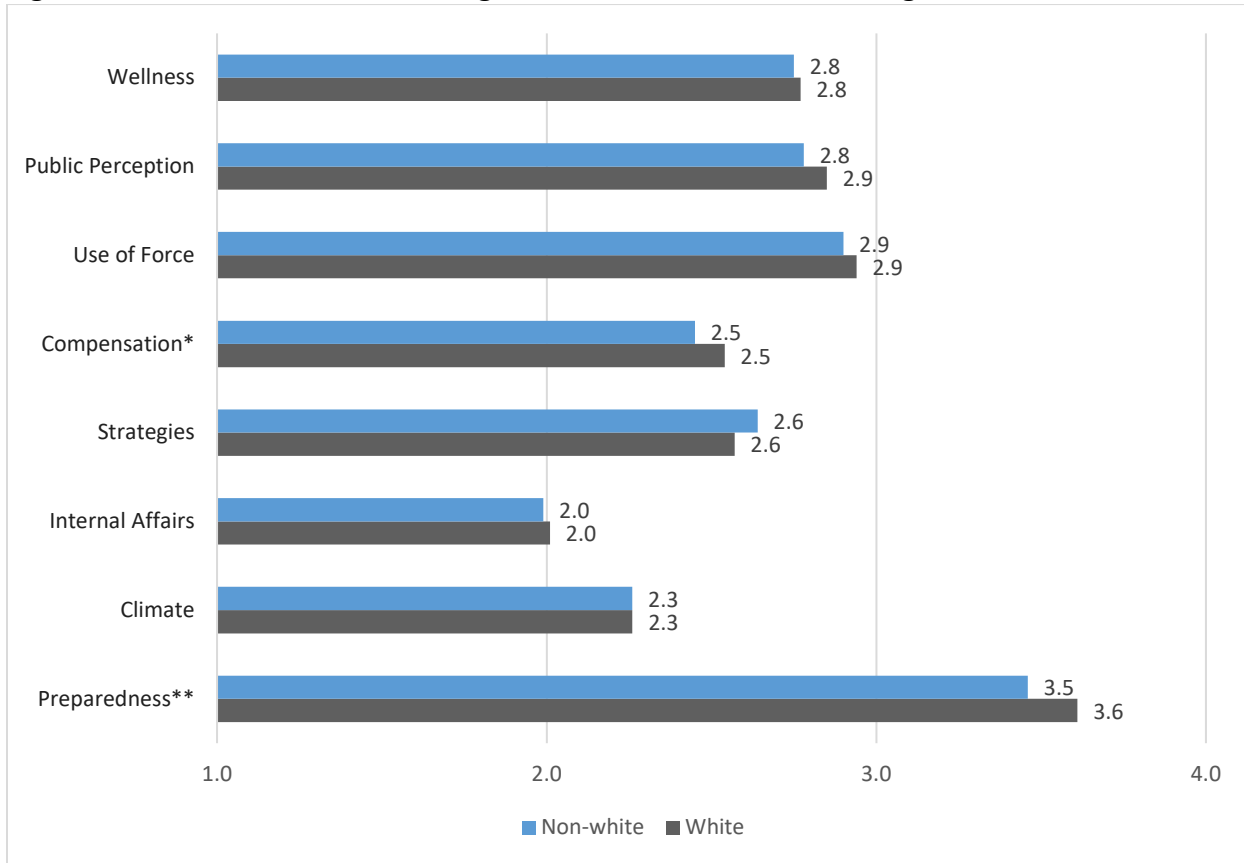
Figure 16. Race differences in average scale scores for general assessment of goals or job satisfaction



When examining other scales, minor yet statistically significant differences were found (see Figure 17). Specifically, white officers responded that they feel more prepared to deal with different types of people than do non-white officers. White officers also feel slightly more satisfied with compensation and opportunities than do non-white officers.

⁵ For purposes of this analysis, we collapsed all respondents who answered the question about their race into “white” and “non-white”.

Figure 17. Race differences in average scale scores for all other categories



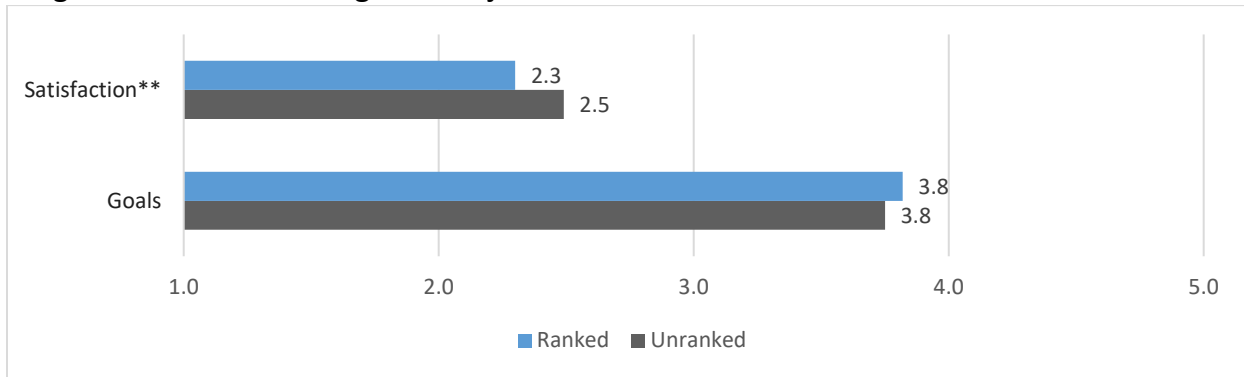
* Statistically significant difference (p<.10)

