



Center for Law & Human Behavior

The University of Texas at El Paso



El Paso Sector Border Patrol Agent Survey Report

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Report

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El Paso Sector Border Patrol Agent Survey

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EXECUTIVE SUMMARY

Background

The 2015 Federal Employment Viewpoint Survey (FEVS) revealed that U.S. Customs and Border Protection ranked 314 out of 320 agencies in the ‘Best Place to Work’ index score. Primarily based on the 2015 FEVS results, the United States Border Patrol (USBP) Headquarters initiated an effort to gain a better understanding of the influences on Border Patrol employee work satisfaction. The U.S. Customs and Border Protection Human Capital Study (HCS) team has conducted employee focus groups and leadership interviews to identify key challenge areas around which to focus employee engagement efforts.

In response to the results of the 2015 FEVS, the El Paso Sector of the USBP also took the proactive step of partnering with the Center for Law & Human Behavior (CLHB) at the University of Texas at El Paso (UTEP) in an effort to identify and refine issues related to employee morale. The intent of this effort was to develop measures that improve workplace morale in the sector. During the initial meetings of this partnership, three primary limitations were identified in the prior studies (FEVS and HCS) that challenge the ability of the sector leadership to identify solutions that have the greatest chance of creating change: the inability to drill down to the sector or station level in the results, the inability to generalize the results, and the lack of connection to existing research on related issues in the broader law enforcement community.

The UTEP research team agreed to create a survey focusing on the El Paso Sector that addresses the above limitations. The intent was to more precisely identify issues affecting morale within the El Paso Sector, generate constructive discussion, and assist in developing a plan to effectively impact those issues in a positive way. This effort is supported by residual research funds of the UTEP research team members and their volunteered time, resulting in no cost to the service. The development of the survey unfolded in an interactive process between the UTEP research team and El Paso Sector personnel. The survey focuses on two broad concepts regarding agents’ support for their organization—employee satisfaction and agency trust. Overall employee satisfaction and trust in the organization are important for USBP leadership to pay attention to because both are related to employee work-related output.

Study Design

Drawing on findings from the existing law enforcement research literature, the survey developed for the El Paso Sector centered on the issues of satisfaction, trust, negative publicity, organizational justice, uncertainty, and self-legitimacy. The survey contains an array of questions designed to capture these different concepts, which were drawn from prior studies or created uniquely for this study. Additional questions capturing assessments of political and public support for the USBP, evaluating the relative importance of USBP missions, and assessments of training were also included, as well as questions on the background characteristics of the respondents. The survey was designed to be delivered to commissioned agents and supervisors only, and the questions are written in a way that is relevant to their organization role. The resulting survey was organized into five sections:

- A. General Law Enforcement Questions
- B. General Border Patrol Questions

- C. Current Issues for Border Patrol Agents
- D. USBP Leadership, Management, and Workplace
- E. Training and Background Questions

The survey was administered in-person and online. For the in-person delivery, the research team randomly selected days to conduct the surveys at each station in the sector, and then spent the day at the station to attend all three musters (four musters at the Lordsburg Station). The research team subsequently surveyed 28 shift musters.¹ There were 783 surveys distributed to agents (supervisors and non-supervisor agents) at the musters and 738 completed surveys were returned to the research team, representing an in-person survey response rate of 94%. These 738 individuals completing the surveys represent 41% of the sworn personnel assigned to the sector stations. The survey was then offered online to sector agents who were not at the attended musters, resulting in 136 additional agents completing the survey. Both survey delivery approaches combined resulted in 874 complete surveys.

General Survey Responses

The responding agents answered 89 questions on the survey. The questions were presented in the form of statements, which the agents were asked to rate their agreement on a five point scale from strongly disagree to strongly agree, or in some cases very uncertain to very certain. The key findings from these responses were grouped into nine areas.

1. **General satisfaction in the workplace** – In general, a majority of agents reported being satisfied with their job. Nearly 63% of agents reported they agreed or strongly agreed with the statement that they were satisfied with their job overall. Even stronger responses were reported when agents were asked if they enjoyed working with their USBP colleagues. More neutral responses were provided regarding satisfaction with pay, whether the USBP is a good agency to work for, and perceived levels of teamwork and cooperation.
2. **Low trust in national leadership** – The agents expressed low levels of trust across two measures: making decisions that have employees’ best interests in mind and the direction the national leadership is taking the agency. In relation to the question on employee interests, just over 70% of agents disagreed or strongly disagreed with the assertion that the national leadership makes decisions with the employees’ best interests in mind. Although, there were more positive responses to the more abstract assertion that the USBP as an organization can be trusted to do what is right for the communities it serves.
3. **Positive assessment of immediate supervisors** – A majority of agents expressed they were treated with respect by their immediate supervisors and they were confident they can approach their immediate supervisors with professional issues. For example, more than 75% of agents agreed or strongly agreed with the assertion that their immediate supervisors treat them with respect. The agents provided more neutral responses overall to assessment on whether their immediate supervisors consider employee viewpoints or can be trusted to make decisions with the employees’ best interests in mind.
4. **Negative assessment of sector leadership** – The responding agents provided a more negative assessment of the sector leadership, particularly in relation to whether employees

¹ There were 29 possible shifts using this approach. The only shift muster not attended by the UTEP team was the Deming Border Station 6AM shift due to logistical issues. In addition, the Truth or Consequences Station agents received the survey at one time given the small size of the station.

have a voice in policy decisions, efforts to explain policy decisions, and trust in the sector leadership. The agents provided a more neutral assessment overall in relation to sector leadership treating employees with respect and consideration and the application of policies in a way that promotes consistency.

5. ***Concern about promotion and assignment fairness*** – Each of the question sets on the agency at the national, sector, and station level included a question that alluded to merit in obtaining desirable assignments, and across all three levels the agents provided negative responses overall. For example, just under 73% of the responding agents agreed or strongly agreed that landing a desirable sector level assignment is based on who you know. With regard to the station level, the majority of agents (66%) agreed or strongly agreed to a similar question about station assignments. More broadly, just over 56% of agents disagreed or strongly disagreed with the statement that if you work hard you can get ahead in the USBP, with another 19% providing a neutral response to this question.
6. ***Uncertainty about the future*** – The agents expressed a fair degree of uncertainty about the future of the agency and their position within it. More than 76% of agents responded that they were uncertain or very uncertain about the statement that the culture of the USBP is going in a positive direction. In addition, more than 50% of agents reported they were certain or very certain about their future opportunities for promotion and professional development.
7. ***Low levels of perceived support from the public for the USBP*** – The responding agents overwhelmingly asserted that the views of law enforcement in general by U.S. citizens had declined over the past year. Over 90% of agents agreed or strongly agreed with this assertion. Moreover, the agents were less likely to believe that the U.S. public in general, or El Paso citizens specifically, had a positive image of USBP agents.
8. ***Undesirable impacts of negative publicity on law enforcement and USBP*** – The majority of agents reported that negative publicity on the general law enforcement community and specifically on the USBP have made their job more difficult and less enjoyable. A strong reaction to negative publicity is tied to perceived changes in use of force policy and officer/agent safety. For example, nearly 84% of agents agreed or strongly agreed with the statement that negative publicity over the past year has forced law enforcement agencies to make policy changes that ultimately threaten officer safety. Almost 78% of agents similarly agreed or strongly agreed that the USBP has made policy decisions over the past few years that ultimately threaten agent safety.
9. ***Confidence in the role and authority as a USBP agent*** – The large majority of responding agents expressed confidence in their knowledge of the USBP mission and the authority invested in them as a USBP agent. The majority also agreed with the role of the USBP to manage border security and immigration issues, along with the importance of their position as an agent in supporting this organizational role. The overwhelming majority of agents reported they understood how their work contributes to the success of the USBP and feel their job positively impacts communities in the El Paso Sector.

Predictive Analysis

The research team also conducted multivariate analyses in order to predict what factors are related to higher or lower levels of satisfaction and trust. Simply put, multivariate analyses provide the ability to examine the predictive impact of one concept on another. For example, analysis can look at the relationship between negative publicity on the USBP perceived by the agents relative to their

overall job satisfaction, and can test the statistical significance of this relationship. If the analysis reveals that there is a statistically significant correlation where agents who report greater impact of negative publicity on USBP have lower overall job satisfaction, then this is a statistically meaningful relationship as opposed to reflecting chance or error. An additional benefit of multivariate analysis is it provides the opportunity to compare the relative influence of different factors simultaneously. Thus, while initial analysis might reveal a relationship between negative publicity and job satisfaction in the example above, additional analysis can include other potential factors that influence satisfaction such as their assessment of organization justice exhibited by their immediate supervisors. It may be the case that once the assessment of immediate supervisor organizational justice is entered in the analysis it is statistically significant in predicting satisfaction, but the relationship between negative publicity and satisfaction is no longer statistically significant. This suggests that the behavior of immediate supervisors is more important in predicting job satisfaction than the influence of negative publicity about the USBP. This type of analysis is important to assisting agency leadership in identifying which factors are more important than others in predicting satisfaction and trust, and thereby where they should be directing their attention.

As noted, the research team drew from the existing law enforcement research literature to identify factors that potentially influence agent satisfaction and trust. Several additional measures were also included based on conversations with sector representatives. The factors that potentially influence agent satisfaction are grouped into the general categories of external, organizational and individual influences, which are described:

External Influences

- *Negative Publicity on Law Enforcement in General* – represents the impact that negative publicity on law enforcement in general in the United States has on the agents, which represents an indirect effect of negative publicity.
- *Negative Publicity on the USBP* – represents the impact that negative publicity specifically on the USBP has on agents, representing a more direct negative publicity influence.
- *Political Support* – represents how agents view the current and future political support for the USBP.
- *Public Support* – represents how agents view the level of community support for the USBP.

Organizational Influences

- *Immediate Supervisor Organizational Justice* – represents the degree to which agents feel they receive fair and respectful treatment from their immediate supervisors.
- *Sector Leadership Organizational Justice* – represents the degree to which agents feel they receive fair and respectful treatment from the sector leadership.

Individuals Influences

- *Future Uncertainty* – represents how agents view the future direction of the agency and their individual opportunity in this future.
- *Self-Legitimacy* – represents the level of confidence agents have in their authority and abilities as a USBP official.

Each of these factors was examined using multi-question scales. For example, the analysis of immediate supervisor organizational justice is composed of combining multiple survey questions into one comprehensive variable. Thus, instead of using one question on whether immediate supervisors treat agents fairly to measure organizational justice, the scale uses multiple questions on fairness and respectful treatment in different contexts (e.g. complaint investigations, assignments, fair treatment across gender, respectful treatment) to create a more sophisticated measure. In addition, the analysis of satisfaction is examined with a single multi-question scale of satisfaction, but trust in leadership is measured at three levels (trust in immediate supervisor, trust in sector leadership and trust in national leadership).

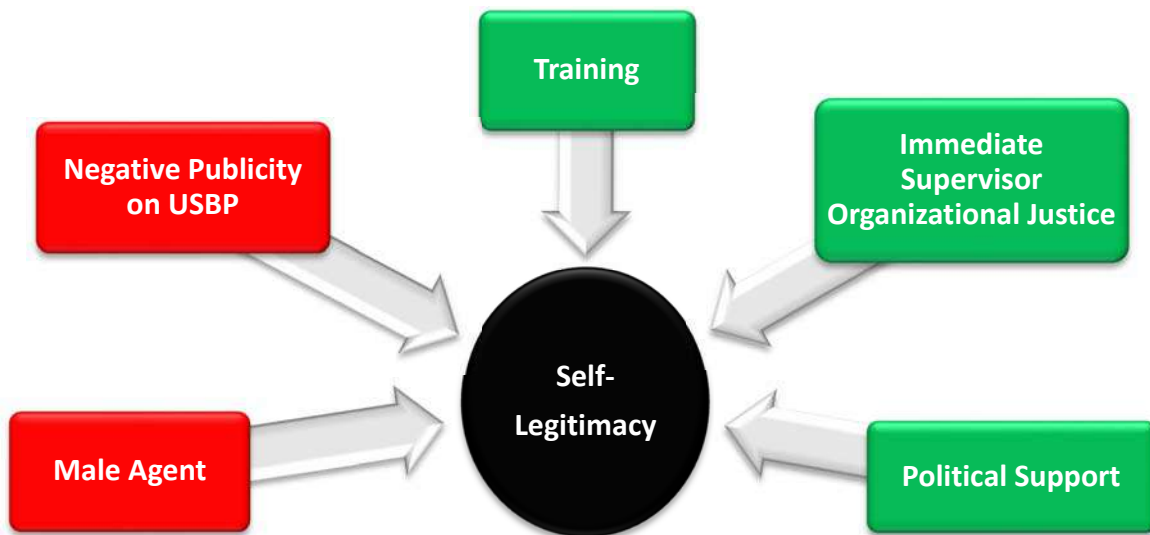
Figure 1A presents the key factors that predict agents' satisfaction with their workplace. The factors are color coded to represent the direction of the relationship with agent satisfaction, where green represents a statistically positive relationship and red represents a statistically negative relationship. Thus, agents who reported a greater sense of organizational justice from the sector leadership and their immediate supervisors, independently, were more likely to report higher levels of workplace satisfaction. Alternatively, agents who reported higher levels of uncertainty about the direction of the agency and their future opportunities in the agency were more likely to report lower levels of satisfaction. Lastly, agents who reported higher levels of self-legitimacy were more likely to report higher levels of satisfaction. In addition, self-legitimacy has the greatest influence on satisfaction relative to the factors above. Figure 1A only represents those influences that have a statistically significant relationship with satisfaction. The full report text and appendices present this analysis with the list of all potential influences.

Figure 1A.
Key Predictors of Satisfaction



In light of the finding that self-legitimacy has the strongest influence on agent satisfaction, additional analysis examined possible predictors of self-legitimacy in order identify potential factors from a management perspective that can be addressed to increase this sense among agents and thereby improve workplace satisfaction. The analysis explores the influence of the above external and organization factors. In addition, a training measure was created, formed from the collective agent assessment of academy and in-service training, as well as their assessment of training on the three missions of USBP. Figure 2A presents the factors that were statistically correlated with self-legitimacy. Agents who report negative publicity on the USBP negatively impacts on their job orientation were less likely to report a strong sense of self-legitimacy. Conversely, agents who were more likely to report there is political support for the USBP were more likely to report higher levels of self-legitimacy. In addition, a greater sense of organizational justice from immediate supervisors was associated with higher levels self-legitimacy. However, the strongest relationship is associated with the training measure, where agents who reported greater satisfaction with the training they have received were more likely to report higher levels of self-legitimacy.

Figure 2A.
Key Predictors of Self-Legitimacy



Some of the agent characteristics were also statistically correlated with satisfaction, trust and self-legitimacy. The most consistent was agent age, where older agents were more likely to report greater trust in all three levels of leadership. A few of the characteristics were correlated with one or another outcome, but there was not a consistent pattern. The correlations found with the agent characteristics were important for identifying subgroups in the sector that were more or less satisfaction with their workplace, or have higher or lower levels of trust in leadership. However, these characteristics cannot be altered. Alternatively, actions can be taken to improve

organizational justice and self-legitimacy and thereby improve levels of satisfaction and trust, which is why more attention was given to these factors.

Considerations

The old adage that the first line supervisor is the “back-bone of the patrol” still holds true but this report provides some insight into other key predictors of Border Patrol Agent job satisfaction. An analysis of the data indicates that there are six key factors that influence job satisfaction (Figure 1A). Although “*Self-legitimacy*” has the strongest influence on agent satisfaction, it can prove to be difficult to impact in the short term. An analysis of the data indicates the “*Sector Leadership Organizational Justice*” category has the largest margin of opportunity to positively influence Border Patrol Agent job satisfaction. Improvement in this aspect could result in significant gains in job satisfaction and should be an area of focus for sector command staff. Key characteristics that influence “*Self-Legitimacy*” within the sphere of influence for El Paso Border Patrol Sector command staff are “*Immediate Supervisor Organizational Justice*” and “*Training.*” These are areas worth further consideration for long-term human capital development.

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INTRODUCTION

Contextual Framework

The National Defense Authorization Act for Fiscal Year 2004 requires U.S. government agencies to conduct an annual survey of their employees². The aim of the survey is to assess leadership and management practices that contribute to agency performance and employee satisfaction (leadership policies and practices; work environment; rewards and recognition). The effective date for the new regulation

was January 1, 2007 and the first survey commenced April of 2007. The United States Office of Personnel Management (USOPM) has been tasked with the responsibility of managing the survey process for all federal government entities known as the Federal Employment Viewpoint Survey (FEVS). The original list of the 45 survey questions has now grown to 84 questions as indicated by the 2015 FEVS³. The most current FEVS is the 2016 iteration conducted from April 26, 2016 through June 21, 2016. The 2016 FEVS results are publicly reported differently compared to previous years. The most important change, for the purpose of this report, is the level of detail of the results for U.S. Customs and Border Protection. Public data is only available in aggregate form at the department level. The new public reporting structure does not provide clarity to discern results at the sub-component level. This means survey data is publicly available for the Department of Homeland Security but not the sub-component agency of U.S. Customs and Border Protection as in previous years.

For the purpose of this report, the results of the 2015 FEVS are used for comparative purposes and are publicly available. The 2015 FEVS was administered April through June 2015 via web and paper based methods. The Department of Homeland Security's 2015 Federal Employment Viewpoint survey contained 84 questions (excluding demographic type questions). The Department of Homeland Security (DHS) is comprised of sixteen (16) operational and support components, with seven (7) of the sixteen (16) components categorized as operational⁴. The operational components include four entities that have law enforcement responsibilities (U.S. Customs and Border Protection, Immigration and Customs Enforcement, United States Secret Service, and Transportation Security Administration). The 2015 Federal Employment Viewpoint Survey revealed that U.S. Customs and Border Protection ranked 314 out of 320 agencies in the 'Best Place to Work' index score⁵.

2015 FEVS Quick Facts

- The number of DHS employees surveyed: 91,425
- The number of DHS employees who returned a survey: 43,090.
- The survey response rate for DHS: 47.1%
- The OPM 2015 FEVS was comprised of 84 questions (excluding demographics).

² United States Federal Government, *Federal Register*, Vol. 71, Number 164, Thursday, August 25, 2006.

³ United States Office of Personnel Management. (2015). *Federal Employee Viewpoint Survey Results: Employees Influencing Change-Government Wide Management Report*. Washington, D.C., 86 pages

⁴ Department of Homeland Security organizational chart. <https://www.dhs.gov/organizational-chart>

⁵ United States Office of Personnel Management <http://bestplacetowork.org/BPTW/rankings/detail/HS03>

2015 Best Places to Work Index Score*

Highest Score: 69.9 (FBI)

Law Enforcement Median Score: 62.2

Government Wide Median Score: 58.1

DHS Wide Score: 43.1

U.S. Customs & Border Protection Score: 40.5

*Federal Law Enforcement Agencies

The Partnership for Public Service published the *Employee Job and Workplace Satisfaction in the Law Enforcement Community* in May 2016. The report identified twelve (12) federal law enforcement agencies and their subcomponents⁶. The information was derived from the Office of Personnel Management's 2015 FEVS data. The purpose of the report is to examine federal law enforcement agencies with similar responsibilities in order to identify

commonalities or discrepancies in employee satisfaction and commitment. The twelve federal law enforcement agencies are ranked based on their respective "Best Places to Work" index score. The score is derived from the responses from three different questions in the U.S. OPM FEVS. Each question and response is weighted differently based on a methodology described in the USOPM 2015 Technical Report⁷. The more the question predicts intent to remain at the agency, the higher the weighting⁸.

The following are the three questions utilized to determine the "Best Place to Work Index Score" and the placement of the questions in the sequential order of the survey:

(Q40): I recommend my organization as a good place to work.

(Q69): Considering everything, how satisfied are you with your job?

(Q71): Considering everything, how satisfied are you with your organization?

The combined score (weighted) determines the "Best Places to Work" index score. The higher the index score, the higher the satisfaction is viewed within the place of employment. The law enforcement agency median for this index score in the 2015 FEVS is 62.2 and the federal government wide median is 58.1⁹. The highest score achieved was from the Federal Bureau of Investigation with 69.9 "Best Places to Work" index score. U.S. Customs and Border Protection (USCBP) scored a 40.5 index score ranking 10th out of 12 federal law enforcement agencies. The USCBP index score reflects a steady decline since 2011 when the index score registered 62.4. The Department of Homeland Security wide "Best Places to Work" index score for the 2015 FEVS is 43.1¹⁰.

⁶ Federal Bureau of Investigation, DOJ Criminal Division, Drug Enforcement Administration, U.S. Marshals Service, Bureau of Alcohol Tobacco Firearms and explosives, Federal Law enforcement Training Center, Bureau of Prisons, Financial Crimes Enforcement Network, Transportation Security Administration, Customs and Border Protection, Immigration and Customs Enforcement, and U.S. Secret Service.

⁷ U.S. Office of Personnel Management. (2015). *Federal Employee Viewpoint Survey Results: Employee Influencing Change - Technical Report*, Washington, D.C., 70 pages.

⁸ Partnership for Public Service. (2016). *Employee and Workplace Satisfaction in the Law Enforcement Community* report.

⁹ *Ibid.*

¹⁰ United States Office of Personnel Management <http://bestplacestowork.org/BPTW/rankings/detail/HS03>

Primarily based on the 2015 FEVS results, the United States Border Patrol (USBP) Headquarters initiated an effort to gain a better understanding of the influences on Border Patrol employee work satisfaction. The Human Capital Study (HCS) was the product of this interest, which involved conducting employee focus groups and leadership interviews to identify key challenge areas around which to focus employee engagement efforts. From November 2015 to February 2016 the HCS evaluation team met with 867 employees across 14 different locations¹¹. The El Paso Sector Border Patrol was one of the 14 locations where a focus group meeting and leadership interviews were conducted. The HCS sample of USBP employees for the focus groups was composed of 215 bargaining unit agents (24.8%), 351 non-bargaining unit agents and leaders (40.5%), 177 bargaining unit professional staff (20.4%), and 124 non-bargaining unit staff and leaders (14.3%). The HCS team is in the process of “conducting deep dive workshops” in order to prepare a recommendation document and implementation strategy.

Research Inquiry

In response to the results of the 2015 FEVS, the El Paso Sector of the U.S. Border Patrol partnered with the Center for Law & Human Behavior at the University of Texas at El Paso (UTEP) in an effort to identify and refine issues related to employee morale. The intent of the El Paso Sector leadership is to use this process to develop and implement measures to improve workplace morale in the sector. During the initial meetings of this partnership three primary limitations were identified in the prior studies mentioned above that challenge the ability of the sector leadership to identify solutions that have the greatest chance of creating change.

First, the 2015 FEVS does not provide the ability to break down the workplace satisfaction results to allow the sector leadership to identify their unique challenges. The results cannot be broken down to the sub-components of the USCBP (USBP, Office of Field Operations, and Air and Marine Operations), nor can they be broken down to the finer level of a USBP sector. As a result, the El Paso Sector leadership has to work under the assumption that the results for the USCBP in general equally apply to the personnel in their sector. Given the different roles and challenges faced by the three USCBP components, as well as between the different USBP sectors, this may not be a valid assumption.

Second, while the HCS study provides a USBP focus, the results may not be generalizable. The focus group approach is a valuable exploratory strategy for identifying potential factors or themes that impact workplace morale. However, the focus group interview method typically does not allow the researcher the ability to identify if there is agreement across the participants in the themes identified. For example, if the focus groups identify the theme of unequal treatment in promotions in relation to gender, there is not a precise accounting on how many respondents agree with this sentiment or agreement with this sentiment broke down across employee gender in precise numbers. Related to this consideration, there is no ability to empirically determine if there is a strong relationship (statistically significant) between given themes and workplace satisfaction. In addition, just under 25% of the focus group participants in the HCS were line level agents, with the remaining respondents being commissioned supervisor level personnel (40.5%) or non-commissioned staff personnel (34.7%). Thus, the overall findings from the focus groups may not reflect the sentiment of line level commissioned personnel given they represent a small portion of the focus group respondents despite being the majority of USBP personnel.