** Statistically significant difference (p<.05)

Rank Differences in Scale Scores

We also analyzed whether there might be significant differences in scale scores between unranked sworn personnel and those with any rank (sergeant and above). As Figures 18 and 19 show, unranked sworn personnel in FCPD tend to have higher ratings on scales of job satisfaction, compensation and opportunities, and their health and wellness compared to their ranked counterparts. However, they have lower relative ratings of preparedness, internal affairs, and public perception than the ranked sworn personnel. Additional analysis of this data indicates that sergeants and lieutenants appear to drive this trend (as opposed to Captains and above).

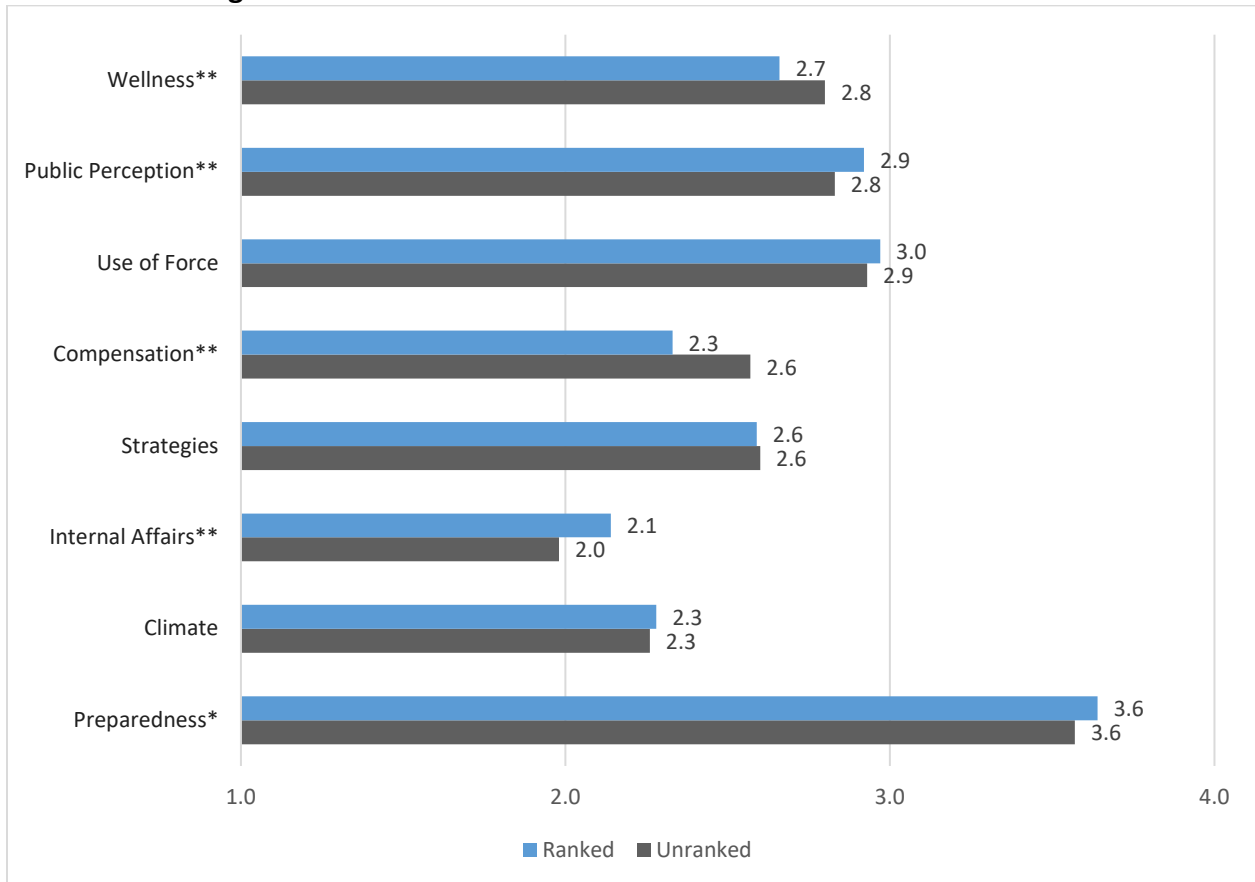
Figure 18. Differences between ranked and unranked sworn personnel in average scale scores for general assessment of goals and job satisfaction



* Statistically significant difference (p<.10)

** Statistically significant difference (p<.05)

Figure 19. Differences between ranked and unranked sworn personnel in average scale scores for all other categories