¹¹ U.S. Border Patrol Human Capital Study Site Visit Report, August 2, 2016.

Third, the analysis and the results of the 2015 FEVS and the HCS are not informed by a growing body of the literature on workplace sentiment in the law enforcement community. The mandate of the FEVS necessitates the formation of a survey that has relevance to all federal employees. However, federal law enforcement agencies, such as the USBP, have unique missions, expectations, work environments and challenges that are distinct from their non-law enforcement federal counterparts. Thus, it is important to draw on the existing law enforcement research literature that identifies additional potential influences on workplace sentiment that are not incorporated in the FEVS. It is also important to write questions that are worded in the way that is more germane to law enforcement officers, specifically USBP agents in this case.

The University of Texas at El Paso's (UTEP) Role

The UTEP research team agreed to create a survey focused on the El Paso Sector that addressed the above limitations. The intent is to more precisely identify issues affecting morale within the Sector, generate constructive discussion, and assist in developing a plan to effectively impact those issues in a positive way. This effort is supported by residual research funds of the UTEP research team members and their volunteered time, resulting in no cost to the service.

The development of the survey unfolded in an interactive process between the UTEP research team and Sector personnel. Subsequent to the first meeting, the UTEP team met with additional USBP staff who provided input and guidance to the project. A draft survey was developed and reviewed, feedback provided, and a revised survey was generated. The revised survey was then pre-tested with a group of Sector personnel. The agents took the survey and then participated in a focus group with the research team, which resulted in the clarification of some of the questions and the validation of others. In addition, the National Border Patrol Council (NBPC) Local 1929 was apprised of the intent and were supportive of the effort. NBPC Local 1929 provided additional pertinent questions for inclusion in the survey. The survey and methodology were then submitted to UTEP's Institutional Review Board (IRB) to ensure compliance with accepted research protocols.

The Survey

The survey focuses on two broad concepts regarding agents' support for their organization—employee satisfaction and agency trust. Overall employee satisfaction and trust in the organization are important for USBP leadership to pay attention to because both are related to employee work-related output. For example, employees that are more satisfied with their job and trust their organization are more likely to buy into agency goals and engage in extra effort (e.g., doing work beyond that explicitly ordered by a supervisor).¹²

¹² Ambrose, M. L., & Schminke, M. (2003). Organization structure as a moderator of the relationship between procedural justice, interactional justice, perceived organizational support, and supervisory trust. *Journal of Applied Psychology, 88*, 295-305. Aryee, S., Budhwar, P. S., & Chen, Z. X. (2002). Trust as a mediator of the relationship between organizational justice and work outcomes: Test of a social exchange model. *Journal of Organizational Behavior, 23*, 267-285. Cohen-Charash, Y., & Spector, P. E. (2001). The role of justice in organizations: A meta-analysis. *Organizational Behavior and Human Decision Processes, 86*, 278–321. DeConinck, J. B. (2010). The effect of organizational justice, perceived organizational support, and perceived supervisor support on marketing employees' level of trust. *Journal of Business Research, 63*, 1349-1355. Dirks, K. T., & Ferrin, D. L. (2002). Trust in leadership: Meta-analytic findings and implications for research and practice. *Journal of Applied Psychology, 87*, 611-628. Hubbell, A. P., & Chory-Assad, R. M. (2005). Motivating factors: Perceptions of justice and their

Satisfaction and agency trust can be thought of as employee work-related outcomes USBP leadership wishes to attain. The question then becomes: What factors increase agent satisfaction and agency trust? There are at least three potential sources of such beneficial work-related outcomes: external, organizational, and internal factors. From an external standpoint, there has been considerable media and public attention devoted toward law enforcement over the past few years. Much of this publicity is negative and focuses on recent controversial police shootings of minorities in numerous cities around the U.S.¹³ Recent research has examined whether such negative publicity has impacted police officers' motivation, orientations toward their job, work-related output, and agency trust.¹⁴ In addition to this negative publicity experience by the law enforcement community in general, USBP agents have also been exposed to media scrutiny of their own organization and the actions of their fellow agents. Accordingly, one potential explanation of agents' satisfaction with USBP and agency trust is the external pressure of recent *negative publicity* surrounding their profession. Consistent with prior research, we would expect agents who have been more adversely impacted (e.g., reduced motivation) by such negative publicity to have less satisfaction with their jobs and less trust in their organization.

The second source of employee satisfaction and trust rests at the organizational level. One concept that has emerged in recent years as being particularly important to understanding criminal justice employees' perceptions of their occupations is *organizational justice*.¹⁵ This concept comes from the business management literature and focuses on three components. The first element—procedural justice—is concerned with employees' perceptions of the fairness of processes used to reach organizational decisions. Employees are more likely to view an organization's procedures as fair if supervisors act in unbiased ways, clearly explain the reasons for their decisions, and allow subordinates a voice in the decision-making process. The second component—interactional justice—focuses on how polite, honest, and respectful supervisors are when interacting with their employees. Lastly, distributive justice centers on how fairly outcomes, such as promotions or salary increases, are distributed throughout the organization. Each of the components is central to employees' overall evaluations of organizational justice.

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¹³ Pyrooz, D. P., Decker, S. H., Wolfe, S. E., & Shjarback, J. A. (2016). Was there a Ferguson effect on crime rates in large U.S. cities? *Journal of Criminal Justice*, 46, 1-8.

¹⁴ Nix, J., & Wolfe, S. E. (2015). The impact of negative publicity on police self-legitimacy. *Justice Quarterly*, 1-25.

Nix, J., & Wolfe, S. E. (2016). Sensitivity to the Ferguson Effect: The role of managerial organizational justice. *Journal of Criminal Justice*, 47, 12-20. Morgan, S. L., & Pally, J. A. (2016). *Ferguson, Gray, and Davis: An analysis of recorded crime incidents and arrests in Baltimore City, March 2010 through December 2015*. A report written for the 21st Century Cities Initiative at Johns Hopkins University. (Retrieved from

<http://socweb.soc.jhu.edu/faculty/morgan/papers/MorganPally2016.pdf>. Wolfe, S. E., & Nix, J. (2016a). Police officers' trust in their agency: Does self-legitimacy protect against supervisor procedural injustice? *Criminal Justice & Behavior*, forthcoming. Wolfe, S. E., & Nix, J. (2016b). The alleged "Ferguson Effect" and police willingness to engage in community partnership. *Law and Human Behavior*, 40(1), 1-10.

¹⁵ Cohen-Charash & Spector, 2001: Ibid. Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O., & Ng, K. Y. (2001). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*, 86, 425-445. Lind, E. A., & Tyler, T. R. (1988). *The social psychology of procedural justice*. New York, NY: Plenum Press. Nix and Wolfe, 2016. Ibid. Wolfe, S. E., & Nix, J. (2016c). Managing police departments in the post-Ferguson era. *Harvard Business Review*. September.

Such evaluations are important. Research has shown that employees who perceive greater organizational justice from their superiors are more likely to be committed to the organization's goals, which likely translates into better employees.¹⁶ A similar pattern of results has emerged in the criminal justice research literature. Police officers who believe their agency or supervisors are more organizationally fair are more likely to identify with their organization and comply with its procedures,¹⁷ buy-in to agency goals and demonstrate less cynicism,¹⁸ support certain policing strategies like community policing and procedural justice,¹⁹ and have greater overall trust in their agency.²⁰

The final source of agent satisfaction and trust we consider is at the individual agent level. For one, we will examine a concept referred to as *uncertainty management*. Simply put, research demonstrates that “people appear to make greater use of fairness judgments when they are experiencing uncertainty”.²¹ For example, employees can be said to be in state of uncertainty if they have the prospect of facing upcoming layoffs or significant organizational changes. Employees who face (or perceive) such uncertainty but also experience fair treatment from superiors are still likely to have favorable orientations toward their organization and engage in beneficial work-related behavior (e.g., following supervisor orders and company rules).²² This suggests that the psychological discomfort (e.g., anxiety) created by feelings of uncertainty can be counterbalanced by organizational justice. Such fairness communicates to employees that, despite uncertainties about the future, the agency and its supervisors have their back and will ensure fair and respectful processes and outcomes.

The second factor from the individual agent level we consider is *self-legitimacy*. Emerging research in this area suggests that law enforcement officers' sense of self-legitimacy—their

¹⁶ Cohen-Charash & Spector, (2001), Ibid.

¹⁷ Bradford, B., Quinton, P., Myhill, P., & Porter, G. (2014). Why do ‘the law’ comply? Procedural justice, group identification and officer motivation in police organizations. *European Journal of Criminology*, 11, 110–131. Tyler, T. R., Callahan, P. E., & Frost, J. (2007). Armed, and dangerous (?): Motivating rule adherence among agents of social control. *Law & Society Review*, 41, 457–492. Wolfe, S. E., & Piquero, A. R. (2011). Organizational justice and police misconduct. *Criminal Justice & Behavior*, 38, 332–353.

¹⁸ Bradford, B., & Quinton, P. (2014). Self-legitimacy, police culture and support for democratic policing in an English constabulary. *British Journal of Criminology*, 54(6), 1023-1046.

¹⁹ Myhill, A., & Bradford, B. (2013). Overcoming cop culture? Organizational justice and police officers' attitudes toward the public. *Policing: An International Journal of Police Strategies & Management*, 36, 338–356. Tankebe, J. (2014a). The making of ‘democracy’s champions’: Understanding police support for democracy in Ghana. *Criminology & Criminal Justice*, 14, 25–43. Wolfe, S. E., & Nix, J. (2016c), Ibid.

²⁰ Wolfe, S. E., & Nix, J., (2016a), Ibid.

²¹ Lind, E. A., & Van den Bos, K. (2002). When fairness works: Toward a general theory of uncertainty management. *Research in Organizational Behavior*, 24, 181-223. Lind, E. A., Kulik, C. T., Ambrose, M., & de Vera Park, M. V. (1993). Individual and corporate dispute resolution: Using procedural fairness as a decision heuristic. *Administrative Science Quarterly*, 224-251. Van den Bos, K. (2001). Uncertainty management: the influence of uncertainty salience on reactions to perceived procedural fairness. *Journal of Personality and Social Psychology*, 80(6), 931-941. Van den Bos, K., Wilke, H. A., & Lind, E. A. (1998). When do we need procedural fairness? The role of trust in authority. *Journal of Personality and Social Psychology*, 75(6), 1449-1458.

²² Lind, E. A., & Van den Bos, K., (2002), Ibid. Lind, E. A., & Tyler, T. R., (1988), Ibid. Thau, S., Aquino, K., & Wittek, R. (2007). An extension of uncertainty management theory to the self: the relationship between justice, social comparison orientation, and antisocial work behaviors. *Journal of Applied Psychology*, 92(1), 250-258.

“recognition of, or confidence in, their own individual entitlement to power”²³ — is important with respect to work-related outcomes.²⁴ Officers who are more confident in their authority tend to be more committed to their organization,²⁵ have more motivation,²⁶ are more likely to support the use of procedural fairness when interacting with citizens,²⁷ exhibit greater restraint in the decision to use force,²⁸ and are more willing to partner with community members to solve local problems.²⁹ In short, self-legitimacy should be related to a host of desirable agent outcomes such as satisfaction and agency trust.

The survey for the El Paso Sector centered on these issues of satisfaction, trust, negative publicity, organizational justice, uncertainty and self-legitimacy. The survey contained a battery of questions that were intended to capture these different concepts, which were drawn from prior studies or created unique for this study. Additional questions capturing assessments of political and public support for the USBP, evaluating the relative importance of USBP missions, and assessments of training were also included, as well as questions on the background characteristics of the respondents. The survey was designed to be delivered only to commissioned agents and supervisors, and the questions were written in a way that was relevant to their organization role. The resulting survey was organized into five sections:

- F. General Law Enforcement Questions
- G. General Border Patrol Questions
- H. Current Issues for Border Patrol Agents
- I. USBP Leadership, Management and Workplace
- J. Training and Background Questions

The survey can be found in Appendix A of this report.

Methodology

The survey was administered in-person and online from May 26, 2016 through August 8, 2016. Typically, the El Paso Sector Border Patrol utilizes a personnel scheduling method that does not necessarily place a heavier or lesser emphasis on certain days of the week, with the underlying assumption that each day has the potential to be extremely active or non-active. Special events, such as Pope Francis February 12, 2016 visit to Juarez, Chihuahua, Mexico along the United States/Mexico border, have a tendency to alter the scheduling profile of law enforcement agencies.

²³ Tankebe, J. (2014b). Rightful authority: Exploring the structure of police self-legitimacy. In A. Liebling, J. Shapland, & J. Tankebe (Eds.), *Crime, justice and social order: Essays in honour of A. E. Bottoms*. Oxford, UK: Oxford University Press. P. 3.

²⁴ Bottoms, E. A., & Tankebe, J. (2013). ‘A voice within’: Power-holders’ perspectives on authority and legitimacy. In J. Tankebe & A. Liebling (Eds.), *Legitimacy and criminal justice: An international exploration*. Oxford, UK: Oxford University Press.

²⁵ Tankebe, J. (2010). Identifying the correlates of police organizational commitment in Ghana. *Police Quarterly*, 13, 73–91.

²⁶ Tankebe, J., & Meško, G. (2015). Police self-legitimacy, use of force, and pro-organizational behavior in Slovenia. In G. Meško & J. Tankebe (Eds.), *Trust and legitimacy in criminal justice* (pp. 261–277). New York, NY: Springer.

²⁷ Bradford & Quinton, (2014), Ibid.

²⁸ Tankebe & Meško, (2015), Ibid.

²⁹ Wolfe & Nix, (2016c), Ibid.

However, no such events were noted during the data collection period. The in-person data collection occurred at all ten border stations.

The purpose of doing the in-person surveys was to directly communicate the reason for the survey to the agents in the field and allow to them to ask questions. In addition, the research team has found through experience that survey response rates in the law enforcement community are much higher when conducted in-person compared to online. At the same time, the research team did not want to continually attend musters and disrupt the operational flow of the stations in order to survey every agent in-person. As a result, the research team developed a split approach to the survey administration where they would attend each of the muster times at each station once and then the remaining agents would receive the survey online. The research team randomly selected days to conduct the surveys at each station, and then spent the day at the station and attended all three musters (four musters the Lordsburg Station). This created 29 possible musters for the research team to attend. The research team subsequently surveyed 28 out of the possible 29 musters between May 26, 2016 and July 7, 2016. The only shift muster not attended by the research team was the Deming Border Station 6AM shift due to logistical issues. The in-person survey delivery facilitated a sizable number of surveys being completed by agents, captured through a relatively random sampling process.

Table 1 provides the in-person survey response rates, illustrating the number of surveys distributed to agents at the musters, the number of surveys completed and returned to the research team, and the resulting response rate by station. Overall, the in-person response rate was very good. There were 783 surveys distributed to agents (supervisors and non-supervisor agents) and 738 completed surveys were returned to the research team. This resulted in overall in-person survey response rate of 94%, which ranged from 84% to 100% across the stations. The sector leadership also provided the research team with the number of commissioned personnel assigned to each station, which provides the ability to identify the percent of agents at each station that were surveyed through the in-person delivery efforts. Overall, the sector data showed 1,817 agents assigned to the stations (which excludes those currently detailed to assignments away from the station). This indicates that the 738 individuals completing the surveys represented 41% of the commissioned personnel assigned to the sector stations.

El Paso Sector Border Patrol Quick Facts

- Number of musters attended: 28 of 29
- Number of personnel surveyed in muster: 783
- Number of personnel who returned a survey: 738
- The survey response rate in musters: 94.3%
- Number of online surveys returned: 136
- Number of total surveys returned: 874
 - ✓ Agents: 81.5%
 - ✓ First line Supervisor: 17.1%
 - ✓ Other: 1.4%
- The EPSBP survey is comprised of five sections with 89 questions.

The online data collection commenced on July 25, 2016 with an initial email introduction of the survey to all El Paso Sector Border Patrol personnel. This message was intended to describe the

purpose and development of the survey in order to seek agent participation very similar to the in-person process. The message also informed the reader that participating in the survey was voluntary and anonymous with only aggregate data results being reported to the sector command staff. The message concluded with a web link to an electronic version of the survey on a password protected website that, once completed, would go directly to the UTEP team. The message was repeated in two subsequent reminder emails. The online response option was completed on August 8, 2016, resulting in 136 additional survey participants. This increased the number of total completed surveys for the study to 874.

Table 1.
In-person Muster Survey Response Rate by Station

Station	Muster Surveys Collected	Number of Personnel Present at Musters	Muster Response Rate	Number of Agents and Supervisors at Station (less those detailed out)	Percent Collected from Actual Station Personnel
Lordsburg	78	80	98%	210	37%
Deming	72	72	100%	251	29%
Santa Teresa	130	138	94%	269	48%
El Paso (Station 1)	102	121	84%	251	41%
Ysleta	83	88	94%	189	44%
Clint (Fabens)	89	92	97%	191	47%
Fort Hancock	61	62	98%	114	54%
Las Cruces	78	83	94%	227	34%
Alamogordo	36	38	95%	105	34%
TCN	9	9	100%	10	90%
Total	738	783	94%	1817	41%

Table 2 provides the personal characteristics of the 874 agents completing the survey. Given that response to the survey in general and each question is voluntary, in some cases the agents opted not to answer some of the background questions. This non-response was less than three percent for any given question. The number next to the category represents the number of agents out of 874 that answered the question. The large majority of responding agents were male (95%) and were non-supervisory agents (82%). Agents with less than 10 years of USBP experience represented 46% of respondents, followed by 10-19 years of experience (45%) and 20 or more years of experience (9%). Table 3 provides the distribution of responding agents across their deployment stations, with 19 agents not identifying their current duty station. Consistent with official deployment data, the highest representation come from the Santa Teresa, El Paso, Ysleta, and Clint stations.

Table 2.
Characteristics of Responding Agents

<u>Age (n=860)</u>		
21-30 Years	76	9%
31-40 Years	403	47%
41-50 Years	349	41%
52 Years and older	32	4%
<u>Gender (n=856)</u>		
Female	42	5%
Male	814	95%
<u>Race/Ethnicity (n=849)</u>		
Black	7	1%
Hispanic	602	71%
Other	17	2%
White	223	26%
<u>Education Level (n=860)</u>		
High School/GED	106	12%
Some College	367	43%
2 Year Degree	113	13%
4 Year Degree	247	29%
Masters Degree or Higher	28	3%
<u>Length of Service with USBP (n=859)</u>		
1-9 Years	396	46%
10-19 Years	383	45%
20 Years or more	80	9%
<u>Length of Service in Law Enforcement (n=864)</u>		
1-9 Years	340	39%
10-19 Years	389	45%
20 Year or more	135	16%
<u>Rank (n=861)</u>		
Agent	709	82%
Supervisory Agent (PAIC, DPAIC, SBPA, FOS, WC)	152	18%
<u>Military Service (n=852)</u>		
Yes	267	31%
No	585	69%
<u>Survey Format (n=874)</u>		
In-person Muster Surveys	738	84%
Online Surveys	136	16%

Table 3.
Station Representation for Muster and Online Surveys

<u>Station</u> (n=855)		
Lordsburg	75	9%
Deming	85	10%
Santa Teresa	144	17%
El Paso	118	14%
Ysleta	97	11%
Clint	102	12%
Fort Hancock	65	8%
Las Cruces	89	10%
Alamogordo	43	5%
Truth or Consequences	11	1%
El Paso Sector HQ	26	3%

Organization of Survey Findings

There are two components to the presentation of the survey responses. The first component presents the responses to each survey question through a series of graphs. The majority of the survey questions asked the respondents to evaluate the extent to which they agreed with a statement in the above five sections. For example, the respondents are asked “Overall, I am satisfied with my job at USBP,” which they could respond with: strongly disagree, disagree, neutral, agree, and strongly agree. The research team coded these responses for analysis in the following manner: strongly disagree = -2, disagree = -1, neutral = 0, agree = 1, and strongly agree = 2. This allows the research team to calculate a mean, or average, score across the respondents. A mean score of zero reflects a neutral sentiment overall for the respondents, though there is a range of individual responses around that score. As the mean score moves from zero to two it reflects stronger agreement to the statement across the respondents on average, and as it moves from zero to negative two it reflects stronger disagreement on average across the respondents to the statement. The graphs presented below are the mean scores to each survey question.

To aid in the review of the graphs, a common color coding scheme is used. When the responses reflect a desirable mean response score from the agents it is a green bar with the mean score, and when there is a less desirable mean response score it is reflected with a red bar. In most cases, the color code green reflects a mean score between 0 and 2, or between neutral and strongly agree. Alternatively, a red color code reflects a negative score between 0 and -2, or neutral and strongly disagree. For example, in the above question on overall satisfaction with the job at USBP, a mean score of 1.2 is an overall desirable response from the agency’s perspective and is coded green, whereas a mean of -1.2 is a less desirable overall response from an organizational perspective and is coded red. There are some exceptions, however, to this color coding approach. Some of the survey questions were asked with a negative orientation. For example, the respondents are asked their level of agreement on the following statement: “Negative publicity surrounding law enforcement over the past year has made it more difficult for you to be motivated at work.” In this case, responses of agree or strongly agree are less desirable from the agency perspective. As a result, on these questions, mean scores greater than zero are coded with a red bar and mean scores less than zero are coded with a green bar.

It is important to note that there are a few exceptions to the strongly disagree to strongly agree scale and color coding in the presentation of mean survey response score. There were four questions that ask respondents about their degree of certainty in relation to questions about the future direction of the USBP and their position in it. The response categories are: very uncertain, uncertain, neutral, certain, and very certain. These are numerically coded similar to the agreement responses, ranging from -2 for very uncertain to 2 for very certain. The same color scheme of green and red for desirable and less desirable mean scores is used, respectively. There are also three questions that ask respondents to rank the three USBP missions (counter-narcotics, immigration, and counter-terrorism) in relation to three contexts: how they viewed the relative importance of each mission before becoming an agent, which mission takes up the most and least time in their current daily work duties, and ranking which mission should ideally take up the most and least time in their daily work duties (1 = the most, 2 = the second most, 3 = the least). The mean rank score is provided for each mission in each of the contexts. The responses to the questions about training employed an agreement scale (strongly disagree to strongly agree), but with no neutral response option. As a result, the responses are coded as strongly disagree = 1, disagree = 2, agree = 3, and strongly agree = 4. The reported mean score can range from 1 to 4 on each question, as is represented with a yellow bar as opposed to the green and red coding approach. In addition to the graphs reporting the mean response score for each question, Appendix B provides the response distribution to each survey question (number and percent of respondents for each response option, and a separate table with the mean, and standard deviation for each question).

The second component of the survey response presentation focuses on the multivariate analysis conducted by the research team. Simply put, multivariate analysis provides the ability to examine the predictive impact of one concept on another. For example, analysis can look at the relationship between negative publicity on the USBP perceived by the agents relative to their overall job satisfaction, and can test the statistical significance of this relationship. If the analysis reveals that there is a statistically significant correlation where agents who report greater impact of negative publicity on USBP have lower overall job satisfaction, then this is a statistically meaningful relationship as opposed to reflecting chance or error. An additional benefit of multivariate analysis is it provides the opportunity to compare the relative influence of different factors simultaneously. Thus, while initial analysis might reveal a relationship between negative publicity and job satisfaction in the example above, additional analysis can include other potential factors that influence satisfaction such as agent assessment of organizational justice exhibited by their immediate supervisors. It may be the case that once the assessment of immediate organizational justice is entered in the analysis it is statistically significant in predicting satisfaction, but the relationship between negative publicity and satisfaction is no longer statistically significant. This suggests that the behavior of immediate supervisors is more important in predicting job satisfaction than the influence of negative publicity about the USBP. This type of analysis is important to assist agency leadership in identifying which factors are more important than others in predicting satisfaction and trust, and thereby where they should be directing their attention.