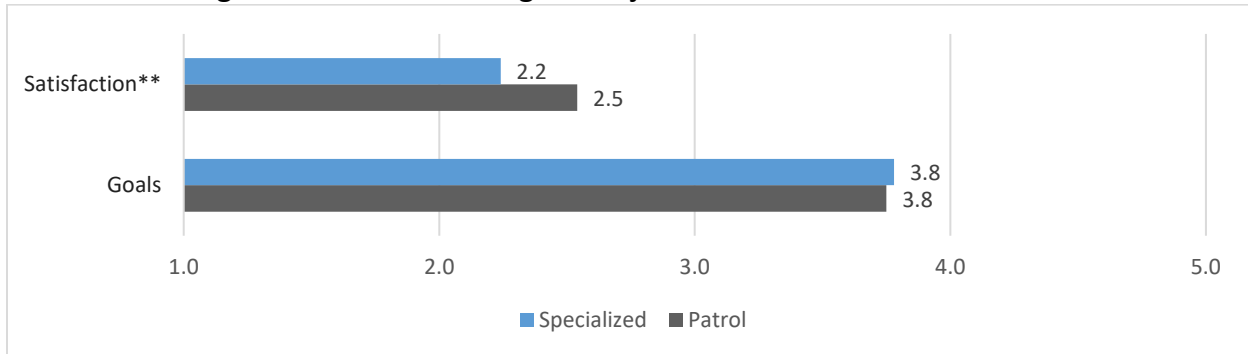
* Statistically significant difference (p<.10)

** Statistically significant difference (p<.05)

Assignment Differences in Scale Scores

Finally, we examined whether differences existed between those assigned to uniformed patrol versus those assigned to all other specialized and non-patrol units. Figures 20 and 21 show a number of differences across groups. For example, those assigned to uniformed patrol tend to rate agency performance on maintaining job satisfaction and safety higher than those in specialized units, although both rank satisfaction low (Figure 20).

Figure 20. Differences between patrol and specialized/other unit sworn personnel in average scale scores for general assessment of goals or job satisfaction

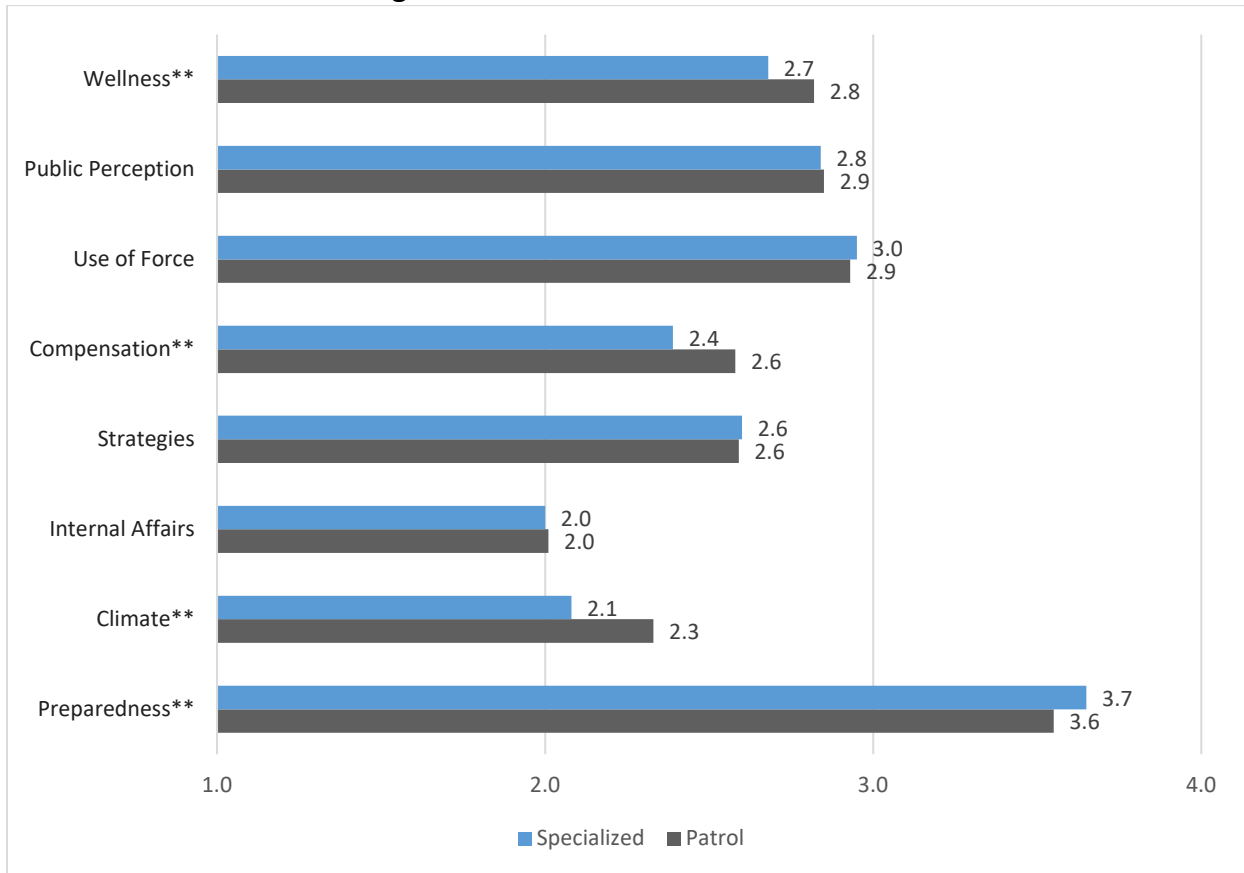


* Statistically significant difference (p<.10)

** Statistically significant difference (p<.05)

Figure 21 indicates that those assigned to patrol responsibilities also tend to feel better about workplace climate, compensation, and opportunities, and have higher wellness scores than do their specialized unit counterparts. However, those assigned to specialized units tend to feel more prepared to deal with different types of people than do sworn officers in patrol.

Figure 21. Differences between patrol and specialized/other unit sworn personnel in average scale scores for all other categories



* Statistically significant difference (p<.10)

** Statistically significant difference (p<.05)

Age/Time in Service and Scale Scores

Overall, the longer sworn personnel work for FCPD (as well as the older they get), the lower their ratings are across the composite scales. Negative and significant correlations between officer age and time in service were found with the following scales: satisfaction, strategies, compensation and opportunities, workplace climate, perceptions of internal affairs, and wellness. The only exception to this is preparedness; officers feel more prepared to respond to different types of people and situations better as they age.

Conclusion

In conclusion, Fairfax County Police Department sworn officers have varying views about their police agency. On a positive note, FCPD sworn officers tend to generally rate their agency's performance on crime control, prevention, and response at least satisfactorily if not good, and sworn personnel generally feel they are prepared and trained to respond to a wide variety of public concerns. Sworn personnel also generally view themselves as healthy, both mentally and physically (although noting a lack of sleep).

However, FCPD officers also have low levels of job satisfaction and believe they are not adequately compensated. Some officers also do not believe they have equal opportunity for advancement and promotion. While many officers seek advancement *within* FCPD, we note that younger officers in particular not only wish to advance professionally but are more willing than older officers to seek employment elsewhere. Sworn officers also view command staff, "the department", and the Fairfax County Government negatively, believing that officer interests and concerns are not the priority of these groups. And while officers generally believe that citizens in Fairfax County support them, these feelings are comparatively less strong when asked about how minority residents in the county view them.

When comparing different groups in the FCPD, we did not find too many stark differences in survey responses. Few differences were found between men and women or between white and non-white sworn personnel; these groups generally reflected the overall survey findings with some caveats as described above. More differences were found between ranked and unranked sworn personnel, with ranked officers feeling less satisfied, less compensated, and less healthy. Ranked officers did feel relatively more positive about public perceptions, internal affairs' processes, and their own preparedness. Similarly, sworn personnel in specialized units also felt comparatively less satisfied, less healthy, and less adequately compensated than patrol units. Officers in specialized units also reported greater negative perceptions of workplace climate than patrol officers. Finally, we note that older personnel or those with greater time-in-service had more negative ratings of satisfaction, performance, compensation and opportunities, workplace climate, and wellness more generally.

Overall, the response rate of this survey was good. However, this survey may have not reached officers on leave or who do not regularly check their work email. This survey was also implemented during a period of ongoing initiatives in FCPD related to workplace climate, officer wellness, and organizational functioning. Implementing the same survey every year (or every other year) would help the agency track changes in officer responses, if any.

Appendix A: Survey Instrument

Welcome to the Fairfax County Police Department (FCPD) Officer Survey. To provide the agency with an objective and impartial assessment of your opinions, the survey is being independently administered and analyzed by the Center for Evidence-Based Crime Policy at George Mason University. Your responses are anonymous and confidential.

Please rate your agency’s performance on:

	Excellent	Good	Satisfactory	Below Average	Poor
Preventing crime					
Solving serious crimes					
Responding to juvenile delinquency					
Diverting low level offenders into rehabilitation or social services					
Responding to calls involving someone in a mental health crisis					
Maintaining officers’ job satisfaction					
Maintaining regionally competitive officer compensation					
Ensuring officer well-being and safety					
Maintaining trust with community members					

Please rate how prepared you feel to engage with each of the following types of people:

	Very Prepared	Somewhat Prepared	Somewhat Unprepared	Very Unprepared
Juveniles				
Persons experiencing a mental health episode				
A member of a racial or ethnic minority				
A member of a religious minority				
An illegal immigrant / undocumented migrant worker				
A non-English speaking community member				
A member of a LGBT (lesbian, gay, bisexual, transgender) group				
An elderly individual				
Someone under the influence of drugs or alcohol				
A victim who refuses to cooperate				

Suppose your agency received an increase in its budget. Of the five choices provided below, please prioritize them, from 1 (most important) to 5 (least important) with regard to how this money should be utilized.