One other element to the multivariate analysis is the use of multi-question scales to measure key issues. For example, the analysis of immediate supervisor organizational justice is created by combining multiple survey questions into one comprehensive variable. Thus, instead of using one question on whether immediate supervisors treat agents fairly to measure organizational justice,

the scale uses multiple questions on fairness and respectful treatment in different contexts (e.g. complaint investigations, assignments, fair treatment across gender, respectful treatment) to create a more sophisticated measure. More discussion is provided on each of the multi-question scales below.

The presentation of the multivariate analysis is in a simplified format in the body of the report. Appendix C provides a detailed statistical presentation of each of the analyses (ordinary least-squares regression): unstandardized partial regression coefficients (*b*), robust *SEs*, 95% confidence intervals, *t*-statistics, and *p*-values. However, the presentation of this analysis in the body of the report only identifies if the relationship between any of the predictive factors is statistically significant and the direction of that relationship. If the predictive factor does not have a significant relationship, then the label “NS” is assigned to it. However, if there is a statistically significant relationship a “+” or “-” will be used to indicate a positive or negative relationship, respectively, and will be color coded accordingly. For example, if the analysis finds a statistically significant relationship where the increase in negative publicity of the USBP corresponds with a decrease in job satisfaction, then the negative publicity of the USBP will be assigned a “-” that will be color coded in red. Alternatively, if the analysis reveals a statistically significant correlation where the increase in immediate supervisor organizational justice is associated with an increase in job satisfaction, then immediate supervisor organizational justice is assigned a “+” and color coded green. The text around the multivariate analysis tables, as well as the graphs of means scores to each question, will provide additional insight on the analysis and results.

UTEP’S FINDINGS

The presentation of the agent responses are organized into eight sections. The first section examines the general attitudes of the workplace and assessment of the national leadership of the USBP. This is followed by a review of agent assessments of their immediate supervisors and their sector leadership. Subsequent sections examine assessment of the agent’s Border Patrol future, perceptions of the public and political discussion on law enforcement in general and the USBP specifically, and agent assessment of their USBP role. The final section reviews agent responses to questions on training.

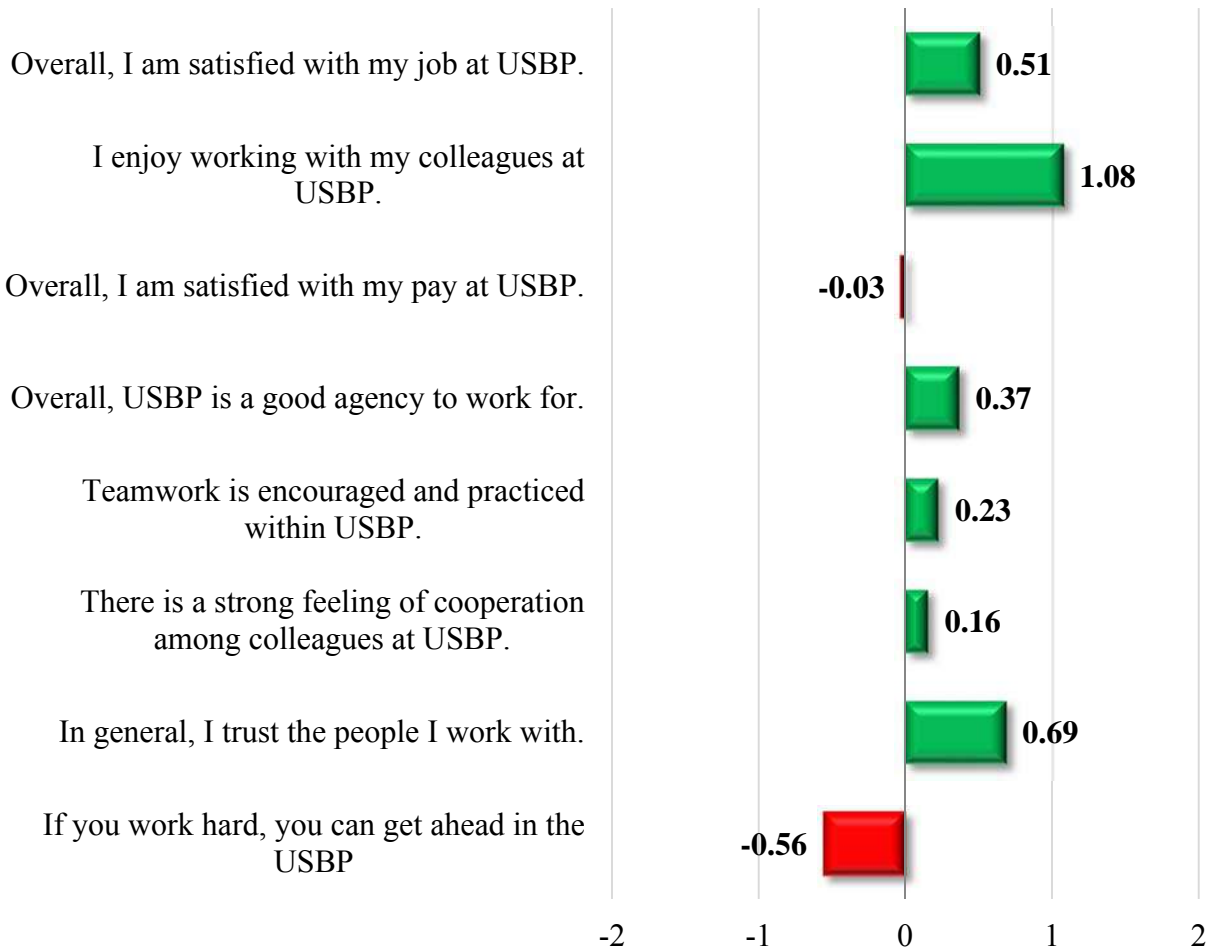
General Attitudes to the Workplace and National Leadership

The surveyed agents expressed a largely positive sentiment regarding job satisfaction. Figure 1 illustrates a mean score of .51 for overall job satisfaction, with nearly 63%³⁰ of the agents reporting they agreed or strongly agreed with the statement that they were satisfied with their job overall. They also expressed positive sentiment regarding their USBP colleagues and trust in their colleagues. There is a negative mean score associated with satisfaction with current pay, though the mean score was -.03, which largely suggests a neutral assessment (i.e. pay is not viewed as great but also not bad). However, there was a stronger negative sentiment in the agent responses to the assertion that hard work will allow agents to get ahead in the USBP. Just over 56% of agents disagreed or strongly disagreed with the assertion that hard work allows agents to get ahead. This suggests a number of agents feel that opportunities in the agency are influenced by factors other than working hard. It is important to note that a negative, or positive, mean score does not indicate

³⁰ The data for calculation of these percentages can be found in Appendix B.

universal agreement on the responses to each issue. While the mean score to a given question is negative, there are likely some agents that expressed a neutral or positive response to the issue. It is just that the average response reflects a negative sentiment (disagreed or strongly disagreed).

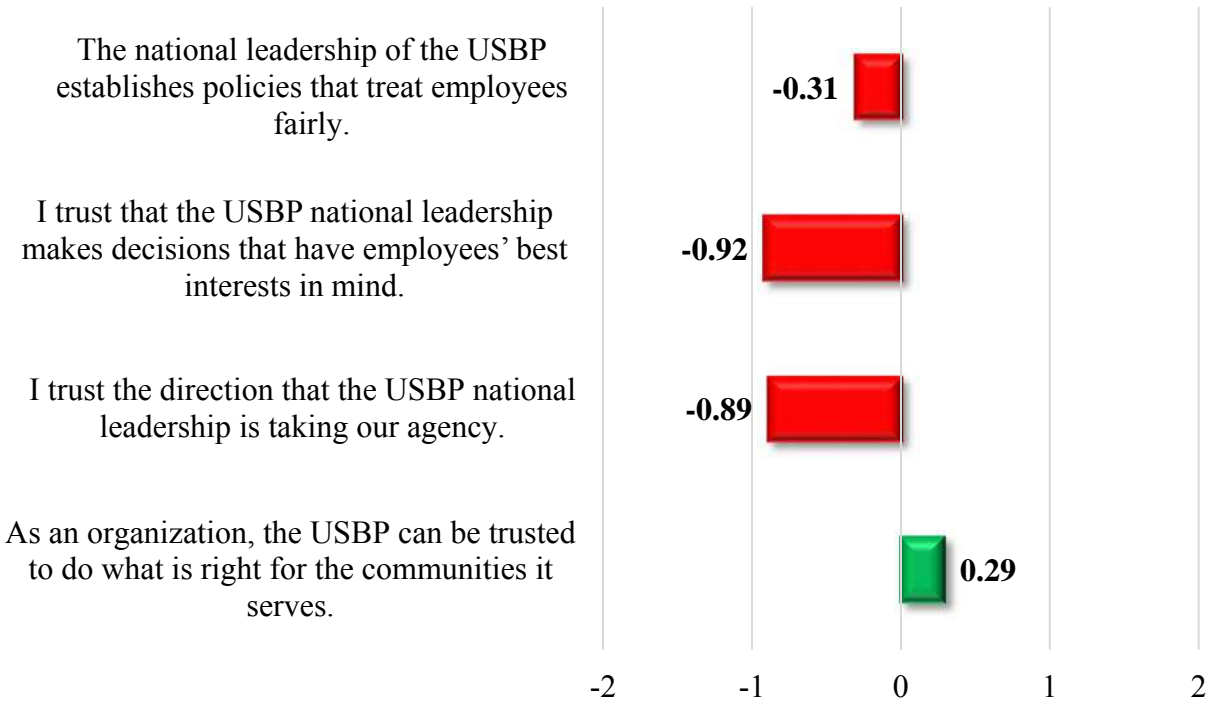
Figure 1.
General Assessment of the United States Border Patrol Workplace



Alternatively, the agents expressed a more negative assessment of the USBP national leadership. Figure 2 shows a mean score of -.31 for agent evaluation on whether the national leadership establishes policies that treat employees fairly. They show even more mistrust on whether the national leadership makes decisions with the best interests of employees in mind and in the direction that national leadership is taking the USBP. Just over 70% disagreed or strongly disagreed with the statement that national leadership makes decisions that have employees’ best interests in mind. However, the agents on average expressed a positive agreement with the assertion that the USBP can be trusted to do the right things for the communities it serves. It is important to acknowledge the nature of this question does not necessarily reflect how the agents view the national leadership’s actions on this alone, but more likely an opinion on how all agency personnel as a whole serve the communities in the USBP area of operations across the United States.

Figure 2.

Assessment of United States Border Patrol National Leadership

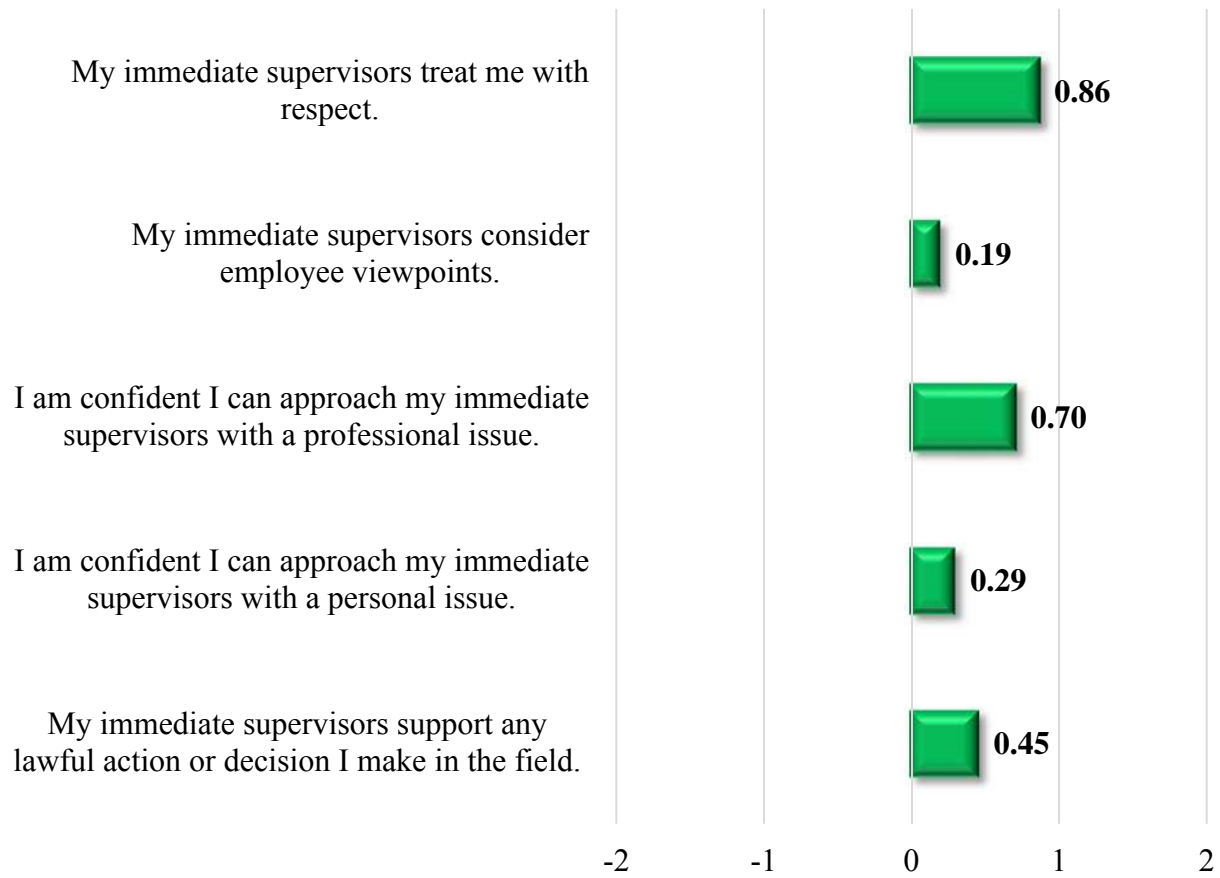


Agent Assessment of Immediate Supervisors

The survey included a number of questions about the agents' immediate supervisors and current station, which are divided into five graphs for presentation below: respectful and supportive treatment, fair treatment, fairness in assignments, evaluation of supervisor independence, and trust in supervisors. Questions about immediate supervisors were intended to differentiate how agents feel about leadership at the station level.

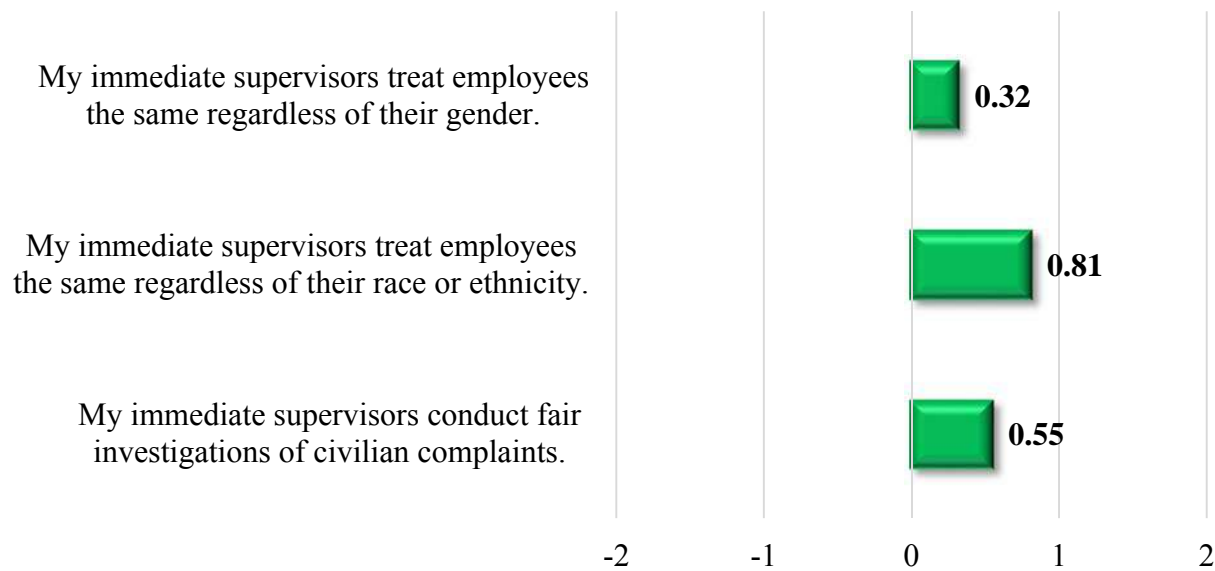
Figure 3 presents the mean scores for different dimensions on whether agents feel they are treated with respect by their immediate supervisors. The mean scores were positive for all five questions related to this issue of respectful treatment. The strongest positive responses were in relation to being treated with respect and confidence and they could approach their supervisor with professional issues, with mean scores of .86 and .70, respectively. Just over 75% of the agents agreed or strongly agreed with the statement that their immediate supervisors treat them with respect. Although positive, the lowest mean score (.19) among these questions was for the statement that immediate supervisors consider employee viewpoints. A number of the agents reported that they agreed or strongly agreed with this assertion (47%), but nearly 44% of agents provide the neutral or disagreed response.

Figure 3.
Assessment of Respectful and Supportive Treatment by Immediate Supervisors



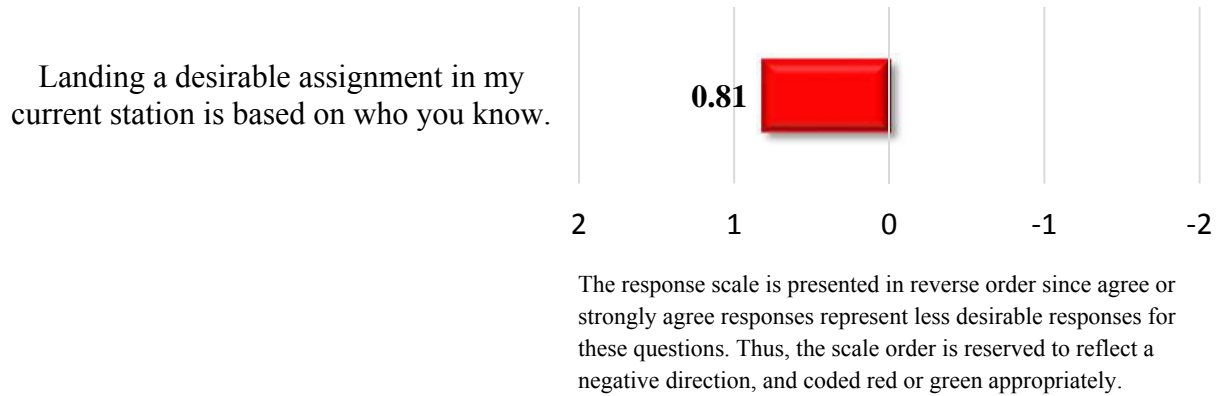
The mean scores for the question on fair treatment by immediate supervisors in relation to agent gender or race were also positive. Figure 4 also reveals a positive score for fair treatment by immediate supervisors in relation to conducting investigations into civilian complaints, which is usually a sensitive issue for line-level personnel in the law enforcement community. The majority of agents (57%) expressed that they agreed or strongly agreed with the statement that their immediate supervisors conduct fair investigations, with nearly 30% providing a neutral response and only 13% providing a disagreed or strongly disagreed response.

Figure 4.
Assessment of Fair Treatment by Immediate Supervisors



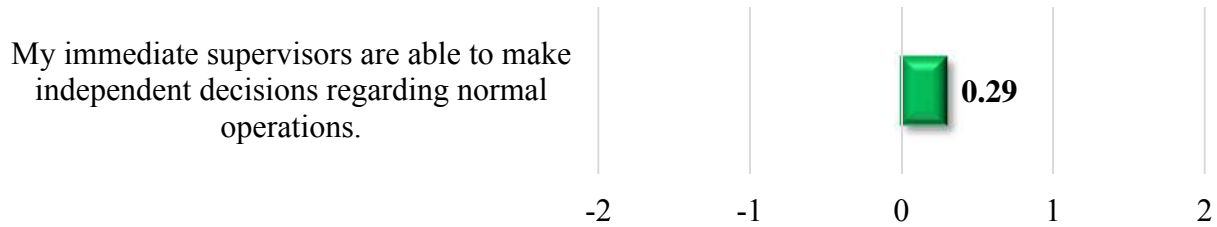
The question about fairness in landing a desirable assignment is presented separate since it requires a different interpretation. The questions about fairness in regard to gender, race, and complaint review are stated in the positive. Thus, when agents responded with agreed or strongly agreed responses, they were asserting that their supervisor is fair. The question on the allocation of desired assignments at the station level, however, was stated in the negative. It assumes that landing assignments is based on personal connections and represents a bias or lack of fairness, as opposed to being based on some measure of merit in job performance. Thus, when agents agreed or strongly agreed with the assertion that landing assignments is based on who you know, they are suggesting unfairness is present. As a result, a positive mean score reflects more responses of agreed and strongly agreed, and thereby a less desirable response from a managerial and employee perspective. The agents' responses reveal a mean score of .81 on their assessment of this question, highlighting that many agents feel assignments were unfairly based on connections rather than merit. The majority of agents (66%) agreed or strongly agreed that such an influence is present in the allocation of assignments at their station.

Figure 5.
Fairness in Assignment at the Station



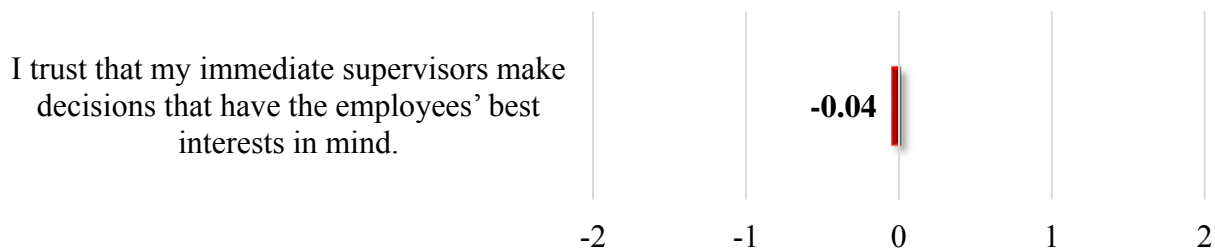
Another question examined whether agents feel their immediate supervisors have independence in their decision making, presumably from station and sector leadership, regarding day-to-day operations. The positive mean score to this question reflected in Figure 6 suggests that the agents, on average, feel such independence exists. Just over 54% agreed or strongly agreed that their supervisors are able to make independent decisions, 20% provided the neutral response, and 25% disagree or strongly disagreed.

Figure 6.
Perceived Ability of Immediate Supervisors Ability to Make Independent Decisions



The final question on immediate supervisors in Figure 7 reflects the level of agent trust in immediate supervisors to act in a way that has the best interests of employees in mind. The mean score of -0.04 represents a neutral orientation on average across the agents. This neutral response to the question was chosen by 28% of the agents, whereas 37% agreed or strongly agreed and 33% disagreed or strongly disagreed. The slightly negative mean score is the result of there being more individuals that strongly disagreed than strongly agreed.