	Preference
Salary increases for current officers	
Hiring additional officers	
Hiring additional civilian staff	
Training & education	
Technology & equipment	

Please indicate your level of agreement with the following statements:

	Strongly Agree	Agree	Disagree	Strongly Disagree
Command staff is open to officers' ideas and suggestions.				
When command staff implements a change, I trust they have a good reason for making that change.				
Command staff effectively balances officer welfare with community needs.				
My department cares about its sworn officers.				
My department cares about its civilian employees.				
Fairfax county government cares about the sworn and civilian employees in my department				
I have access to the information, tools, and resources I need to perform my job effectively.				

How satisfied are you with the following?

	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	I have never had an encounter with Internal Affairs
The time it takes to complete an Internal Affairs investigation					
Internal Affairs investigation policies and procedures					

How helpful are each of the following to performing your daily law enforcement functions?

	Very Useful	Useful	Somewhat Useful	Not Useful	I don't know
Community policing approaches					
Directed patrol					
School-based programs and partnerships					
Crime analysis					
Citizen Advisory Committee					
In-service training					

Have you received Crisis Intervention Team (CIT) training or other similar training specific to handling an individual experiencing a mental health or emotional crisis?

- Yes
- No

How effective was the CIT training (or similar training) you received in terms of providing you with the tools to respond to an individual experiencing a mental health or emotional crisis?

- Very effective
- Somewhat effective
- Not effective
- NA / Not sure / I have not taken this training.

Please indicate your level of agreement with the following statements:

	Strongly Agree	Agree	Disagree	Strongly Disagree	I don't know / Not sure
I understand the process of obtaining an emergency custody order for an individual experiencing a mental health crisis.					
I understand the purpose of the county's "Diversion First" program.					
I understand the purpose of the department's "Alternative Accountability" pilot initiative.					
De-escalation training is useful to me in performing my law enforcement duties.					

How often do you use the Merrifield Crisis Response Center (MCRC) to serve community members experiencing a mental health crisis?

- Daily
- Weekly
- Monthly
- A few times a year
- Yearly
- Less than once per year

After transporting someone to the MCRC, how long (approximately) does it typically take until you are able to resume your other law enforcement duties?

- Less than one hour
- 1 hour
- 2 hours
- 3 hours
- More than 4 hours
- NA / Never transported to MCRC

Please indicate your level of agreement with the following statements:

	Strongly Agree	Agree	Disagree	Strongly Disagree
Based on my work-related experience and qualifications, my salary is comparable to what I would expect to be paid in a different police department in the region.				
I have equal opportunity for advancement and promotion in FCPD.				
I am satisfied with the benefits I receive (deferred comps, pension, other fringe benefits).				
I have equal opportunity for training and developmental assignments to learn new skills.				

How interested are you in the following opportunities?

	Very Interested	Interested	Uninterested	Not at all Interested
A promotion within FCPD				
Lateral transfer to another unit or division with FCPD				
Seeking employment with another department rather than retiring from the FCPD				
Seeking employment with a non-law enforcement related organization rather than retiring from the FCPD				

Think about the last time you used force. How important was the training you received on use of force in deciding what actions to take?

- _____ Very important
- _____ Important
- _____ Somewhat important
- _____ Not at all important

Please indicate your level of agreement with the following statements:

	Strongly Agree	Agree	Disagree	Strongly Disagree
Police officers are not permitted to use as much force as is often necessary in making arrests.				
Body-worn cameras will help improve accountability to the department's use of force policy.				
I understand the department's use of force policy.				
I feel confident in my ability to comply with the department's use of force policy.				
The department's use of force policy is effective in keeping me safe.				
The department's use of force policy is effective in keeping arrestees safe.				

How much do you agree with the following statements?

	Strongly Agree	Agree	Disagree	Strongly Disagree
Our community has confidence in its police officers.				
County residents are satisfied with how the FCPD communicates with them.				
Minorities in Fairfax County feel the same way about the police as non-minorities do.				
The police department is able to obtain support from a wide range of different groups in the community.				

How much do you agree with the following statements?

	Strongly Agree	Agree	Disagree	Strongly Disagree
I get a sufficient amount of sleep per night.				
I practice good nutrition and eat a balanced diet.				

	Strongly Agree	Agree	Disagree	Strongly Disagree
I often feel stressed or anxious.				
I often feel unhappy or discouraged.				
I am able to relax when off duty.				
I am able to appropriately balance work with other aspects of my life.				

How often do you exercise in a typical week?

- Rarely or never
- Once
- 2-4 times
- 5+ times

How useful are the department’s wellness resources including peer support in helping you to manage stress and wellness?

- Very helpful
- Somewhat helpful
- Not at all helpful
- I have never used the department’s wellness resources.

How comfortable would you be using resources like an Employee Assistance Program (EAP) counselor or police psychologist for stress management and general wellness?

- Very comfortable
- Somewhat comfortable
- Somewhat uncomfortable
- Very uncomfortable

Demographic information will allow results to be interpreted and reported by different groups. It will provide insight into any differences in employee attitudes by sub-groups within the department and may make results more meaningful. This information is anonymous and will not be linked to any individual.

My gender:

- Male
- Female
- Self-defined/Unsexed/Other

With what racial group do you most closely identify?

- White /Caucasian
- Black or African American
- Asian /Pacific Islander
- American Indian or Alaska Native

_____ Other: _____

Are you of Hispanic, Latino, or of Spanish origin?

_____ Yes

_____ No

Age (in years): _____

Rank:

_____ Officer (including Patrol Officer I or Patrol Officer II)

_____ Master Police Officer

_____ Sergeant or Second Lieutenant

_____ Command staff (including Lieutenant, Captain, Major, Deputy Chief)

Current assignment:

_____ Patrol (including Animal Services)

_____ Investigations/Operations Support

_____ Administration, including Internal Affairs, Media Relations and Planning and Research Bureaus

How long have you worked for FCPD? _____ Years _____ Months

How long have you worked in your current assignment? _____ Years _____ Months

For how many total years have you worked as a law enforcement officer either with FCPD or in any other jurisdiction? (Your answer will be the same as above if this is the only police department you have worked for)

Education:

_____ HS graduate / GED equivalent

_____ Associate's degree

_____ Bachelor's degree

_____ Graduate or Law degree or higher

Do you have functional proficiency in any language other than English?

_____ Yes

_____ No

On average, how long is your commute to work (in minutes)? _____

Do you live in Fairfax County, Fairfax City, Herndon, or Vienna?

_____ Yes

_____ No

What other concerns (if any) do you have about performing your duties as a police officer in FCPD?

What are your concerns (if any) about the state of policing in the United States today?

Do you have any other comments or concerns you'd like to share? Please explain.

Appendix B: Consent and Privacy Document

INFORMED CONSENT DOCUMENT

STUDY TITLE: Fairfax County Police Department Officer Survey

RESEARCH PROCEDURES

This research is being conducted to allow Fairfax County Police Department (FCPD) officers an opportunity to assess their agency's performance toward its employees and the community it serves. If you agree to participate, you will be asked to complete a survey which will take about 15 minutes to complete.

RISKS

There are no risks for participating in this research. The questions asked are general questions about your attitudes toward the FCPD and your job. The survey and each of its questions are voluntary, and you may choose not to answer any questions. Your answers are confidential.

BENEFITS

There are no benefits to you as a participant other than the opportunity to share your opinions and to advance research in policing and public administration.

CONFIDENTIALITY

Your name is not recorded in this survey and only the George Mason University (GMU) research team will have access to completed surveys. Surveys will be returned directly to GMU's Center for Evidence-Based Crime Policy (CEBCP) research team. Completed surveys will not be accessible to FCPD staff or any other parties. Surveys will be locked within GMU CEBCP's access-controlled office suite. Further, cumulative results will be shared with FCPD command staff only in the aggregate such that responses will not be associated with any individual participant.

PARTICIPATION

Your participation is voluntary, and you may withdraw from the study at any time and for any reason. If you decide not to participate or if you withdraw from the study, there is no penalty. There are no costs to you or any other party for participating in this research.

CONTACT

This research is being conducted by Dr. Cynthia Lum, Director of the Center for Evidence-Based Policy at George Mason University. Dr. Lum may be reached at 703-993-3421 for questions or to report a research-related problem. You may contact the George Mason University Institutional Review Board office at 703-993-4121 if you have questions or comments regarding your rights as a participant in the research. This research has been reviewed according to George Mason University procedures governing your participation in this research.

CONSENT

Your completion of the survey indicates your consent to participate in the study.

Appendix C: Non-Response to Specific Survey Questions

The chart below displays the number of unanswered responses for each survey item. Some, but not all, items offered a “not applicable” or “I don’t know” option, if researchers deemed it appropriate. In those instances, the number of responses not applicable are differentiated from the number left blank.

Question	# Valid	# Missing	# DK/NA	% DK/NA	Total Missing	
					#	%
Please rate your agency's performance on: - Preventing crime	996	11	--	--	11	1.1%
Please rate your agency's performance on: - Solving serious crimes	991	16	--	--	16	1.6%
Please rate your agency's performance on: - Responding to juvenile delinquency	974	33	--	--	33	3.3%
Please rate your agency's performance on: - Diverting low-level offenders into rehabilitation or social services	970	37	--	--	37	3.7%
Please rate your agency's performance on: - Responding to calls involving someone in a mental health crisis	987	20	--	--	20	2.0%
Please rate your agency's performance on: - Maintaining officers' job satisfaction	991	16	--	--	16	1.6%
Please rate your agency's performance on: - Maintaining regionally competitive officer compensation	994	13	--	--	13	1.3%
Please rate your agency's performance on: - Ensuring officer well-being and safety	994	13	--	--	13	1.3%
Please rate your agency's performance on: - Maintaining trust with community members	991	16	--	--	16	1.6%
Please rate how prepared you feel to engage with each of the following types of people: - Juveniles	981	26	--	--	26	2.6%
Please rate how prepared you feel to engage with each of the following types of people: - Persons experiencing a mental health episode	983	24	--	--	24	2.4%
Please rate how prepared you feel to engage with each of the following types of people: - A member of a racial or ethnic minority	981	26	--	--	26	2.6%
Please rate how prepared you feel to engage with each of the following types of people: - A member of a religious minority	977	30	--	--	30	3.0%
Please rate how prepared you feel to engage with each of the following types of people: - An illegal immigrant / undocumented migrant worker	979	28	--	--	28	2.8%
Please rate how prepared you feel to engage with each of the following types of people: - A non-English speaking community member	980	27	--	--	27	2.7%
Please rate how prepared you feel to engage with each of the following types of people: - A member of an LGBT (lesbian, gay, bisexual, transgender) group	977	30	--	--	30	3.0%