Figure 7.
Agent Trust in Immediate Supervisors

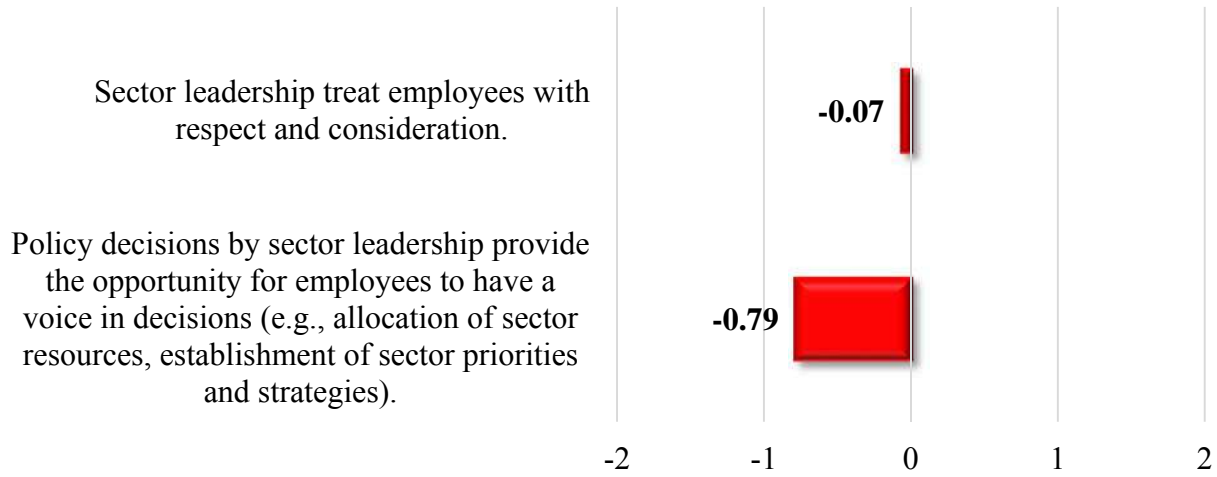


Agent Assessment of Sector Leadership

Prior research on police departments suggests that assessments of fairness and respectful treatment by supervisors reflect a sense of organizational justice, which influences job satisfaction and trust in supervisors. The question of interest in this study is whether such assessments of organizational justice among immediate supervisors and sector leadership are independent. This is an important distinction to evaluate when trying to identify specific issues of interest to agents in order to formulate strategies for improving satisfaction. Thus, there are separate questions in the survey about sector leadership. Given there are different responsibilities and tasks handled by immediate supervisors and the sector leadership, the questions are worded differently to tap into slightly different actions. However, they nonetheless capture similar assessments of respectful treatment, fairness, and trust. One general observation of the agent responses across the various questions is the assessment of sector leadership evoked a more negative sentiment than was the case with immediate supervisors.

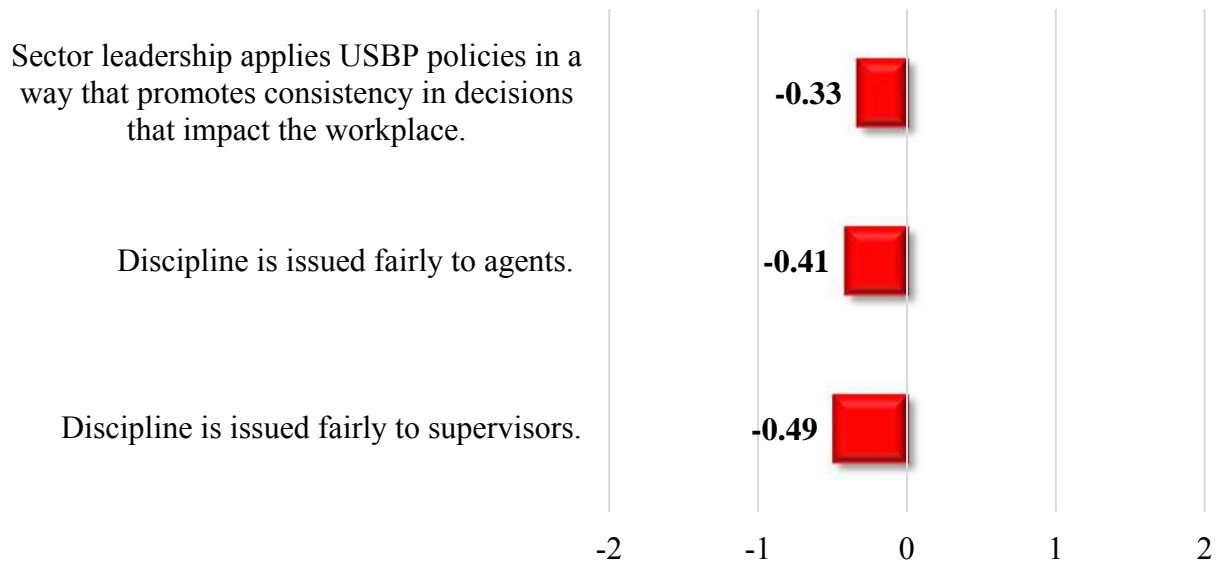
Figure 8 shows that agents, on average, were neutral in their assessment of whether leadership treats employees with respect and consideration, with a mean score of -0.07 . The neutral response was selected by 40% of the agents, with 31% responding that they agreed or strongly agreed with this statement and just over 28% reporting that they disagreed or strongly disagreed. However, agents provided a more negative response on whether employees have an opportunity to have a voice in policy decisions, with a mean score of -0.79 . More than 66% of agents disagree or strongly disagreed with this statement, whereas only 9% agreed or strongly agreed.

Figure 8.
Agent Assessment of Respectful Treatment by Sector Leadership



The questions on fair treatment in Figure 9 took the form of statements on developing policies that promote consistency in decision making and fairness in the assignment of discipline. The mean score across all three of these questions was negative. On average, the surveyed agents were unlikely to agree that the leadership applies policies in a way that promoted consistency in decision making. The agents were also not likely to agree that discipline was issued fairly to agents and supervisors.

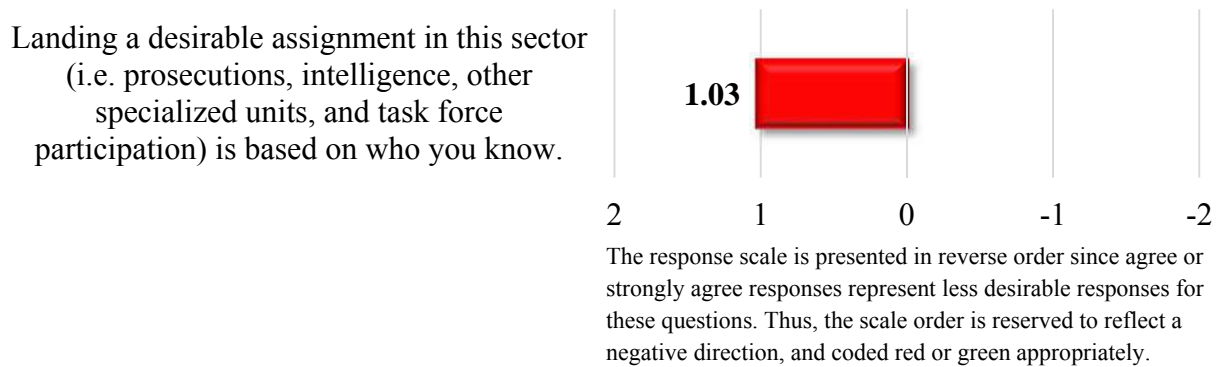
Figure 9.
Assessment of Fair Treatment by Sector Leadership



Similar to the question at the station level, the question on bias in landing sector-based assignments was asked in the negative, so agreement indicated by a positive score reflects a sense of unfairness and, thereby, an undesirable assessment. Thus, a positive mean score, which is 1.03

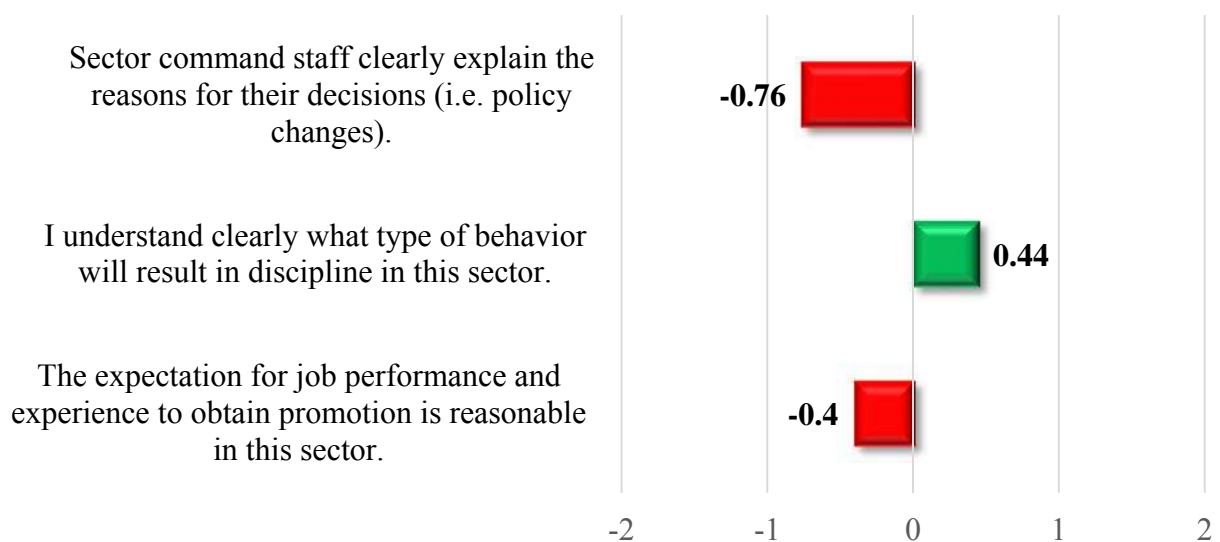
for this question, was indicated in red in Figure 10. Just under 73% of agents agreed or strongly agreed that landing sector assignments was based on who you know.

Figure 10.
Fairness in Promotion Decisions by Sector Leadership



The three questions presented in Figure 11 capture agent evaluations on transparency and clarity in communication of policy by sector leadership. The agents on average did not agree with the statement that sector leadership clearly explains the reasons for policy decisions, with a mean score of -0.76 and 60% agents disagreeing or strongly disagreeing with this statement. The agents also expressed a negative response to the question on reasonable expectations of job performance and experiences required to obtain promotion, with a mean score of -0.4 . However, the agents were more likely to agree that they clearly understand the types of behavior that will result in disciplinary action in the El Paso Sector.

Figure 11.
Agency Assessment of Transparency and Clarity in Communication of Policy by Sector Leadership



The final questions about the sector leadership focused on trust in this group. As reflected in Figure 12, the agents, on average, expressed disagreement with the statements that they were confident in the skills of the sector command staff, trust in the direction the sector leadership is taking the sector, and the sector leadership makes decisions with the best interests of employees in mind. In relation to the last statement, just under 54% disagreed or strong disagreed with this assertion, 32% provide the neutral response, and only 14% agreed or strongly agreed.

Figure 12.
Agent trust in Sector Leadership

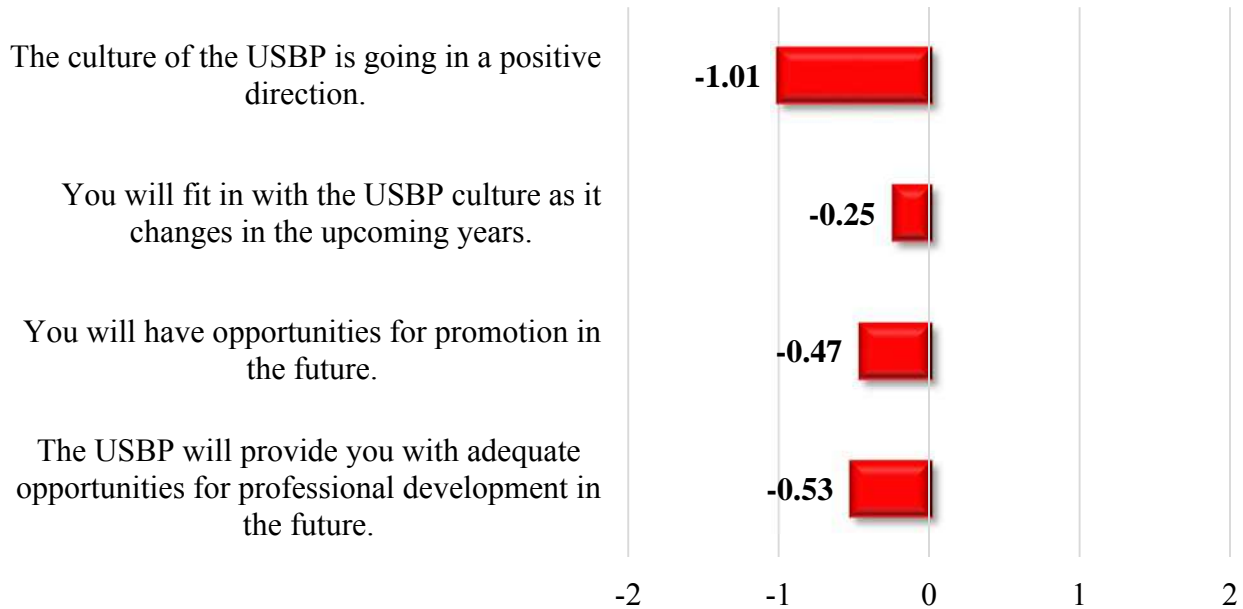


Agent Assessment of the United States Border Patrol Future

Each of the issues reviewed to this point are based on the responding agents' current assessment, which is presumably informed by their experience. An equally important question is how this experience informs how the agents view the future of the agency and their fit within the agency over time. As discussed above, uncertainty about the future can negatively impact assessment of fair treatment by supervisors, trust in the organization and supervisors, and job satisfaction. It may also reflect the extent to which an agent is connected to the agency and their potential to stay in the future, with the assumption that uncertainty can prompt a perceived need to find more certainty by seeking other job options.

The survey attempted to capture this with the four questions presented in Figure 13. The first question asked the agents their degree of certainty about the statement that "the culture of the USBP is moving in a positive direction," with the response options of very uncertain, uncertain, neutral, certain, and very certain. The agent responses to this statement evoked a negative assessment with a mean score of -1.01. Just over 76% of the agents expressed they are uncertain or very uncertain on whether the culture of the USBP is going in a positive direction. The remaining three questions inquired about the agents' personal fit and opportunity within the agency in the future. Each of the response sets also reflects negative mean scores, though not to the degree of the agency culture direction. More than 50% of the responding agents felt uncertain or very uncertain about their future opportunities for promotion and opportunities for professional development.

Figure 13.
Assessment of the United States Border Patrol Future



Influence of External Public Discussion on the General Law Enforcement Community

Over the past two years, the law enforcement community in the United States has been faced with critical attention due to high-profile use of force events. These events have prompted protests, negative commentary in print and electronic media, and calls for reform from some political figures. The potential influence of this negative publicity on officers’ motivation, orientations toward their job, and work-related output has gained recent research attention.³¹ In light of this issue, the survey incorporated questions on whether the current negative publicity in general has had an impact on USBP agents. The presentation of these questions is separated into two graphs, one focusing on the general impact of this negative publicity and the second focusing specifically on officer perceptions related to use of force and safety issues.

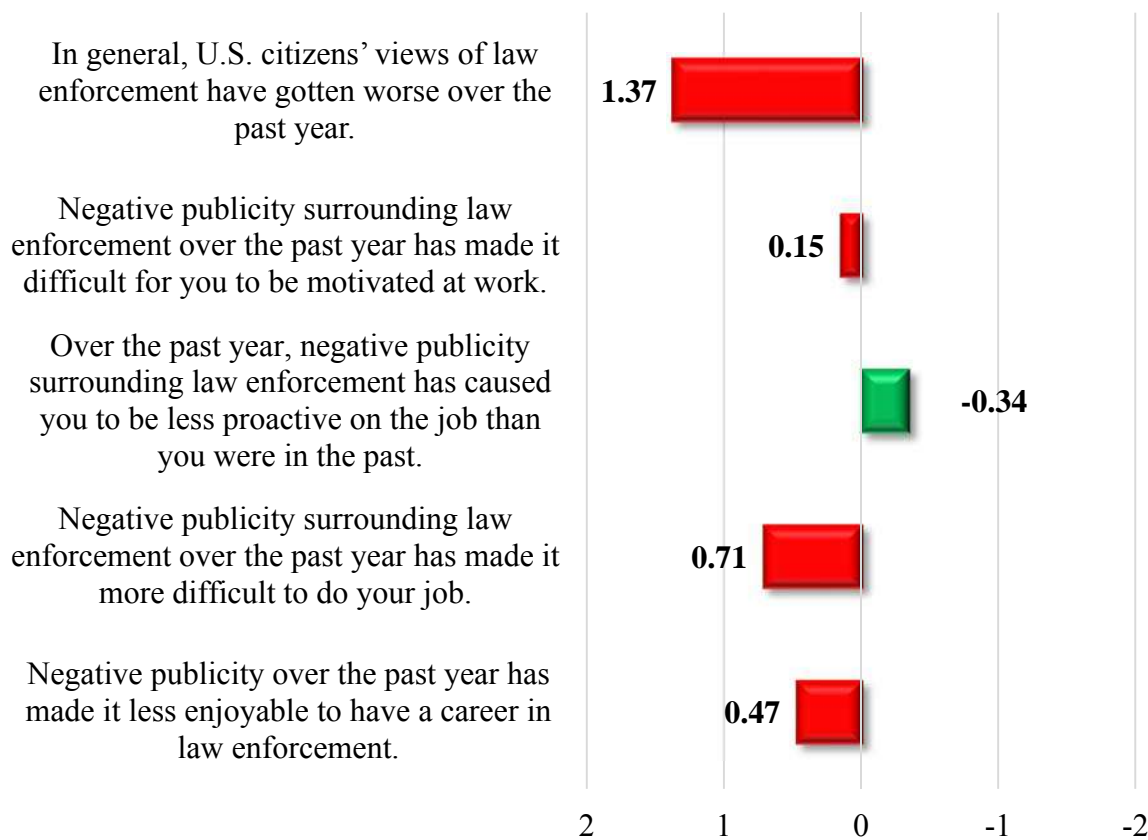
Similar to the questions on personal connections to landing desirable job assignments, the questions on the influence of negative publicity on law enforcement is asked in the negative. For example, the agents were asked if citizen views of law enforcement over past year have gotten worse. Agreeing or strongly agreeing represents an undesirable outcome as it reveals negative publicity on law enforcement influences the agents. As a result, the responses are reverse coded in Figures 14 and 15, where positive mean scores are coded red and negative mean scores coded green. The responses reveal agents felt citizen views of law enforcement in the United States have gotten worse over the past year, with a mean score of 1.37. Just over 90% of agents agreed or strongly agreed with this statement. The agents also reported, on average, that negative publicity on law enforcement over the past year has made their job more difficult and less enjoyable to have a career in law enforcement. The responding agents were relatively less negative as a whole on whether this negative publicity has made it more difficult to be motivated at work with a mean

³¹ Nix, J., & Wolfe, S. E., (2015), Ibid. Nix, J., & Wolfe, S. E., (2016), Ibid. Morgan, S. L., & Pally, J. A., (2016), Ibid. Wolfe, S. E., & Nix, J., (2016a), Ibid. Wolfe, S. E., & Nix, J., (2016b), Ibid.

score .15, though 43% of agents still reported that they agreed or strongly agreed with this statement. The only positive response was in relation to the statement that negative publicity surrounding law enforcement caused them to be less proactive on the job, with a mean score of -.34. Nearly 54% of agents disagreed or strongly disagreed with this statement, and only 28% agreed or strongly agreed.

Figure 15 illustrates a similar negative sentiment on the relationship between negative publicity and officer safety and use of force issues. The mean score of 1.25 reflects a general sentiment among agents that negative publicity over the past year has forced law enforcement agencies to make policy decisions that potentially threaten officer safety. Almost 84% of agents agreed or strongly agreed with this statement. Alternatively, there was more mixed sentiment on whether negative publicity surrounding law enforcement causes them to be more apprehensive about using force, even though it may be necessary. Underlying the .19 mean score for this question, just over 50% of agents agreed or strongly agreed with this question, 12% provide a neutral response, and 37% disagreed or strongly disagreed with this statement.

Figure 14.
Impact of Negative Publicity on Law Enforcement in General

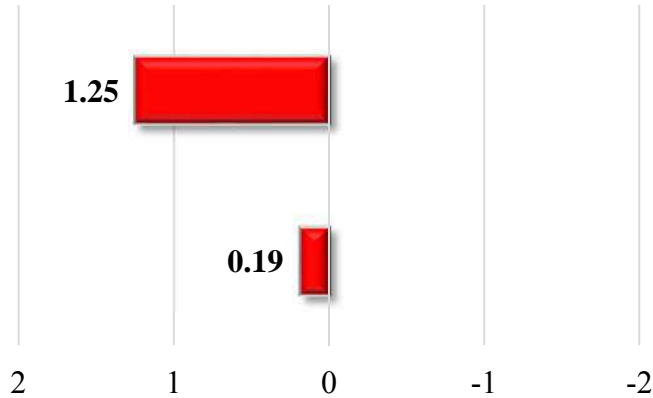


The response scale is presented in reverse order since agree or strongly agree responses represent less desirable responses for these questions. Thus, the scale order is reserved to reflect a negative direction, and coded red or green appropriately.

Figure 15.
Impact of Negative Publicity on Law Enforcement in General on Use of Force and Officer Safety

Over the past year, negative publicity has forced law enforcement agencies to make policy changes that ultimately threaten officer safety.

Negative publicity surrounding law enforcement over the past year has caused you to be more apprehensive about using force, even though it may be necessary.



The response scale is presented in reverse order since agree or strongly agree responses represent less desirable responses for these questions. Thus, the scale order is reserved to reflect a negative direction, and coded red or green appropriately.

The impact of Political, Community, and Negative Publicity Influences Specific to United States Border Patrol

In addition to the negative publicity on the law enforcement community in general, the USBP experiences external assessments that are unique to the agency. Border security is a high-profile national political issue with strong policy positions that can be interpreted by agents as reflecting support or the lack of support for the USBP. There are also divergent opinions among the general public on the need for border security that can be interpreted by agents as reflecting a particular level of support among community members. In addition, there have been use of force events and misconduct involving agents that have produced negative publicity which potentially shape how agents view their job more directly than the negative publicity discussed in the previous section. In light of these considerations, the survey also includes questions to capture the potential influence of these issues.

Figure 16 presents the agent responses on their perceived political support for the USBP. Overall, the agents' responses reflect a negative assessment of the statement: recent national political debate on border security suggests there is currently public support for the mission and efforts of the USBP. The response mean score is -.41. More than 52% of the responding agents disagreed or strongly disagreed with this statement, whereas only 26% agreed or strongly agreed. The responses of the agents also reveal they believe the current debate on border security will not lead to greater support for the USBP mission or an increase in resources dedicated to the USBP.