Question	# Valid	# Missing	# DK/NA	% DK/NA	Total Missing	
					#	%
Please rate how prepared you feel to engage with each of the following types of people: - An elderly individual	980	27	--	--	27	2.7%
Please rate how prepared you feel to engage with each of the following types of people: - Someone under the influence of drugs or alcohol	982	25	--	--	25	2.5%
Please rate how prepared you feel to engage with each of the following types of people: - A victim who refuses to cooperate	982	25	--	--	25	2.5%
Suppose your agency received an increase in its budget. Of the five choices provided below, please prioritize them, from 1 (most important) to 5 (least important) with regard to how this money should be utilized: Salary increases for current officers.	946	61	--	--	61	6.1%
Suppose your agency received an increase in its budget. Of the five choices provided below, please prioritize them, from 1 (most important) to 5 (least important) with regard to how this money should be utilized: Hiring additional officers.	945	62	--	--	62	6.2%
Suppose your agency received an increase in its budget. Of the five choices provided below, please prioritize them, from 1 (most important) to 5 (least important) with regard to how this money should be utilized: Hiring additional civilian staff.	945	62	--	--	62	6.2%
Suppose your agency received an increase in its budget. Of the five choices provided below, please prioritize them, from 1 (most important) to 5 (least important) with regard to how this money should be utilized: Training and education.	945	62	--	--	62	6.2%
Suppose your agency received an increase in its budget. Of the five choices provided below, please prioritize them, from 1 (most important) to 5 (least important) with regard to how this money should be utilized: Technology and equipment.	945	62	--	--	62	6.2%
Please indicate your level of agreement with the following statements: - Command staff is open to officers; ideas and suggestions.	979	28	--	--	28	2.8%
Please indicate your level of agreement with the following statements: - When command staff implements a change, I trust they have a good reason for making that change.	972	35	--	--	35	3.5%
Please indicate your level of agreement with the following statements: - Command staff effectively balances officer welfare with community needs.	976	31	--	--	31	3.1%
Please indicate your level of agreement with the following statements: - My department cares about its sworn officers.	963	44	--	--	44	4.4%
Please indicate your level of agreement with the following statements: - My department cares about its civilian employees.	944	63	--	--	63	6.3%
Please indicate your level of agreement with the following statements: - Fairfax county government cares about the sworn and civilian employees in my department.	959	48	--	--	48	4.8%
Please indicate your level of agreement with the following statements: - I have access to the information, tools, and resources I need to perform my job effectively.	974	33	--	--	33	3.3%

Question	# Valid	# Missing	# DK/NA	% DK/NA	Total Missing	
					#	%
How satisfied are you with the following? - The time it takes to complete an Internal Affairs investigation	802	205	175	17.4%	30	3.0%
How satisfied are you with the following? - Internal Affairs investigation policies and procedures	809	198	166	16.5%	32	3.2%
How helpful are each of the following to performing your daily law enforcement functions? - Community policing approaches	960	47	--	--	47	4.7%
How helpful are each of the following to performing your daily law enforcement functions? - Directed patrol	958	49	--	--	49	4.9%
How helpful are each of the following to performing your daily law enforcement functions? - School-based programs and partnerships	891	116	1	0.1%	115	11.4%
How helpful are each of the following to performing your daily law enforcement functions? - Crime analysis	953	54	--	--	54	5.4%
How helpful are each of the following to performing your daily law enforcement functions? - Citizen Advisory Committee	895	112	1	0.1%	111	11.2%
How helpful are each of the following to performing your daily law enforcement functions? - In-service training	980	27	--	--	27	2.7%
Have you received Crisis Intervention Team (CIT) training or other similar training specific to handling an individual experiencing a mental health or emotional crisis?	980	27	--	--	27	2.7%
How effective was the CIT training (or similar training) you received in terms of providing you with the tools to respond to an individual experiencing a mental health or emotional crisis?	596	411	379	37.6%	32	3.2%
Please indicate your level of agreement with the following statements: - I understand the process of obtaining an emergency custody order for an individual experiencing a mental health crisis.	968	39	16	1.6%	23	2.3%
Please indicate your level of agreement with the following statements: - I understand the purpose of the county's Diversion First program.	932	75	49	4.9%	26	2.6%
Please indicate your level of agreement with the following statements: - I understand the purpose of the department's Alternative Accountability pilot initiative.	836	171	145	14.4%	26	2.6%
Please indicate your level of agreement with the following statements: - De-escalation training is useful to me in performing my law enforcement duties.	958	49	25	2.5%	24	2.4%
How often do you use the Merrifield Crisis Response Center (MCRC) to serve community members experiencing a mental health crisis?	964	43	--	--	43	4.3%
After transporting someone to the MCRC, how long (approximately) does it typically take until you are able to resume your other law enforcement duties?	670	337	295	29.3%	42	4.2%