Figure 16.
Perceived Political Support for Border Security and United States Border Patrol

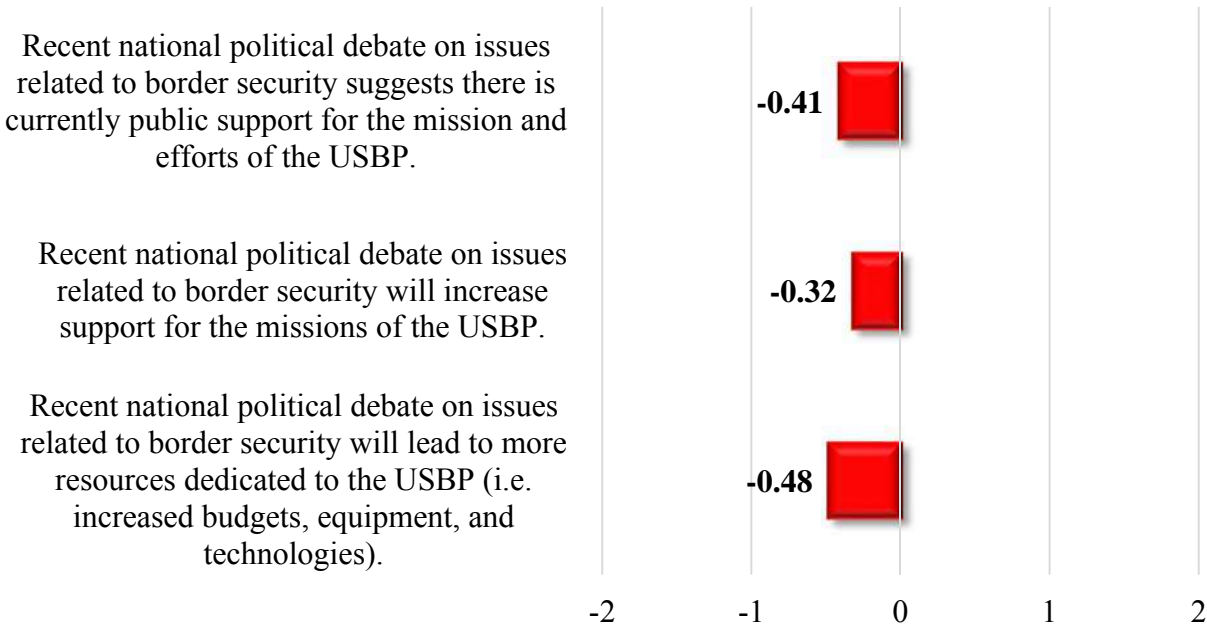
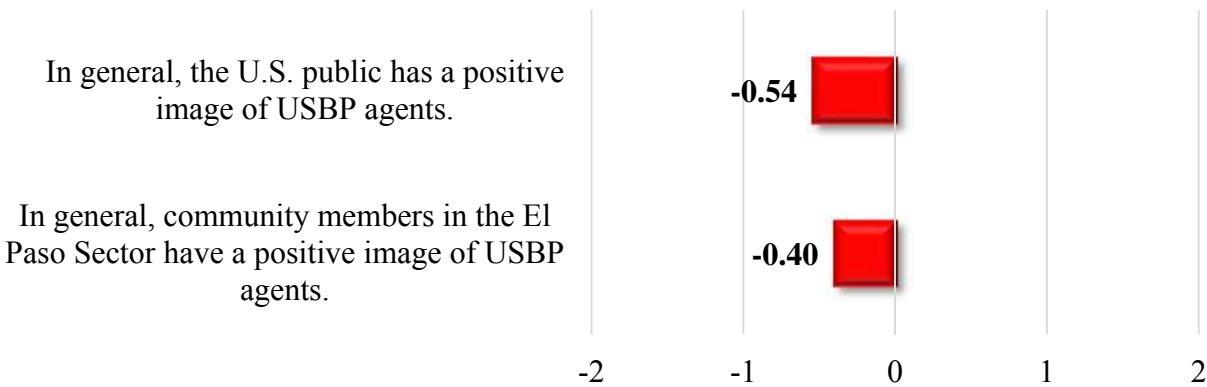


Figure 17 examines responses to how agents view the general public perception of them, captured by two statements: the U.S. public has a positive image of USBP agents and community members in the El Paso Sector have a positive image of USBP agents. The responses reflect a similar negative sentiment among the agents to both statements, with mean scores of -.54 and -.40, respectively. In the case of the El Paso Sector community members, 50% of agents disagreed or strongly disagreed with this statement and only 22% agreed or strongly agreed.

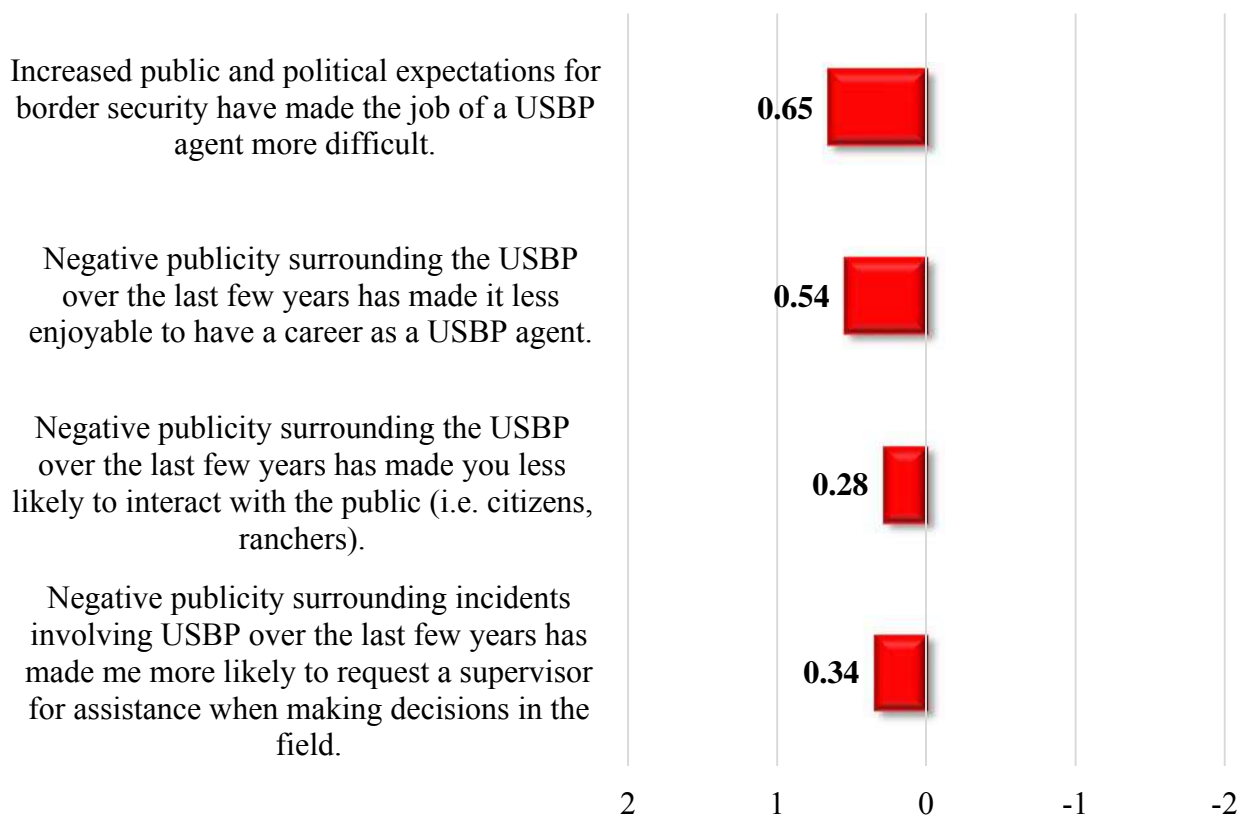
Figure 17.
Perceived Public Support for the United States Border Patrol



The responding agents were asked about their agreement to the statement: increased public and political expectations for border security have made the job of a USBP agent more difficult. The responses to this question are reverse coded with a positive mean score reflected in red, since a response of agree or strongly agree indicates a negative sentiment in suggesting the job is more

difficult. Figure 18 reveals that the agents, on average, agreed with this statement, with a mean score of .65. More than 60% of agents agreed or strongly agreed with this statement. Additional questions explore the influence of negative publicity specifically directed at the USBP on different job related issues. Agents were more likely to report that negative publicity surrounding the USBP makes their career less enjoyable. To a lesser degree, they were also more likely to report that negative publicity surrounding the USBP made them less likely to interact with the public and more likely to request the assistance of a supervisor when making decisions in the field. This last question was intended to be an indicator that agents feel less confident making field decisions for fear of making decisions that were later deemed wrong, or that they had been given less autonomy by supervisors and thereby feel compelled to request assistance to avoid second-guessing of their decisions. This question was inserted in the survey based on conversations with the sector staff where some members felt agents may feel the need to defer decisions to supervisors to avoid getting into trouble, which potentially reflects a decline in confidence in knowledge and their legal authority as an agent. Given these reasons and that the response is in relation to negative publicity, positive means scores were viewed as less desirable and color coded red.

Figure 18.
Impact of Negative Publicity on United States Border Patrol

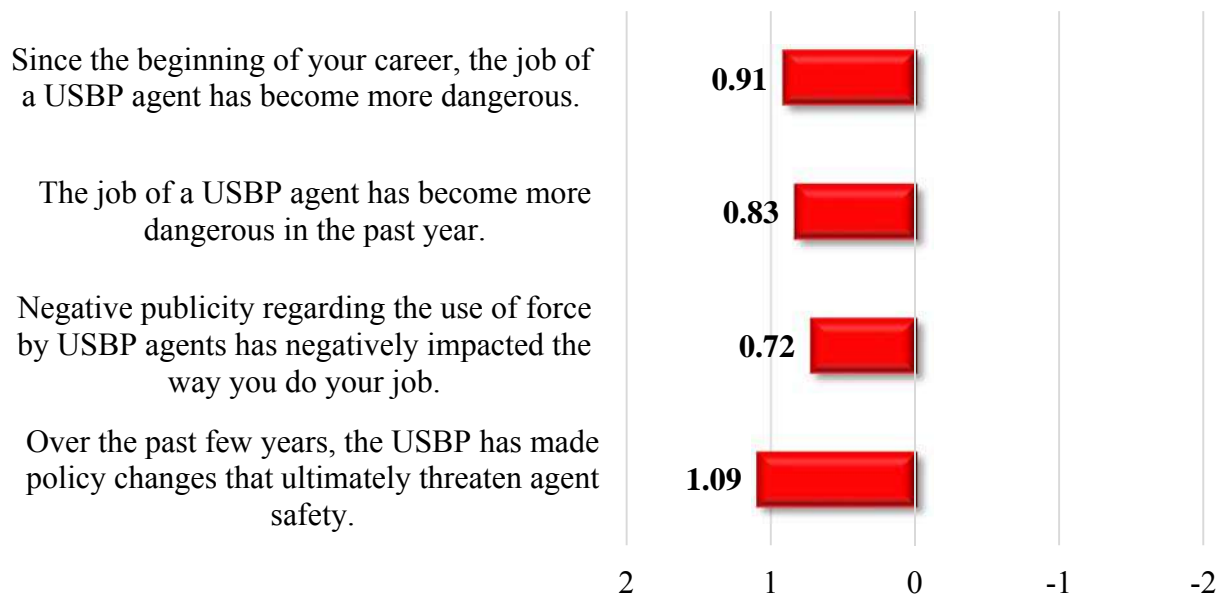


The response scale is presented in reverse order since agree or strongly agree responses represent less desirable responses for these questions. Thus, the scale order is reserved to reflect a negative direction, and coded red or green appropriately.

The survey also incorporated questions on the impact of negative publicity on officer safety, which was presented in Figure 19. Similar to some of the questions discussed above, these questions were presented with a negative statement. For example, the first question states: “Since the beginning of your career, the job of a USBP agent has become more dangerous.” Agreeing or strongly agreeing with this statement reflects a less desirable response as it indicates agents feel they face more threats, and therefore positive mean scores reflect negative responses and are displayed with a red color.

The agents were asked if the job has become more dangerous since the beginning of their career and in a separated question if it has become more dangerous over the past year. The intention of the two questions was to separate out possible differences seen over time from agents that have more than a couple years of experience. However, the responses were largely similar, with mean scores of .91 and .83, respectively. Agents were also more likely to report that negative publicity on use of force incidents involving USBP agents negatively impacts the way they do their job. A large portion additionally agreed or strongly agreed (78%) that USBP has made recent policy changes that threaten agent safety.

Figure 19.
Agent Safety and Use of Force



The response scale is presented in reverse order since agree or strongly agree responses represent less desirable responses for these questions. Thus, the scale order is reserved to reflect a negative direction, and coded red or green appropriately.

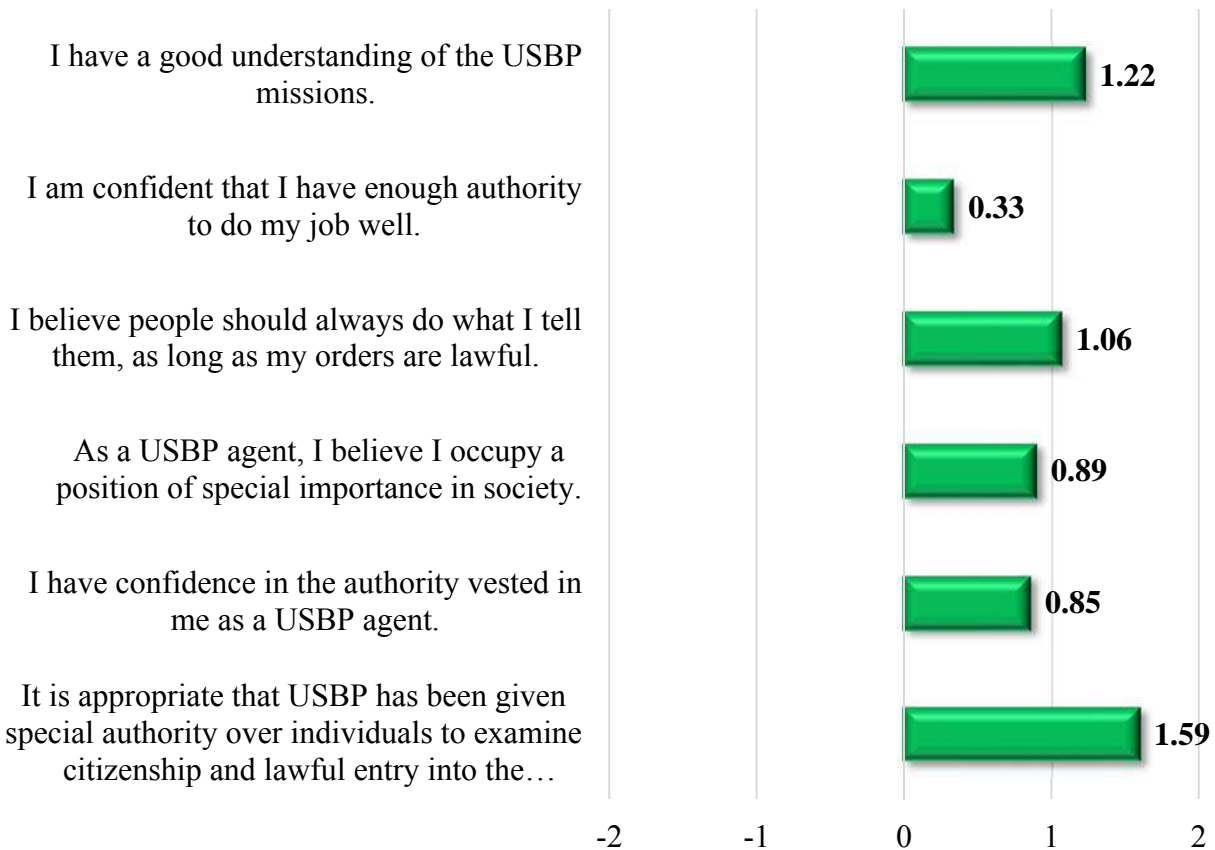
Agent Assessment of Role, Authority, and Impact

Emerging research has shown a connection between workplace satisfaction, trust, and performance and the degree of self-legitimacy that law enforcement officers possess. This concept reflects the extent that agents feel individuals recognize their authority and their confidence in this authority. The prior section illustrates that a number of El Paso Sector agents report negative publicity makes them more likely to request supervisor assistance to make decisions in the field, with one possible

reason being the declining confidence agents have in their authority. The questions incorporated in the survey on self-legitimacy were intended to explore this issue in a little more detail. Figure 20 captures questions related to agent perceptions of their role and authority as a USBP official. Figure 21 examines how agents feel the USBP, and themselves personally, have an impact.

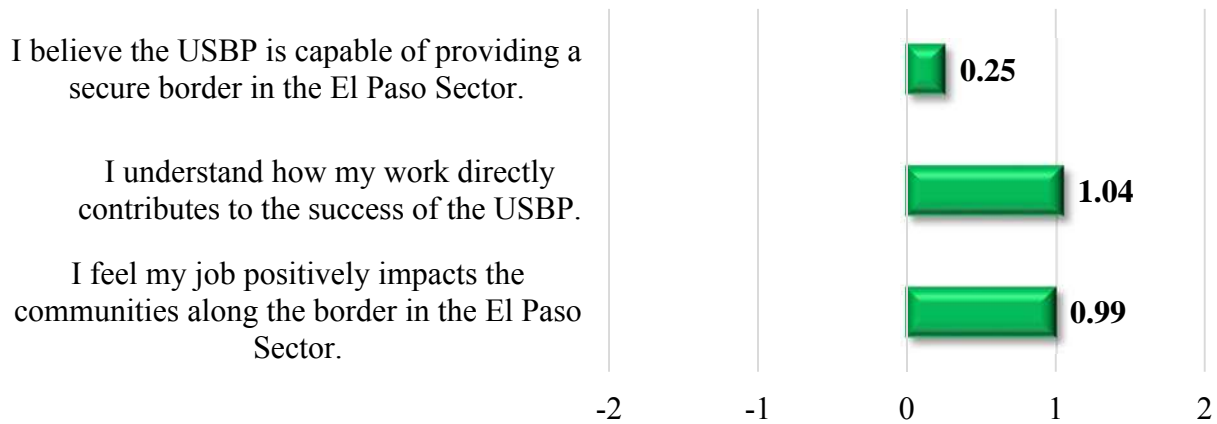
In general, Figure 20 shows that the responding agents displayed a high level of confidence in their role and authority as a USBP agent. The majority of agents expressed they had a good understanding of the USBP mission with a mean score of 1.22, and 89% of agents reported they agreed or strongly agreed they have a good understanding. The majority of agents also felt confident in the authority vested in them and that it is appropriate for the USBP to have special authority to examine citizenship and unlawful entry into the United States. In fact, nearly 93% of agents agreed or strongly agreed with this special authority being appropriate, suggesting strong personal agreement with one of the primary roles of the USBP. The agents also expressed strong agreement with the assertion that citizens should follow their requests when lawful. The lowest overall response to this set of questions was related to the statement: I am confident I have enough authority to do their job well, with a mean score of .33. While 54% of the agents agreed or strongly agreed with this statement, nearly 16% gave the neutral response and 29% disagreed or strongly disagreed.

Figure 20.
Self Assessment of Agency Role and Authority



The majority of agents agreed with the assertions that they understand how their work directly contributes to the success of the USBP and that their job positively impacts the community along the border, with mean scores of 1.04 and .99, respectively. Just over 81% of agents agreed or strongly agreed with the assertion they understand the impact of their work to the USBP and 76% agreed or strongly agreed with the assertion on their positive impact on sector residents. However, the agents were more mixed on the ability of the USBP to provide a secure border in the sector, indicated by the .25 mean score. Approximately 50% of agents agreed or strongly agreed with this assertion, with just shy of 17% providing a neutral response and the remaining agents disagreeing or strongly disagreeing.

Figure 21.
Assessment of Personal and Organizational Impact



Another approach incorporated into the survey for examining how the agents view their organizational role was to examine the alignment of the USBP missions relative to agent beliefs. The agents were asked to rank the three primary USBP missions one through three, with one representing the highest ranking and three the lowest in terms of importance. Moreover, they assigned a unique value to each mission, and they cannot give the same ranking to two missions. They were then asked to do this over three conceptual orientations. First, how did they rank the missions before becoming an agent? Second, how do they rank the three missions relative to the amount of time they spend on each in their current daily work tasks? The mission that takes up the most time is ranked one, and so forth. Third, how do they rank which mission should ideally take up the most of their current daily task time from their perspective, then second and third?

Table 4.
Ranking of USBP Missions at Different Points in an Agent’s Career

	Mean ranking score
How agents ranked the USBP missions prior to becoming an agent.	
<i>Counternarcotics Mission</i>	2.12
<i>Immigration Mission</i>	1.31
<i>Counterterrorism Mission</i>	2.19
How agents rank the USBP mission according how much time they devote to each in their daily work tasks.	
<i>Counternarcotics Mission</i>	2.02
<i>Immigration Mission</i>	1.25
<i>Counterterrorism Mission</i>	2.47
Agents’ ideal assessment of what should receive the most dedication of time in their daily work tasks.	
<i>Counternarcotics Mission</i>	2.38
<i>Immigration Mission</i>	1.52
<i>Counterterrorism Mission</i>	1.85

Table 4 provides the mean rank score for each mission across the three conceptual orientations. Given the individual rankings assigned by the agents with score of one through three, with one representing the highest ranking, lower mean scores reflect a higher ranking for the listed mission relative to the others. One of the considerations in examining these mean scores is the difference across the conceptual orientations. Specifically, what is the difference between how agents viewed the missions before they came on the job and what they do in their current tasks, and between what they devote their time to in their current tasks relative to how they ideally feel they should devote their time at work? Is there disconnect found in these comparisons, which may serve as a source of discontent that impacts workplace satisfaction? A review of Table 4 shows little difference in the mean scores between the before the job ranking and ranking relative to current work task commitment. The mean rank score for counterterrorism was the exception, reflecting a higher rating by agents before they came on the job compared to time devoted in current tasks, 2.19 compared to 2.47.

Conversely, there were differences across the missions when comparing time devoted in current work tasks in relation to how agents felt they ideally should be devoting their time. The mean ranking scores decline for the counternarcotics mission and immigration mission, and increase for the counterterror mission from 2.47 to 1.85. Based on this outcome, additional analysis (not shown here) was conducted to examine the occurrence of cases where the agents rated a mission number one ideally, but it takes up the second or third most of time of their current work task time. This incongruence occurred most with the counterterrorism mission, where 26% of agents rated counterterrorism as ideally being the task that should take up the most of their work time, but they ranked it two or three in their actual current tasks. However, this pattern only occurred in 8% of cases where counternarcotics was listed ideally as number one and 6% of cases where the immigration mission was ideally number one. This suggests the need to consider whether agents who list counterterrorism as ideally number one though it was not in their actual current tasks were more dissatisfied with work. This potential relationship is further examined in the predictive analysis below.

Agent Assessment of Training

The final substantive section of the survey examined agent assessment of training from a number of angles: type of training (academy and in-service), support for training, mission specific training (counternarcotics, immigration, and counterterrorism), and delivery format (classroom based and online). The reporting of the agent responses to the training questions is different than the rest of the analysis presented above because the response categories were different. There was no neutral response option for these questions. Thus, the responses were coded as follows: strongly disagree = 1, disagree = 2, agree = 3, and strongly agree = 4. The mean scores can range from 1 to 4. Given this coding, the use of green and red to reflect positive and negative means scores was not used. Rather, a yellow line reflecting the mean score on each question was used.

Overall, the responding agents agreed with the statements that the academy prepared them for entering the field and in-service training has enhanced their skills, with respective mean scores of 2.94 and 2.96. More than 80% of the agents agreed or strongly agreed with the statement about the academy, and over 82% agreed or strongly agreed with the statement about in-service training. The agents were less likely to report that in-service training improves their ability to pursue future promotions or assignments with a mean score of 2.39. Further, agents were much less likely to report that their supervisors encourage them to take training courses outside the USBP to improve their skills. More than 68% disagreed or strongly disagreed with this assertion.

Figure 22.
Assessment of General Training Experience

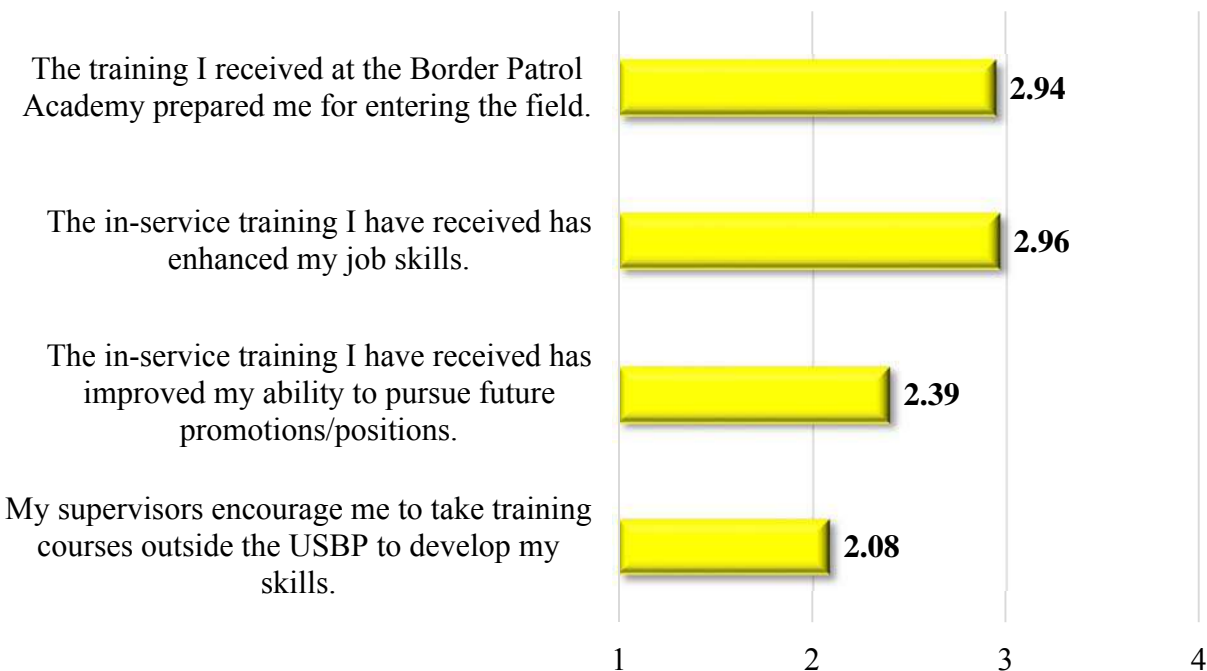
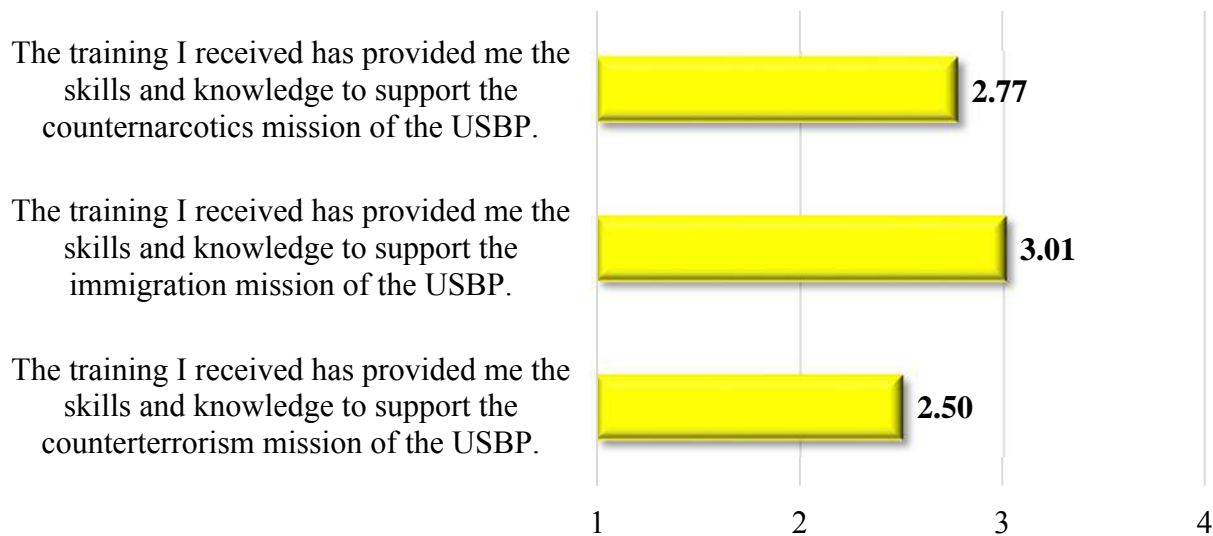


Figure 23 illustrates there was variation in agent assessment of whether they felt they had received training that sufficiently develops their knowledge and skills to pursue each of the three agency primary missions. Agents were most likely to report they have sufficient training for the immigration mission (3.01 mean score), and to a lesser extent for the counternarcotics mission

(2.77 mean score) and the counterterrorism mission (2.50 mean score). More than 86% of agents agreed or strongly agreed they were sufficiently prepared for the immigration mission, whereas 53% of the agents agreed or strongly agreed with the assertion that they are sufficiently trained for the counterterrorism mission.

Figure 23.
Assessment of Mission Specific Training



The final set of questions on training asked agents to assess their experience with classroom-based and online training delivery formats. Figure 24 shows that 90% of the agents reported they have experience with online training. However, Figure 25 highlights there were considerable differences in how agents assessed the effectiveness of the different formats, with a mean score of 3.00 for classroom based training and 2.01 for online training. More than 81% of agents agreed or strongly agreed that a classroom based format was effective for them, and only 31% report they agreed or strongly agreed with the assertion that online was an effective format for them.

Figure 24.
Experience with Online Training Delivery

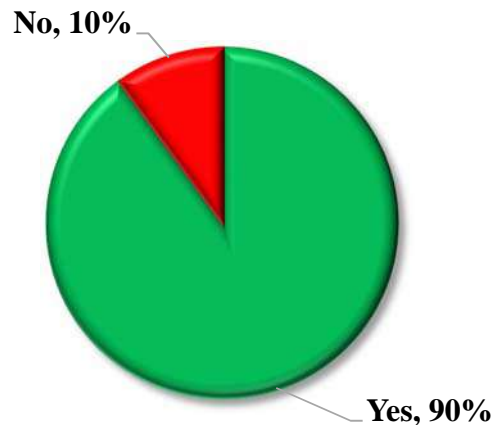
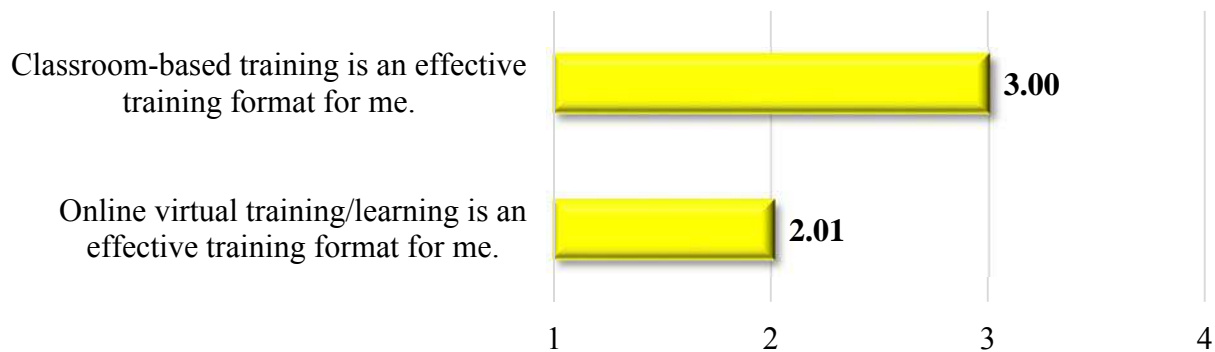


Figure 25.
Assessment of Training Delivery Formats



Predicting Agent Assessments

Reviewing the mean scores to each survey question provides valuable insight into agent sentiment. The responses reveal that a number of agents were satisfied with their job. Alternatively, there was variation in the reported trust in the USBP national leadership, sector leadership, and immediate supervisors. More important, as the discussion related to the above graphs reveal, the responses to the questions on satisfaction and trust were not uniform. As the review of percentages of agents that agree or disagree illustrated, there was always a range in the distribution of responses. A subsequent question of interest in this study was what factors influence the critical issues of satisfaction and trust.

A simple approach to this type of evaluation is to examine the statistical correlation between two questions of interest, such as the extent to which agents' confidence in their authority as USBP agents is associated with their job satisfaction. A statistical analysis of this correlation may suggest the relationship is statistically significant, meaning it is unlikely due to chance or error, and thereby something sector leadership should pay attention to in order to improve satisfaction. A limitation of a simple correlation analysis, however, is it does not account for the influence of other factors. Thus, it may be the case when an analysis simultaneously measures the impact of confidence in authority and degree of agreement that immediate supervisors treat agents with respect on satisfaction that the initial confidence-satisfaction relationship is no longer statistically significant. This represents a multivariate analysis strategy that attempts to evaluate the influence of multiple factors simultaneously on an outcome of interest (i.e., satisfaction or trust). This assists in identifying which factors are more predictive of an outcome such as satisfaction, and thereby which factors sector leadership should focus on to improve satisfaction.

The research team had the idea of conducting multivariate analysis in mind when designing the survey. The survey contained a number of questions that were included based on findings from prior law enforcement research that predict the key outcomes of satisfaction and trust. However, entering each of these questions in a multivariate analysis creates considerable clutter. A number of the questions conceptually overlap and will create problems if simultaneously entered individually in a multivariate analysis. The questions were designed to overlap as they are intended to capture different dimensions of an underlying concept. As discussed above, the research team wanted to examine external, organizational, and individual influences on agent job satisfaction and

trust in supervisors/leaders. The various questions contained in the survey were intended to reflect the following underlying concepts in these three areas:

External Influences

- *Negative Publicity on Law Enforcement in General* – represents the impact that negative publicity on law enforcement in general in the United States has on the agents, which represents an indirect effect of negative publicity.
- *Negative Publicity on the USBP* – represents the impact that negative publicity specifically on the USBP has on agents, representing a more direct negative publicity influence.
- *Political Support* – represents how agents view the current and future political support for the USBP.
- *Public Support* – represents how agents view the level of community support for the USBP.

Organizational Influences

- *Immediate Supervisor Organizational Justice* – represents the degree to which agents feel they receive fair and respectful treatment from their immediate supervisors.
- *Sector Leadership Organizational Justice* – represents the degree to which agents feel they receive fair and respectful treatment from the sector leadership.

Individuals Influences

- *Future Uncertainty* – represents how agents view the future direction of the agency and their individual opportunity in this future.
- *Self-Legitimacy* – represents the level of confidence agents have in their authority and abilities as a USBP official.

As noted, each of these concepts are drawn from the prior research on law enforcement. However, there were some variations made for this study. The negative publicity influence has been examined as a general statement about law enforcement in the prior research. However, negative publicity in relation to the USBP provides the opportunity to also examine the specific influence of negative publicity on the agent's own organization. In addition, the national political and public attention on border security similarly offers other external dynamics to evaluate. The concept of organizational justice has also been examined in prior research as one concept that captures the overall agency leadership. The USBP organizational structure of stations within sectors, however, suggests the need to independently examine organizational justice at the station and sector level.

A large portion of the questions in the survey were designed to align with these concepts and were intended to be combined to provide a comprehensive measure of each. Thus, instead of using one question to evaluate the sense of immediate supervisor organizational justice, there were multiple questions that captured different considerations for assessing this concept. Further, combining these questions creates a statistical measure with broader range. For example, eight questions were summed to form the measure of immediate supervisor organizational justice. Each question has coded responses that range from 1 (strongly disagrees) to 5 (strongly agrees), and when the questions were summed together they formed a measure of immediate supervisor organization

justice that ranged from 8 to 40.³² However, before adding these summed question scales into a multivariate analysis it was important to conduct a Principal-Axis Factor Analysis on each scale, which was intended to verify the degree to which the various question align to represent a single concept. In a couple of the summed scales one question did not align with the other questions. These single questions were eliminated and remaining questions were summed to form the scale for the given concept used in the analysis.

Table 5 identifies each of the questions that formed the scales for the multivariate analysis. The questions are listed under the above identified external, organizational, and individual concepts, with the section in the survey they were drawn from and the specific question number in the section. Also included in the table are the measures for satisfaction and trust in leadership at three levels (immediate supervisor, sector leadership, national leadership). In addition, there is a measure for training that was used in one of the multivariate analyses.

Table 5.
Scales for Predictive Analysis

Survey Section **Question Number**

EXTERNAL INFLUENCES

Negative Publicity – Law Enforcement General

A	2	Negative publicity surrounding law enforcement over the past year has made it difficult for you to be motivated at work.
A	3	Over the past year, negative publicity surrounding law enforcement has caused you to be less proactive on the job than you were in the past.
A	4	Negative publicity surrounding law enforcement over the past year has caused you to be more apprehensive about using force, even though it may be necessary.
A	5	Over the past year, negative publicity has forced law enforcement agencies to make policy changes that ultimately threaten officer safety.
A	6	Negative publicity surrounding law enforcement over the past year has made it more difficult to do your job.

Negative Publicity – United States Border Patrol

C	9	Negative publicity regarding the use of force by USBP agents has negatively impacted the way you do your job.
C	10	Over the past few years, the USBP has made policy changes that ultimately threaten agent safety.
C	11	Negative publicity surrounding the USBP over the last few years has made it less enjoyable to have a career as a USBP agent.

³² For clarity in presentation the agents responses are coded as the following in the above graphs of mean scores: strongly disagree = -2, disagree = -1, neutral = 0, agree = 1, strongly agree = 2. For the creation of the additive scales used in the multivariate analysis the responses were recoded to: strongly disagree = 1, disagree = 2, neutral = 3, agree = 4, strongly agree = 5.

- C 12 Negative publicity surrounding the USBP over the last few years has made you less likely to interact with the public (i.e. citizens, ranchers).
 C 13 Negative publicity surrounding incidents involving USBP over the last few years has made me more likely to request a supervisor for assistance when making decisions in the field.

Political Support

- C 1 Recent national political debate on issues related to border security suggests there is currently public support for the mission and efforts of the USBP.
 C 2 Recent national political debate on issues related to border security will increase support for the missions of the USBP.
 C 3 Recent national political debate on issues related to border security will lead to more resources dedicated to the USBP (i.e. increased budgets, equipment, and technologies).

Public Support

- C 5 In general, the U.S. public has a positive image of USBP agents.
 C 6 In general, community members in the El Paso Sector have a positive image of USBP agents.

ORGANIZATIONAL FACTORS

Immediate Supervisor Organizational Justice Scale

- D 13 My immediate supervisors treat me with respect.
 D 14 My immediate supervisors treat employees the same regardless of their gender.
 D 15 My immediate supervisors treat employees the same regardless of their race or ethnicity.
 D 16 My immediate supervisors consider employee viewpoints.
 D 17 My immediate supervisors conduct fair investigations of civilian complaints.
 D 19 My immediate supervisors support any lawful action or decision I make in the field.
 D 22 I am confident I can approach my immediate supervisors with a professional issue.
 D 23 I am confident I can approach my immediate supervisors with a personal issue.

Sector Leadership Organizational Justice Scale

- D 24 Sector leadership applies USBP policies in a way that promotes consistency in decisions that impact the workplace.

- D 25 Policy decisions by sector leadership provide the opportunity for employees to have a voice in decisions (e.g., allocation of sector resources, establishment of sector priorities and strategies).
- D 27 Sector command staff clearly explain the reasons for their decisions (i.e. policy changes).
- D 29 I understand clearly what type of behavior will result in discipline in this sector.
- D 30 Discipline is issued fairly to agents.
- D 33 The expectation for job performance and experience to obtain promotion is reasonable in this sector.
- D 35 Sector leadership treat employees with respect and consideration.

INDIVIDUAL INFLUENCES

Future Uncertainty Scale

- D 1B The culture of the USBP is going in a positive direction.
- D 2B You will fit in with the USBP culture as it changes in the upcoming years.
- D 3B You will have opportunities for promotion in the future.
- D 4B The USBP will provide you with adequate opportunities for professional development in the future.

Self-Legitimacy Scale

- B 3 I have confidence in the authority vested in me as a USBP agent.
- B 6 I am confident that I have enough authority to do my job well.
- B 7 I believe the USBP is capable of providing a secure border in the El Paso Sector.
- B 8 I have a good understanding of the USBP missions.
- B 9 I understand how my work directly contributes to the success of the USBP.
- B 10 I feel my job positively impacts the communities along the border in the El Paso Sector.

TRAINING

Training Scale

- E 1 The training I received at the Border Patrol Academy prepared me for entering the field.
- E 2 The in-service training I have received has enhanced my job skills.
- E 3 The training I received has provided me the skills and knowledge to support the counternarcotics mission of the USBP.
- E 4 The training I received has provided me the skills and knowledge to support the immigration mission of the USBP.

- E 5 The training I received has provided me the skills and knowledge to support the counterterrorism mission of the USBP.

SATISFACTION AND TRUST

Satisfaction Scale

- D 1 Overall, I am satisfied with my job at USBP.
 D 2 I enjoy working with my colleagues at USBP.
 D 4 Overall, USBP is a good agency to work for.

Trust in Immediate Supervisors

- D 19 I trust that my immediate supervisors make decisions that have the employees' best interests in mind.

Trust in Sector Leadership Scale

- D 32 I trust the direction my sector's leadership is taking our sector.
 D 34 I trust that my sector's leadership makes decisions that have employees' best interests in mind.

Trust in National Leadership Scale

- D 7 I trust that the USBP national leadership makes decisions that have employees' best interests in mind.
 D 8 I trust the direction that the USBP national leadership is taking our agency.
 D 9 As an organization, the USBP can be trusted to do what is right for the communities it serves.

The first multivariate analysis examined the factors that predicted agent satisfaction, which is presented in Table 6. Each of the external, organizational, and individuals concepts were entered in the analysis as possible predictors of satisfaction. The analysis also included the background characteristics of the agents: age, ethnicity (Hispanic or non-Hispanic), gender (male or female), education level (4 year degree or higher or no degree), rank (agent or mid-level manager), military experience (military or non-military), and years or law enforcement experience (1-9 years, 10-19 years, 20 or more years). The last measure included in the analysis, labeled counterterrorism role conflict, measured the impact of those agents that ranked counterterrorism as ideally being what they should spend most of their work effort on but did not rank it as what currently takes up most of their work task time. The inclusion of this measure attempts to determine if these agents feel a role conflict between what they want to do and what they actually do and whether this conflict is associated with more or less job satisfaction.

If the measure is assigned an "NS" in Table 6, it means there was not a statistically significant relationship between the measure and agent satisfaction while simultaneously considering the influence of other measures. If the measure is assigned a green "+" sign, then there was a statistically significant positive relationship between the measure and agent satisfaction. If the

measure is assigned a red “-“, then there was a statistically significant negative relationship between the measure and agent satisfaction.

Table 6 illustrates that three of the external influences (negative publicity on law enforcement in general, negative publicity on the USBP, and political support) do not have a statistically significant relationship with agent satisfaction. However, the degree of public support sensed by agents had a significant positive relationship with agent satisfaction. Both of the organizational influences had a statistically significant relationship with agent satisfaction. Higher levels of satisfaction were associated with a greater sense of immediate supervisor organizational justice and sector leadership organizational justice. A negative significant relationship was found between uncertainty and satisfaction, where lower levels of satisfaction were associated with higher levels of workplace uncertainty.³³ Alternatively, the other individual level measure of self-legitimacy had a statistically significant positive relationship with satisfaction, where increased levels of self-legitimacy were associated with higher levels of agent satisfaction.

Table 7 presents the multivariate analysis on three levels of trust in leadership. The first column represents the analysis for agent trust in their immediate supervisors. The measures for immediate supervisors and sector leadership organizational justice both had positive statistically significant relationships with levels of trust in immediate supervisor.³⁴ Immediate supervisor trust increases as agents assess a greater level of organizational justice from their immediate supervisors and sector leadership. Age also had a statistically significant positive relationship with trust in immediate supervisors, where trust increases with the age of the agent.

The second column in Table 7 presents the multivariate analysis of trust in sector leadership. None of the external influence were statistically associated with trust in the sector leadership, nor was immediate supervisor organizational justice or self-legitimacy. As expected, the assessment of sector leadership organizational justice was significantly associated with trust in sector leadership. Trust in sector leadership increases with higher assessments of sector leadership organizational justice. Organizational uncertainty had a significant negative relationship with sector leadership trust. As agents reported higher levels of uncertainty, they were more likely to report lower levels of trust in sector leadership. Age again had a significant positive relationship, where sector leadership trust increases with agent age. In addition, individuals at the agent rank, compared to supervisors, were less likely to report trust in the sector leadership.

The third column in Table 7 presents the multivariate analysis of trust in national leadership. One of the external influence measures, negative publicity on USBP, had a statistically significant negative relationship with trust in the national leadership. The more agents reported being impacted by negative publicity about the USBP the less likely they were to report trust in the national leadership. Alternatively, higher assessments of sector leadership organizational justice were associated with higher levels of trust in the national leadership. Self-legitimacy also has a positive statistically significant relationship with trust in national leadership, where national leadership trust

³³ Uncertainty is reversed coded where high scale scores represent higher levels of uncertainty and lower scale scores represent lower uncertainty (or higher certainty).

³⁴ As illustrated in Table 4, the measure for immediate supervisor trust was only based on one questions, whereas the measures for sector leaderships and national leadership trust were additive scales based on more than one survey question.

increases as agents feelings' of self-legitimacy increase. However, increased levels of uncertainty were associated with lower levels of trust in the national leadership. In addition, older agents, Hispanic agents, and male agents were more likely to report higher levels of trust in the USBP national leadership.

Table 6.
Predicting USBP Employee Satisfaction

Predictor Variables	Satisfaction
Negative publicity-law enforcement	NS
Negative publicity-USBP	NS
Political support	NS
Public support	+
Immediate supervisor organizational justice	+
Sector leadership organizational justice	+
Uncertainty	-
Self-legitimacy	+
Counterterrorism role conflict	NS
Age	NS
Hispanic	NS
Male	NS
4-year degree or higher	NS
Agent	NS
Military	NS
Experience	NS

Note. “+” indicates that there is a positive relationship between the variables (e.g., as organizational justice increases, employee satisfaction increases). “-“ indicates that there is a negative relationship between the variables (e.g., as uncertainty increases, employee satisfaction decreases). “NS” indicates that there is not a significant relationship between the variables.

Table 7.
Predicting USBP Agency Trust

Predictor variables	Agency Trust Outcomes		
	Immediate Supervisor Trust	Sector Trust	National Trust
Negative publicity-law enforcement	NS	NS	NS
Negative publicity-USBP	NS	NS	—
Political support	NS	NS	NS
Public support	NS	NS	NS
Immediate supervisor organizational justice	+	NS	NS
Sector leadership organizational justice	+	+	+
Uncertainty	NS	—	—
Self-legitimacy	NS	NS	+
Counterterrorism role conflict	NS	NS	NS
Age	+	+	+
Hispanic	NS	NS	+
Male	NS	NS	+
4-year degree or higher	NS	NS	NS
Agent	NS	—	NS
Military	NS	NS	NS
Experience	NS	NS	NS

Note “+” indicates that there is a positive relationship between the variables (e.g., as organizational justice increases, employee satisfaction increases). “-“ indicates that there is a negative relationship between the variables (e.g., as uncertainty increases, employee satisfaction decreases). “NS” indicates that there is not a significant relationship between the variables.