Question	# Valid	# Missing	# DK/NA	% DK/NA	Total Missing	
					#	%
Please indicate your level of agreement with the following statements: - Based on my work-related experience and qualifications, my salary is comparable to what I would expect to be paid in a different police department in the region.	970	37	--	--	37	3.7%
Please indicate your level of agreement with the following statements: - I have equal opportunity for advancement and promotion in FCPD.	974	33	--	--	33	3.3%
Please indicate your level of agreement with the following statements: - I am satisfied with the benefits I receive (deferred comps, pension, other fringe benefits).	971	36	--	--	36	3.6%
Please indicate your level of agreement with the following statements: - I have equal opportunity for training and developmental assignments to learn new skills.	972	35	--	--	35	3.5%
How interested are you in the following opportunities? - A promotion within FCPD	976	31	--	--	31	3.1%
How interested are you in the following opportunities? - Lateral transfer to another unit or division with FCPD	975	32	--	--	32	3.2%
How interested are you in the following opportunities? - Seeking employment with another department rather than retiring from the FCPD	972	35	--	--	35	3.5%
How interested are you in the following opportunities? - Seeking employment with a non-law enforcement related organization rather than retiring from the FCPD	973	34	--	--	34	3.4%
Think about the last time you used force. How important was the training you received on use of force in deciding what actions to take?	972	35	--	--	35	3.5%
Please indicate your level of agreement with the following statements: - Police officers are not permitted to use as much force as is often necessary in making arrests.	963	44	--	--	44	4.4%
Please indicate your level of agreement with the following statements: - Body-worn cameras will help improve accountability to the department's use of force policy.	965	42	--	--	42	4.2%
Please indicate your level of agreement with the following statements: - I understand the department's use of force policy.	973	34	--	--	34	3.4%
Please indicate your level of agreement with the following statements: - I feel confident in my ability to comply with the department's use of force policy.	974	33	--	--	33	3.3%
Please indicate your level of agreement with the following statements: - The department's use of force policy is effective in keeping me safe.	962	45	--	--	45	4.5%
Please indicate your level of agreement with the following statements: - The department's use of force policy is effective in keeping arrestees safe.	966	41	--	--	41	4.1%
How much do you agree with the following statements? - Our community has confidence in its police officers.	968	39	--	--	39	3.9%

Question	# Valid	# Missing	# DK/NA	% DK/NA	Total Missing	
					#	%
How much do you agree with the following statements? - County residents are satisfied with how the FCPD communicates with them.	959	48	--	--	48	4.8%
How much do you agree with the following statements? - Minorities in Fairfax County feel the same way about the police as non-minorities do.	944	63	--	--	63	6.3%
How much do you agree with the following statements? - The police department is able to obtain support from a wide range of different groups in the community.	956	51	--	--	51	5.1%
How much do you agree with the following statements? - I get a sufficient amount of sleep per night.	969	38	--	--	38	3.8%
How much do you agree with the following statements? - I practice good nutrition and eat a balanced diet.	969	38	--	--	38	3.8%
How much do you agree with the following statements? - I often feel stressed or anxious.	967	40	--	--	40	4.0%
How much do you agree with the following statements? - I often feel unhappy or discouraged.	966	41	--	--	41	4.1%
How much do you agree with the following statements? - I am able to relax when off duty.	968	39	--	--	39	3.9%
How much do you agree with the following statements? - I am able to appropriately balance work with other aspects of my life.	951	56	--	--	56	5.6%
How often do you exercise in a typical week?	971	36	--	--	36	3.6%
How useful are the department's wellness resources including peer support in helping you to manage stress and wellness?	785	222	185	18.4%	37	3.7%
How comfortable would you be using resources like an Employee Assistance Program (EAP) counselor or police psychologist for stress management and general wellness?	967	40	--	--	40	4.0%
Gender	949	58	--	--	58	5.8%
Race	1007	74	--	--	74	7.3%
Are you of Hispanic, Latino, or of Spanish origin?	932	75	--	--	75	7.4%
Age (in years):	840	167	--	--	167	16.6%
Rank:	936	71	--	--	71	7.1%
Current assignment:	941	66	--	--	66	6.6%
How long have you worked for FCPD? (rounded to closest year)	901	106	--	--	106	10.5%
How long have you worked in your current assignment? (rounded)	883	124	--	--	124	12.3%
Total years in law enforcement (rounded)	890	117	--	--	117	11.6%
Education:	949	58	--	--	58	5.8%
Do you have functional proficiency in any language other than English?	953	54	--	--	54	5.4%
On average, how long is your commute to work (in minutes)?	928	79	--	--	79	7.8%
Do you live in Fairfax County, Fairfax City, Herndon, or Vienna?	955	52	--	--	52	5.2%