The external influences did not show a consistent pattern of predicting levels of satisfaction or trust. Only the perceived level of public support had a significant relationship with agent satisfaction, and negative publicity on the USBP was linked to levels of trust in the national leaderships. However, agents across the board reported a negative impact, almost uniformly reporting that citizen views of law enforcement have gotten worse and that negative publicity had forced law enforcement agencies in general and the USBP to make policy changes that threaten officer safety. These outcomes thereby warrant further investigation to explore what factors predict the impact of negative publicity.

Table 8 presents analysis for two separate outcomes: what predicts agents reporting the impact of negative publicity on law enforcement in general and what predicts agents reporting the impact of negative publicity on the USBP. The findings are largely consistent across the two outcomes. The more likely agents were to report they feel there was public support for the USBP, the less likely they were to report a negative impact from negative publicity. Similarly, increases in perceived organizational justice among sector leaders and a sense of self-legitimacy were associated with a lower reported impact of negative publicity. Alternatively, greater levels of self-reported uncertainty were associated with agents being more likely to report an impact of both forms of negative publicity. Agents were also more likely to report a negative impact from negative publicity on the USBP than their supervisors.

Table 8.
Predicting Agent Sensitivity to Negative Publicity

Variables	Negative Publicity- Law Enforcement	Negative Publicity- USBP
Political support	NS	NS
Public support	—	—
Immediate supervisor organizational justice	NS	NS
Sector leadership organizational justice	—	—
Uncertainty	+	+
Self-legitimacy	—	—
Counterterrorism role conflict	NS	NS
Age	NS	NS
Hispanic	NS	NS
Male	NS	NS
4-year degree or higher	+	NS
Agent	NS	+
Military	NS	NS
Experience	NS	NS

Note. “+” indicates that there is a positive relationship between the variables (e.g., as organizational justice increases, employee satisfaction increases). “-“ indicates that there is a negative relationship between the variables (e.g., as uncertainty increases, employee satisfaction decreases). “NS” indicates that there is not a significant relationship between the variables.

Additional analysis examined the factors that predict self-legitimacy. Analysis examining the relative impact of the different factors predicting job satisfaction (not shown here) revealed self-legitimacy to be the strongest predictor of satisfaction, followed by organizational uncertainty and immediate supervisor organizational justice. It was also a strong predictor of the impact of negative publicity on law enforcement in general and on the USBP. In light of these results, it was important to identify factors that predict self-legitimacy, given its relative relationship with satisfaction.

Table 9 reveals a negative relationship between negative publicity on the USBP and self-legitimacy, where officers who report being more adversely impacted by negative publicity report lower levels of self-legitimacy. Agents who believe there is current political support for the USBP are more likely to have higher levels of self-legitimacy. A greater sense of immediate supervisor organizational justice was associated with higher levels of self-legitimacy. Training also had a positive relationship with self-legitimacy, where agents who report greater satisfaction with the training they have received were more likely to report higher levels of self-legitimacy. Moreover, level of training was the strongest predictor of self-legitimacy

Table 9.
Predicting USBP Agent Self-legitimacy

Predictor Variables	Self-Legitimacy
Negative publicity-law enforcement	NS
Negative publicity-USBP	—
Political support	+
Public support	NS
Immediate supervisor organizational justice	+
Sector leadership organizational justice	NS
Uncertainty	NS
Training	+
Counterterrorism role conflict	NS
Age	NS
Hispanic	NS
Male	—
4-year degree or higher	NS
Agent	NS
Military	NS
Experience	NS

Note. “+” indicates that there is a positive relationship between the variables (e.g., as organizational justice increases, employee satisfaction increases). “-“ indicates that there is a negative relationship between the variables (e.g., as uncertainty increases, employee satisfaction decreases). “NS” indicates that there is not a significant relationship between the variables.

SUMMARY OF FINDINGS AND CONSIDERATIONS

The El Paso Sector Border Patrol Agent Survey was intended to be a comprehensive examination of agent viewpoints on a number of issues, with particular interest in workplace satisfaction and trust in station, sector, and national leadership. The survey was designed to build on the prior U.S. OPM FEVS and HCS efforts and their limitations, the latter of which includes the inability to provide detailed examination of viewpoints at DHS subcomponent and sector levels, the inability to generalize findings, and lack of inclusion of key conceptual issues found in the existing body of law enforcement research. The following provides a summary of the key findings from general responses to the survey questions and predictive analysis, which is followed by a discussion of some key considerations or takeaways from these findings.

General Survey Responses

The responding agents answered 89 questions on the survey. The questions are presented in the form of statements, which the agents were asked to rate their agreement on a five point scale from strongly disagree to strongly agree, or in some cases very uncertain to very certain. The key findings from these responses were grouped here into nine areas.

1. **General satisfaction in the workplace** – In general, a majority of agents reported being satisfied with their job. Nearly 63% of agents reported they agreed or strongly agreed with the statement that they were satisfied with their job overall. Even stronger responses were reported when agents were asked if they enjoyed working with their USBP colleagues. More neutral responses were provided regarding satisfaction with pay, whether the USBP was a good agency to work for, and perceived levels of teamwork and cooperation.
2. **Low trust in national leadership** – The agents expressed low levels of trust across two measures: making decisions that have employees’ best interests in mind and the direction the national leadership is taking the agency. In relation to the question on employee interests, just over 70% of agents disagreed or strongly disagreed with the assertion that the national leadership makes decisions with the employees’ best interests in mind. Although, there were more positive responses to the more abstract assertion that the USBP as an organization can be trusted to do what is right for the communities it serves.
3. **Positive assessment of immediate supervisors** – A majority of agents expressed they were treated with respect by their immediate supervisors and they were confident they can approach their immediate supervisors with professional issues. For example, more than 75% of agents agreed or strongly agreed with the assertion that their immediate supervisors treat them with respect. The agents provided more neutral responses overall to assessment on whether their immediate supervisors consider employee viewpoints or can be trusted to make decisions with the employees’ best interests in mind.
4. **Negative assessment of sector leadership** – The responding agents provided a more negative assessment of the sector leadership, particularly in relation to whether employees have a voice in policy decisions, efforts to explain policy decisions, and trust in the sector leadership. The agents provided a more neutral assessment overall in relation to sector leadership in treating employees with respect and consideration and the application of policies in a way that promotes consistency.
5. **Concern about promotion and assignment fairness** – Each of the question sets on the agency at the national, sector, and station level included a question that alluded to merit in obtaining desirable assignments, and across all three levels the agents provided negative responses overall. For example, just under 73% of the responding agents agreed or strongly agreed that landing a desirable sector-level assignment is based on who you know. With regard to the station level, the majority of agents (66%) agreed or strongly agreed to a similar question about station assignments. More broadly, just over 56% of agents disagreed or strongly disagreed with the statement that if you work hard you can get ahead in the USBP, with another 19% providing a neutral response to this question.
6. **Uncertainty about the future** – The agents expressed a fair degree of uncertainty about the future of the agency and their position within it. More than 76% of agents responded that they were uncertain or very uncertain about the statement that the culture of the USBP is going in a positive direction. In addition, around 50% of agents reported that they were

certain or very certain about their future opportunities for promotion and professional development.

7. ***Low levels of perceived support from the public for the USBP*** – The responding agents overwhelmingly asserted that the views of law enforcement in general by U.S. citizens had declined over the past year. Over 90% of agents agreed or strongly agreed with this assertion. Moreover, the agents were less likely to believe that the U.S. public in general, or El Paso citizens specifically, had a positive image of USBP agents.
8. ***Undesirable impacts of negative publicity on law enforcement and USBP*** – The majority of agents reported that negative publicity on the general law enforcement community and specifically on the USBP have made their job more difficult and less enjoyable. A strong reaction to negative publicity is tied to perceived changes in use of force policy and officer/agent safety. For example, nearly 84% agreed or strongly agreed with the statement that negative publicity over the past year has forced law enforcement agencies to make policy changes that ultimately threaten officer safety. Almost 78% of agents agreed or strongly agreed that the USBP has made policy decisions over the past few years that ultimately threaten agent safety.
9. ***Confidence in the role and authority as a USBP agent*** – The large majority of responding agents expressed confidence in their knowledge of the USBP mission and the authority invested in them as a USBP agent. The majority also agreed with the role of the USBP to manage border security and immigration issues, along with the importance of their position as an agent in supporting this organizational role. Moreover, the overwhelming majority of agents express they understand how their work contributes to the success of the USBP and feel their job positively impacts communities in the El Paso Sector.

Predictive Analysis

One of the primary goals of this study was to identify what factors influence workplace satisfaction and trust in organizational leadership at different levels, which was conducted through multivariate analysis. Additional analysis also explored what influences agent assessments on the impact of negative publicity, as well as what influenced the assessment of their self-legitimacy as a USBP agent. The key focus of this analysis was the evaluation of different external, organizational, and individual influences. The following represents the key findings from the multivariate analyses across these different outcomes.

1. ***External factors have limited influence*** – Four external influences were examined: the impact of negative publicity on the law enforcement in general on how agents view their job, the impact of negative publicity on the USBP on how agents view their job, perceived political support for the USBP, and perceived public support for the USBP. In general, these measures did not show a consistent statistical relationship with agent satisfaction and the different measures of trust in leadership. Agents who reported the public had a positive image of the USBP were more likely to report higher levels of satisfaction. Agents who reported that negative publicity on the USBP impacts how they view their job were more likely to report lower levels of trust in the national leadership of the USBP. As may be expected, agents who believe the public has a positive image of the USBP were less likely to report they were impacted by the negative publicity on the law enforcement community or USBP. The only case where more than one of the external factors showed a statistical correlation was the analysis of self-legitimacy. Agents who were less likely to reported

being influenced by negative publicity of the USBP and more likely to perceive political support for the USBP report higher levels of self-legitimacy.

2. ***Organizational justice is important*** – The factors of immediate supervisor and sector leadership organizational justice were influential in the predictive analysis. Agents who reported a greater sense of organizational justice from the sector leadership were more likely to report higher levels of workplace satisfaction and trust in their immediate supervisors, sector leadership, and national leadership. Moreover, agents who reported a greater sense of organizational justice from the sector leadership were less likely to report that negative publicity affects their orientation to their job. A greater sense of organizational justice from immediate supervisors was similarly associated with higher levels of workplace satisfaction and trust in their immediate supervisors. In addition, greater levels of reported organizational justice from immediate supervisors were associated with higher levels of self-legitimacy among the responding agents.
3. ***Uncertainty has a negative impact*** – Agent uncertainty about the direction of the agency and their future opportunities in the agency also had a significant impact. Agents who reported higher levels of uncertainty were more likely to report lower levels of workplace satisfaction and lower levels of trust in sector and national leadership. Agents who reported higher levels of uncertainty were more likely to report that negative publicity affects their orientation to their job.
4. ***Self-legitimacy matters*** – The level of self-legitimacy that was reflected in agent confidence about their role and authority as a USBP agent was also critical. Agents who reported higher levels of self-legitimacy were more likely to report higher levels of workplace satisfaction and higher levels of trust in the national leadership of the USBP. Higher levels of self-legitimacy were also associated with a lower likelihood of agents reporting that negative publicity on law enforcement community and the USBP affected their orientation to their job.

An additional important finding from the analysis was self-legitimacy was the strongest predictor of workplace satisfaction. In light of this outcome, additional analysis examined possible predictors of self-legitimacy in order to identify potential factors from a management standpoint that can be addressed to increase the sense of authority and confidence among agents and, thereby, improve workplace satisfaction. The analysis explored the influence of the above factors in predicting self-legitimacy. In addition, a training measure is created, formed from the collective agent assessment of academy and in-service training, as well as their assessment of training to the three missions of USBP. Two of the external measures were statistically correlated with agent self-legitimacy. Agents who reported being more adversely impacted by USBP-related negative publicity had a lower sense of self-legitimacy. Conversely, agents who reported there was political support for the USBP were more likely to report higher levels of self-legitimacy. In addition, a greater sense of organizational justice from immediate supervisors was associated with higher levels of self-legitimacy. However, the strongest relationship was associated with the training measure, where agents who reported greater satisfaction with the training they have received were more likely to report higher levels of self-legitimacy.

Some of the agent characteristics were also statistically correlated with the different outcomes. The most consistent was agent age, where older agents were more likely to report greater trust in all three levels of leadership. A few of the other characteristics were correlated with one or another outcome, but there was not a consistent pattern. The correlations found with the agent characteristics are important for identifying subgroups in the sector that are more or less satisfied with their workplace, or have higher or lower levels of trust in leadership. However, those characteristics cannot be altered. Alternatively, actions can be taken to improve organizational justice and self-legitimacy and thereby improve levels of satisfaction and trust, which is why more attention is given to these factors.

Considerations

The old adage that the first line supervisor is the “back-bone of the patrol” still holds true but this report provides some insight into other key predictors of Border Patrol Agent job satisfaction. An analysis of the data indicates that there are five key factors that influence job satisfaction: *Sector Leadership Organizational Justice, Immediate Supervisor Organizational Justice, Self-Legitimacy, Public Support, and Uncertainty*. Although “*Self-legitimacy*” had the strongest influence on agent satisfaction, it can prove to be difficult to impact in the short term. Alternatively, “*Sector Leadership Organizational Justice*” has the largest margin of opportunity to positively influence Border Patrol Agent job satisfaction. Improvement in this aspect could result in significant gains in job satisfaction and should be an area of focus for sector command staff. The areas within the category that received a negative assessment were the following: voice in policy decisions, efforts to explain policy decisions, and trust in sector leadership. The areas identified are consistent with attributes desired by individuals classified as members of Millennial Generation (Gen Y) born 1980 and later and represent over 56% of the Border Patrol Agent workforce.

The literature on generational differences in the workplace suggests the following are key attributes in improving job satisfaction for members of the Millennial Generation³⁵:

- Individuals in this category view leadership relationships not as hierarchal but inclusive that pulls together.
- Their loyalty is to people, not the company. Individuals in this age group generally want to “respect their boss” and build a relationship with them. Their relationship with their supervisors will be key.
- Share the facts and talk to them frequently. They expect straight talk – “no BS.”
- They expect supervisors to “walk the talk.”
- Constant feedback is important to this group of the workforce.

It is also important to recognize, however, that the survey results suggest these considerations were not isolated to Millennial agents. If these concerns were only related to this group, then agent age should be the only or primary predictor of agent satisfaction and trust which was not the case. A perception of organizational justice from sector leadership and immediate supervisors, along with uncertainty and self-legitimacy, were the most consistent predictors. Even when age was found to

³⁵ Hannam, S. & Yordi, Bonni.(2011). Engaging a Multi-Generational Workforce: Practical Advice for Government Managers. IBM; Werth, E.P. & Werth, L. (2011). Effective training for millennial students. *Adult Learning*, 22(3), 12-19.

be a significant predictor in relation to trust, it did not eliminate the influence of organizational justice. Thus, addressing these interests pays dividends with all agents.

Consistent with these considerations, the results of the survey illustrate agents want to feel part of the ‘process’ and seek to have a voice in policy decisions and, at the very least, be provided clear explanations of the policy decisions. In this case, the more frequent the information, the stronger the relationship becomes, providing stronger bonds of trust. Engaging in such efforts can be a daunting task for the Chief Patrol Agent. Fortunately, there are practical options available that could be employed to provide a voice in policy decisions, efforts to explain policy decisions, and trust in sector leadership.

For example:

- Increase the frequency of Patrol Agent in Charge (PAIC) meetings in order to repeat and embed your vision for the sector in the culture of the organization. This will enable the PAICs to be in a better position to understand and communicate vision of the sector leadership to the stations.
- Develop Watch Commander forums much like the PAIC meetings but with less of a focus on the administrative portion of the job and more focus on the operational component. The Watch Commander will communicate the vision of the sector leadership to Border Patrol Agents every day on every shift at every station.
- Develop a Border Patrol Station open house at each station in the sector where employees and their immediate family are invited to tour the station, see exhibits, and hear from the Chief Patrol Agent of the sector (including a Q & A session).
- Increase the frequency of muster attendance by the Chief Patrol Agent and Deputy Chief Patrol Agent.
- Develop a mechanism to effectively and safely utilize social media to keep personnel informed. This could also include refreshing website information on a more consistent and frequent basis.
- Regularly showing up at the station to simply have lunch or visit with agents on various shifts is a means for creating an opportunity to communicate and build trust with agents. Similarly, practices such as implementing a “brownbag” at the stations that are less formal and more inviting are opportunities for connecting with agents.
- Rhetorically, how many times has the Chief Patrol Agent and/or Deputy Chief Patrol Agent been invited to station potlucks, picnics, and other social events? How many times have they shown up?

The above are a few examples that could be utilized to help build a relationship with the sector and develop trust. Sector headquarters currently has potentially the largest margin for improvement and impact on Border Patrol Agent job satisfaction. A study conducted by Kovach (1987) on a large company regarding job satisfaction asked managers, “What improves employee job satisfaction?” The managers responded by listing good pay, job security, and promotion/growth. Employees were asked the same question but responded with the following: interesting work,

appreciation/feedback, and being “in on things.”³⁶ The last two employee responses correspond what the El Paso Sector data reveal.

It is also important to keep in mind that effectively communicating policies to agents and giving them a sense of voice in policy decisions represents only one dimension of organizational justice that can be demonstrated by immediate supervisors and sector leadership. Other dimensions include fair and respectful treatment. The agents expressed a strong negative sentiment regarding fairness in obtaining desired assignments. A sense of organizational justice among agents can be improved by taking steps to increase the perceived fairness in assignment and promotion decisions, which may include greater transparency in related decisions or establishing more definitive merit, expertise and experience criteria for assignments and promotion. In relation to respectful treatment, emerging work by the Defense Advanced Research Projects Agency (DARPA), Strategic Social Interactions Module (SSIM) with the Army’s basic leader course may be useful to the El Paso Sector.³⁷ These efforts are centered on building effective and respectful interactions with subordinates in a training context. The findings suggest that participants in the training are more likely engage in such respectful interactions when they are taught by instructors that model this approach. Adopting training for station and sector leaders that reflects the DARPA SSIM program elements may be one approach for improving agents’ perception of respectful treatment, and thereby improve their sense of organizational justice exhibited by their leaders.

Finally, the concept of “*Self-Legitimacy*” deserves practical consideration. Key characteristics that influence “*Self-Legitimacy*” are “Immediate Supervisor Organizational Justice” and “*Training*,” each of which are within the sphere of influence for El Paso Border Patrol Sector command staff. The data suggest that a majority of agents believe they are treated with respect by their immediate supervisors and can approach their supervisor with professional issues. This is a solid foundation to continue to build on for the future, particularly if coupled with the above efforts to improve a sense of organizational justice. In relation to training, although supervisory in-service training budgets have generally been restricted, the sector should look at other “in-service” effective ways to develop leadership skills. Another solution may be cost sharing training programs or developing “in-house” programs. In addition, large scale training for the majority of the Border Patrol Agent workforce could prove to be cost prohibitive for the sector but there are other options available. Potentially, the El Paso Sector Border Patrol could establish memorandum of understanding with other law enforcement regional entities to conduct joint training sessions. Fortunately, the United States Border Patrol Special Operations Group is assigned to the El Paso, Texas region and could be another option for in-service training opportunities for the El Paso Sector. The idea is to provide some form of “in-service” professional development for a greater number of Border Patrol Agents to positively affect “self-legitimacy.” These are areas worth further consideration for long-term human capital development.

³⁶ Kovach, K. A. (1987). What motivates employees? Workers and supervisors give different answers. *Business Horizons*, 30(5), 58-65.

³⁷ Hubal, R., van Lent, M., Wender, J., Lande, B., Flanagan, S., and Quinn, S. (2015). What does it take to train a good stranger. *Procedia Manufacturing*, 3: 3955-3962. Flanagan, S., Horn, Z., Knott, C., Diedrich, F., Halverson, K., Lucia, L., and Weil, S. (2015). Teaching social interaction skills with stealthy training techniques. *Procedia Manufacturing*, 3: 4036-4043.

Appendix A: Survey Instrument

El Paso Sector Border Patrol Agent Survey

This survey is designed to determine the overall satisfaction of employees of the US Border Patrol, El Paso Sector. The survey is anonymous and no effort will be made by the Sector Chief or other Command Staff to determine the identity of the person surveyed. Participation in the survey is voluntary. The data from the survey will be used to provide the Sector Chief with an overall picture of the health and welfare of the El Paso Sector. Please answer each question truthfully so that the Sector Chief may determine what improvements or additional resources are needed to improve the El Paso workplace. The survey responses will be analyzed by University of Texas at El Paso researchers, and the aggregate results will be made available to the sector command staff.

Section A: General Law Enforcement Questions

Recent events across the U.S. have caused some citizens to voice negative views of law enforcement. In this first section we would like to ask you a few questions about how the public's attitudes toward law enforcement in general have affected you and your job as a Border Patrol Agent.

<i>Please indicate the extent to which you agree or disagree with the following statements:</i>	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. In general, U.S. citizens' views of law enforcement have gotten worse over the past year.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Negative publicity surrounding law enforcement over the past year has made it difficult for you to be motivated at work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Over the past year, negative publicity surrounding law enforcement has caused you to be less proactive on the job than you were in the past.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Negative publicity surrounding law enforcement over the past year has caused you to be more apprehensive about using force, even though it may be necessary.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Over the past year, negative publicity has forced law enforcement agencies to make policy changes that ultimately threaten officer safety.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Negative publicity surrounding law enforcement over the past year has made it more difficult to do your job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Negative publicity over the past year has made it less enjoyable to have a career in law enforcement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section B: General Border Patrol Questions

Next, we would like to ask you a few questions about how you view your role as a USBP agent.

Please rank the importance of the different Border Patrol Missions in relation to the question – 1- most important, 2 – second most important, 3 – third most important. **Please select a different rank number for each mission.**

1. <u>Prior to joining the USBP</u> , what did you think was the priority order of agency missions?				
Counternarcotics Mission	1	2	3	
Immigration Mission	1	2	3	
Counterterrorism Mission	1	2	3	

<i>Please indicate the extent to which you agree or disagree with the following statements:</i>	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
2. It is appropriate that USBP has been given special authority over individuals to examine citizenship and lawful entry into the United States (e.g., to stop, search, or make arrests).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. I have confidence in the authority vested in me as a USBP agent.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
4. As a USBP agent, I believe I occupy a position of special importance in society.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. I believe people should always do what I tell them, as long as my orders are lawful.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. I am confident that I have enough authority to do my job well.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. I believe the USBP is capable of providing a secure border in the El Paso Sector.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. I have a good understanding of the USBP missions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. I understand how my work directly contributes to the success of the USBP.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. I feel my job positively impacts the communities along the border in the El Paso Sector.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*Please rank the dedication of your time to the different Border Patrol Missions in relation to the question – 1- most time, 2 – second most time, 3 – third most time. **Please select a different rank number for each mission.***

11. **With regard to your current daily work tasks**, which USBP mission occupies most of your time, second most, and third most?

Counternarcotics Mission	1	2	3
Immigration Mission	1	2	3
Counterterrorism Mission	1	2	3

12. **Ideally**, which of the USBP missions do you think should take up the most time dedication in your daily work tasks, which should take up the second most time, and which should take up the third most?

Counternarcotics Mission	1	2	3
Immigration Mission	1	2	3
Counterterrorism Mission	1	2	3

Section C: Current Issues for Border Patrol Agents

Next, we would like to ask you a few questions about current issues facing the USBP, including political and public debate on topics regarding perceptions of USBP agents and activities that fall under the responsibility of the USBP.

*Please indicate the extent to which you **agree or disagree** with the following statements:*

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Recent national political debate on issues related to border security suggests there is currently public support for the mission and efforts of the USBP.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Recent national political debate on issues related to border security will increase support for the missions of the USBP.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Recent national political debate on issues related to border security will lead to more resources dedicated to the USBP (i.e. increased budgets, equipment, and technologies).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Increased public and political expectations for border security have made the job of a USBP agent more difficult.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. In general, the U.S. public has a positive image of USBP agents.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
6. In general, community members in the El Paso Sector have a positive image of USBP agents.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Since the beginning of your career, the job of a USBP agent has become more dangerous.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. The job of a USBP agent has become more dangerous in the past year.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Negative publicity regarding the use of force by USBP agents has negatively impacted the way you do your job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Over the past few years, the USBP has made policy changes that ultimately threaten agent safety.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Negative publicity surrounding the USBP over the last few years has made it less enjoyable to have a career as a USBP agent.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Negative publicity surrounding the USBP over the last few years has made you less likely to interact with the public (i.e. citizens, ranchers).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Negative publicity surrounding incidents involving USBP over the last few years has made me more likely to request a supervisor for assistance when making decisions in the field.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section D: USBP Leadership, Management and Workplace

Now we would like to ask you questions about how you view your agency and its leadership.

Please indicate the extent to which you **agree or disagree** with the following statements:

<u>Generally in USBP</u>	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Overall, I am satisfied with my job at USBP.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I enjoy working with my colleagues at USBP.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Overall, I am satisfied with my pay at USBP.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Overall, USBP is a good agency to work for.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. If you work hard, you can get ahead at USBP.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The national leadership of the USBP establishes policies that treat employees fairly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. I trust that the USBP national leadership makes decisions that have employees' best interests in mind.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. I trust the direction that the USBP national leadership is taking our agency.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. As an organization, the USBP can be trusted to do what is right for the communities it serves.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Teamwork is encouraged and practiced within USBP.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. There is a strong feeling of cooperation among colleagues at USBP.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. In general, I trust the people I work with.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<u>Immediate Supervisors</u>	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
13. My immediate supervisors treat me with respect.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. My immediate supervisors treat employees the same regardless of their gender.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. My immediate supervisors treat employees the same regardless of their race or ethnicity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. My immediate supervisors consider employee viewpoints.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. My immediate supervisors conduct fair investigations of civilian complaints.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. Landing a desirable assignment in my current station is based on who you know.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. I trust that my immediate supervisors make decisions that have the employees' best interests in mind.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. My immediate supervisors support any lawful action or decision I make in the field.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. My immediate supervisors are able to make independent decisions regarding normal operations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. I am confident I can approach my immediate supervisors with a professional issue.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. I am confident I can approach my immediate supervisors with a personal issue.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>Sector Leadership</u>	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
24. Sector leadership applies USBP policies in a way that promotes consistency in decisions that impact the workplace.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. Policy decisions by sector leadership provide the opportunity for employees to have a voice in decisions (e.g., allocation of sector resources, establishment of sector priorities and strategies).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. I feel confident in the skills of the sector command staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. Sector command staff clearly explain the reasons for their decisions (i.e. policy changes).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. Landing a desirable assignment in this sector (i.e. prosecutions, intelligence, other specialized units, and task force participation) is based on who you know.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. I understand clearly what type of behavior will result in discipline in this sector.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. Discipline is issued fairly to agents.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. Discipline is issued fairly to supervisors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. I trust the direction my sector's leadership is taking our sector.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. The expectation for job performance and experience to obtain promotion is reasonable in this sector.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. I trust that my sector's leadership makes decisions that have employees' best interests in mind.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. Sector leadership treat employees with respect and consideration.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Regarding the USBP, how certain are you that:	Very Uncertain	Uncertain	Neutral	Certain	Very Certain
1. The culture of the USBP is going in a positive direction.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. You will fit in with the USBP culture as it changes in the upcoming years.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. You will have opportunities for promotion in the future.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The USBP will provide you with adequate opportunities for professional development in the future.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section E: Training and Background Questions

Next, we would like to ask you a few questions about your perception of training in the USBP.					
Please indicate the extent to which you agree or disagree with the following statements:	Strongly Disagree	Disagree	Agree	Strongly Agree	
1. The training I received at the Border Patrol Academy prepared me for entering the field.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2. The in-service training I have received has enhanced my job skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3. The training I received has provided me the skills and knowledge to support the <u>counternarcotics</u> mission of the USBP.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
4. The training I received has provided me the skills and knowledge to support the <u>immigration</u> mission of the USBP.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
5. The training I received has provided me the skills and knowledge to support the <u>counterterrorism</u> mission of the USBP.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6. The in-service training I have received has improved my ability to pursue future promotions/positions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
7. My supervisors encourage me to take training courses outside the USBP to develop my skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
			Yes	No	
8. Have you taken a virtual training/learning course for job-related training?			<input type="checkbox"/>	<input type="checkbox"/>	
	Strongly Disagree	Disagree	Agree	Strongly Agree	
9. Classroom-based training is an effective training format for me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
10. Online virtual training/learning is an effective training format for me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Finally, we ask a few demographic questions simply to ensure we have adequately surveyed groups within your agency.					
1. What is your current age?	<input type="checkbox"/> 21-30	<input type="checkbox"/> 31-40	<input type="checkbox"/> 41-50	<input type="checkbox"/> 51 or older	
2. Please indicate your gender:	<input type="checkbox"/> Female	<input type="checkbox"/> Male			
3. With which of the following race/ethnicity do you most identify?	<input type="checkbox"/> White/Caucasian	<input type="checkbox"/> African American	<input type="checkbox"/> Hispanic or Latino		
	<input type="checkbox"/> Other (please specify): _____				
4. Highest completed level of education:	<input type="checkbox"/> High school diploma or GED	<input type="checkbox"/> Some college	<input type="checkbox"/> 2-year degree	<input type="checkbox"/> 4-year degree	
	<input type="checkbox"/> Master's degree or higher				
5. How long have you worked with USBP?	<input type="checkbox"/> Less than 1 year	<input type="checkbox"/> 1-9 years	<input type="checkbox"/> 10-19 years	<input type="checkbox"/> 20 or more years	

6. How long have you worked in law enforcement?

- Less than 1 year 1-9 years 10-19 years 20 or more years

7. What is your current rank?

- Mid-level supervisor (e.g., SBPA, FOS, WC)
 Border Patrol Agent
 Border Patrol Probationary Agent
 Non-sworn/civilian
 Other (please specify): _____

8. Have you served in the military? Yes No

This is the end of the survey. Thank you for participating. If you have any additional comments, please provide them in the space below.

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Propriety Statement

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Appendix B: Survey Question Distributions

Section A: General Law Enforcement Questions

Table B1. In general, U.S. citizens' views of law enforcement have gotten worse over the past year.

	Frequency	Percent
Strongly Disagree	12	1.4
Disagree	30	3.4
Neutral	42	4.8
Agree	327	37.4
Strongly Agree	462	52.9
Missing	1	.1
Total	874	100

Table B2. Negative publicity surrounding law enforcement over the past year has made it difficult for you to be motivated at work.

	Frequency	Percent
Strongly Disagree	89	10.2
Disagree	214	24.5
Neutral	192	22.0
Agree	232	26.5
Strongly Agree	146	16.7
Missing	1	.1
Total	874	100

Table B3. Over the past year, negative publicity surrounding law enforcement has caused you to be less proactive on the job than you were in the past.

	Frequency	Percent
Strongly Disagree	154	17.6
Disagree	315	36.0
Neutral	161	18.4
Agree	161	18.4
Strongly Agree	82	9.4
Missing	1	.1
Total	874	100

Table B4. Negative publicity surrounding law enforcement over the past year has caused you to be more apprehensive about using force, even though it may be necessary.

	Frequency	Percent
Strongly Disagree	116	13.3
Disagree	210	24.0
Neutral	106	12.1
Agree	272	31.1
Strongly Agree	169	19.3
Missing	1	.1
Total	874	100

Table B5. Over the past year, negative publicity has forced law enforcement agencies to make policy changes that ultimately threaten officer safety.

	Frequency	Percent
Strongly Disagree	17	1.9
Disagree	51	5.8
Neutral	69	7.9
Agree	296	33.9
Strongly Agree	437	50.0
Missing	4	.5
Total	874	100

Table B6. Negative publicity surrounding law enforcement over the past year has made it more difficult to do your job.

	Frequency	Percent
Strongly Disagree	43	4.9
Disagree	129	14.8
Neutral	124	14.2
Agree	315	36.0
Strongly Agree	261	29.9
Missing	2	.2
Total	874	100

Table B7. Negative publicity over the past year has made it less enjoyable to have a career in law enforcement.

	Frequency	Percent
Strongly Disagree	70	8.0
Disagree	147	16.8
Neutral	165	18.9
Agree	284	32.5
Strongly Agree	207	23.7
Missing	1	.1
Total	874	100

Section B: General Border Patrol Questions

Table B8. CounterNarcotics Mission - **Prior to joining the USBP**, what did you think was the priority order of agency missions?

	Frequency	Percent
1-Most important	110	12.6
2-Second most important	524	60.0
3-Third most important	231	26.4
Missing	9	1.0
Total	874	100

Table B9. Immigration Mission - **Prior to joining the USBP**, what did you think was the priority order of agency missions?

	Frequency	Percent
1-Most important	568	65.0
2-Second most important	148	16.9
3-Third most important	93	10.6
Missing	65	7.4
Total	874	100

Table B10. Counterterrorism Mission - **Prior to joining the USBP**, what did you think was the priority order of agency missions?

	Frequency	Percent
1-Most important	167	19.1
2-Second most important	145	16.6
3-Third most important	485	55.5
Missing	77	8.8
Total	874	100

Table B11. It is appropriate that USBP has been given special authority over individuals to examine citizenship and lawful entry into the United States (e.g., to stop, search, or make arrests).

	Frequency	Percent
Strongly Disagree	11	1.3
Disagree	14	1.6
Neutral	37	4.2
Agree	199	22.8
Strongly Agree	612	70.0
Missing	1	.1
Total	874	100

Table B12. I have confidence in the authority vested in me as a USBP agent.

	Frequency	Percent
Strongly Disagree	51	5.8
Disagree	94	10.8
Neutral	105	12.0
Agree	304	34.8
Strongly Agree	319	36.5
Missing	1	.1
Total	874	100

Table B13. As a USBP agent, I believe I occupy a position of special importance in society.

	Frequency	Percent
Strongly Disagree	36	4.1
Disagree	78	8.9
Neutral	121	13.8
Agree	344	39.4
Strongly Agree	292	33.4
Missing	3	.3
Total	874	100

Table B14. I believe people should always do what I tell them, as long as my orders are lawful.

	Frequency	Percent
Strongly Disagree	7	.8
Disagree	37	4.2
Neutral	119	13.6
Agree	443	50.7
Strongly Agree	265	30.3
Missing	3	.3
Total	874	100

Table B15. I am confident that I have enough authority to do my job well.

	Frequency	Percent
Strongly Disagree	71	8.1
Disagree	184	21.1
Neutral	137	15.7
Agree	344	39.4
Strongly Agree	135	15.4
Missing	3	.3
Total	874	100

Table B16. I believe the USBP is capable of providing a secure border in the El Paso Sector.

	Frequency	Percent
Strongly Disagree	91	10.4
Disagree	192	22.0
Neutral	146	16.7
Agree	292	33.4
Strongly Agree	148	16.9
Missing	5	.6
Total	874	100

Table B17. I have a good understanding of the USBP missions.

	Frequency	Percent
Strongly Disagree	12	1.4
Disagree	24	2.7
Neutral	52	5.9
Agree	453	51.8
Strongly Agree	328	37.5
Missing	5	.6
Total	874	100

Table B18. I understand how my work directly contributes to the success of the USBP.

	Frequency	Percent
Strongly Disagree	18	2.1
Disagree	40	4.6
Neutral	106	12.1
Agree	431	49.3
Strongly Agree	276	31.6
Missing	3	.3
Total	874	100

Table B19. I feel my job positively impacts the communities along the border in the El Paso Sector.

	Frequency	Percent
Strongly Disagree	32	3.7
Disagree	50	5.7
Neutral	121	13.8
Agree	356	40.7
Strongly Agree	311	35.6
Missing	4	.5
Total	874	100

Table B20. Counternarcotics Mission - **With regard to your current daily work tasks**, which USBP mission occupies most of your time, second most, and third most?

	Frequency	Percent
1-Most time	106	12.1
2-Second most time	614	70.3
3-Third most time	143	16.4
Missing	11	1.3
Total	874	100

Table B21. Immigration Mission - **With regard to your current daily work tasks**, which USBP mission occupies most of your time, second most, and third most?

	Frequency	Percent
1-Most time	654	74.8
2-Second most time	124	14.2
3-Third most time	63	7.2
Missing	33	3.8
Total	874	100

Table B22. Counterterrorism Mission - **With regard to your current daily work tasks**, which USBP mission occupies most of your time, second most, and third most?

	Frequency	Percent
1-Most time	96	11.0
2-Second most time	93	10.6
3-Third most time	625	71.5
Missing	60	6.9
Total	874	100

Table B23. Counternarcotics Mission - **Ideally**, which of the USBP missions do you think should take up the most time dedication in your daily work tasks, which should take up the second most time, and which should take up the third most?

	Frequency	Percent
1-Most time	107	12.2
2-Second most time	388	44.4
3-Third most time	371	42.4
Missing	8	.9
Total	874	100

Table B24. Immigration Mission - **Ideally**, which of the USBP missions do you think should take up the most time dedication in your daily work tasks, which should take up the second most time, and which should take up the third most?

	Frequency	Percent
1-Most time	446	51.0
2-Second most time	235	26.9
3-Third most time	137	15.7
Missing	56	6.4
Total	874	100

Table B25. Counterterrorism Mission - **Ideally**, which of the USBP missions do you think should take up the most time dedication in your daily work tasks, which should take up the second most time, and which should take up the third most?

	Frequency	Percent
1-Most time	299	34.2
2-Second most time	202	23.1
3-Third most time	306	35.0
Missing	67	7.7
Total	874	100

Section C: Current Issues for Border Patrol Agents

Table B26. Recent national political debate on issues related to border security suggests there is currently public support for the mission and efforts of the USBP.

	Frequency	Percent
Strongly Disagree	156	17.8
Disagree	303	34.7
Neutral	183	20.9
Agree	196	22.4
Strongly Agree	31	3.5
Missing	5	.6
Total	874	100

Table B27. Recent national political debate on issues related to border security will increase support for the missions of the USBP.

	Frequency	Percent
Strongly Disagree	118	13.5
Disagree	281	32.3
Neutral	261	29.9
Agree	182	20.8
Strongly Agree	28	3.2
Missing	4	.5
Total	874	100

Table B28. Recent national political debate on issues related to border security will lead to more resources dedicated to the USBP (i.e. increased budgets, equipment, and technologies).

	Frequency	Percent
Strongly Disagree	171	19.6
Disagree	296	33.9
Neutral	215	24.6
Agree	153	17.5
Strongly Agree	34	3.9
Missing	5	.6
Total	874	100

Table B29. Increased public and political expectations for border security have made the job of a USBP agent more difficult.

	Frequency	Percent
Strongly Disagree	29	3.3
Disagree	115	13.2
Neutral	197	22.5
Agree	322	36.8
Strongly Agree	207	23.7
Missing	4	.5
Total	874	100

Table B30. In general, the U.S. public has a positive image of USBP agents.

	Frequency	Percent
Strongly Disagree	178	20.4
Disagree	297	34.0
Neutral	230	26.3
Agree	147	16.8
Strongly Agree	19	2.2
Missing	3	.3
Total	874	100

Table B31. In general, community members in the El Paso Sector have a positive image of USBP agents.

	Frequency	Percent
Strongly Disagree	123	14.1
Disagree	312	35.7
Neutral	241	27.6
Agree	181	20.7
Strongly Agree	14	1.6
Missing	3	.3
Total	874	100

Table B32. Since the beginning of your career, the job of a USBP agent has become more dangerous.

	Frequency	Percent
Strongly Disagree	13	1.5
Disagree	75	8.6
Neutral	146	16.7
Agree	379	43.4
Strongly Agree	253	28.9
Missing	8	.9
Total	874	100

Table B33. The job of a USBP agent has become more dangerous in the past year.

	Frequency	Percent
Strongly Disagree	9	1.0
Disagree	89	10.2
Neutral	173	19.8
Agree	365	41.8
Strongly Agree	234	26.8
Missing	4	.5
Total	874	100

Table B34. Negative publicity regarding the use of force by USBP agents has negatively impacted the way you do your job.

	Frequency	Percent
Strongly Disagree	34	3.9
Disagree	146	16.7
Neutral	97	11.1
Agree	342	39.1
Strongly Agree	246	28.1
Missing	9	1.0
Total	874	100

Table B35. Over the past few years, the USBP has made policy changes that ultimately threaten agent safety.

	Frequency	Percent
Strongly Disagree	11	1.3
Disagree	67	7.7
Neutral	108	12.4
Agree	326	37.3
Strongly Agree	352	40.3
Missing	10	1.1
Total	874	100

Table B36. Negative publicity surrounding the USBP over the last few years has made it less enjoyable to have a career as a USBP agent.

	Frequency	Percent
Strongly Disagree	36	4.1
Disagree	154	17.6
Neutral	179	20.5
Agree	296	33.9
Strongly Agree	200	22.9
Missing	9	1.0
Total	874	100

Table B37. Negative publicity surrounding the USBP over the last few years has made you less likely to interact with the public (i.e. citizens, ranchers).

	Frequency	Percent
Strongly Disagree	55	6.3
Disagree	216	24.7
Neutral	186	21.3
Agree	257	29.4
Strongly Agree	155	17.7
Missing	5	.6
Total	874	100

Table B38. Negative publicity surrounding incidents involving USBP over the last few years has made me more likely to request a supervisor for assistance when making decisions in the field.

	Frequency	Percent
Strongly Disagree	78	8.9
Disagree	193	22.1
Neutral	145	16.6
Agree	263	30.1
Strongly Agree	191	21.9
Missing	4	.5
Total	874	100

Section D: USBP Leadership, Management and Workplace

Generally in USBP

Table B39. Overall, I am satisfied with my job at USBP.

	Frequency	Percent
Strongly Disagree	55	6.3
Disagree	120	13.7
Neutral	149	17.0
Agree	424	48.5
Strongly Agree	123	14.1
Missing	3	.3
Total	874	100

Table B40. I enjoy working with my colleagues at USBP.

	Frequency	Percent
Strongly Disagree	15	1.7
Disagree	35	4.0
Neutral	75	8.6
Agree	487	55.7
Strongly Agree	257	29.4
Missing	5	.6
Total	874	100

Table B41. Overall, I am satisfied with my pay at USBP.

	Frequency	Percent
Strongly Disagree	153	17.5
Disagree	198	22.7
Neutral	133	15.2
Agree	291	3.3
Strongly Agree	94	10.8
Missing	5	.6
Total	874	100

Table B42. Overall, USBP is a good agency to work for.

	Frequency	Percent
Strongly Disagree	62	7.1
Disagree	110	12.6
Neutral	230	26.3
Agree	373	42.7
Strongly Agree	92	10.5
Missing	7	.8
Total	874	100

Table B43. If you work hard, you can get ahead at USBP.

	Frequency	Percent
Strongly Disagree	250	28.6
Disagree	242	27.7
Neutral	166	19.0
Agree	157	18.0
Strongly Agree	51	5.8
Missing	8	.9
Total	874	100

Table B44. The national leadership of the USBP establishes policies that treat employees fairly.

	Frequency	Percent
Strongly Disagree	149	17.0
Disagree	212	24.3
Neutral	299	34.3
Agree	186	21.3
Strongly Agree	25	2.9
Missing	3	.3
Total	874	100

Table B45. I trust that the USBP national leadership makes decisions that have employees' best interests in mind.

	Frequency	Percent
Strongly Disagree	291	33.3
Disagree	322	36.8
Neutral	173	19.8
Agree	66	7.6
Strongly Agree	18	2.1
Missing	4	.5
Total	874	100

Table B46. I trust the direction that the USBP national leadership is taking our agency.

	Frequency	Percent
Strongly Disagree	280	32.0
Disagree	303	34.7
Neutral	212	24.3
Agree	63	7.2
Strongly Agree	12	1.4
Missing	4	.5
Total	874	100

Table B47. As an organization, the USBP can be trusted to do what is right for the communities it serves.

	Frequency	Percent
Strongly Disagree	85	9.7
Disagree	115	13.2
Neutral	214	24.5
Agree	372	42.6
Strongly Agree	84	9.6
Missing	4	.5
Total	874	100

Table B48. Teamwork is encouraged and practiced within USBP.

	Frequency	Percent
Strongly Disagree	88	10.1
Disagree	149	17.0
Neutral	191	21.9
Agree	356	40.7
Strongly Agree	85	9.7
Missing	5	.6
Total	874	100

Table B49. There is a strong feeling of cooperation among colleagues at USBP.

	Frequency	Percent
Strongly Disagree	78	8.9
Disagree	171	19.6
Neutral	225	25.7
Agree	323	37.0
Strongly Agree	73	8.4
Missing	4	.5
Total	874	100

Table B50. In general, I trust the people I work with.

	Frequency	Percent
Strongly Disagree	34	3.9
Disagree	77	8.8
Neutral	155	17.7
Agree	462	52.9
Strongly Agree	142	16.2
Missing	4	.5
Total	874	100

Immediate Supervisors

Table B51. My immediate supervisors treat me with respect.

	Frequency	Percent
Strongly Disagree	23	2.6
Disagree	60	6.9
Neutral	126	14.4
Agree	465	53.2
Strongly Agree	193	22.1
Missing	7	.8
Total	874	100

Table B52. My immediate supervisors treat employees the same regardless of their gender.

	Frequency	Percent
Strongly Disagree	117	13.4
Disagree	152	17.4
Neutral	98	11.2
Agree	337	38.6
Strongly Agree	165	18.9
Missing	5	.6
Total	874	100

Table B53. My immediate supervisors treat employees the same regardless of their race or ethnicity.

	Frequency	Percent
Strongly Disagree	42	4.8
Disagree	68	7.8
Neutral	111	12.7
Agree	437	50.0
Strongly Agree	210	24.0
Missing	6	.7
Total	874	100

Table B54. My immediate supervisors consider employee viewpoints.

	Frequency	Percent
Strongly Disagree	74	8.5
Disagree	178	20.4
Neutral	204	23.3
Agree	327	37.4
Strongly Agree	84	9.6
Missing	7	.8
Total	874	100

Table B55. My immediate supervisors conduct fair investigations of civilian complaints.

	Frequency	Percent
Strongly Disagree	41	4.7
Disagree	68	7.8
Neutral	260	29.7
Agree	371	42.4
Strongly Agree	128	14.6
Missing	6	.7
Total	874	100

Table B56. Landing a desirable assignment in my current station is based on who you know.

	Frequency	Percent
Strongly Disagree	30	3.4
Disagree	121	13.8
Neutral	141	16.1
Agree	266	30.4
Strongly Agree	311	35.6
Missing	5	.6
Total	874	100

Table B57. I trust that my immediate supervisors make decisions that have the employees' best interests in mind.

	Frequency	Percent
Strongly Disagree	109	12.5
Disagree	192	22.0
Neutral	245	28.0
Agree	274	31.4
Strongly Agree	49	5.6
Missing	5	.6
Total	874	100

Table B58. My immediate supervisors support any lawful action or decision I make in the field.

	Frequency	Percent
Strongly Disagree	44	5.0
Disagree	105	12.0
Neutral	236	27.0
Agree	382	43.7
Strongly Agree	102	11.7
Missing	5	.6
Total	874	100

Table B59. My immediate supervisors are able to make independent decisions regarding normal operations.

	Frequency	Percent
Strongly Disagree	90	10.3
Disagree	129	14.8
Neutral	176	20.1
Agree	383	43.8
Strongly Agree	90	10.3
Missing	6	.7
Total	874	100

Table B60. I am confident I can approach my immediate supervisors with a professional issue.

	Frequency	Percent
Strongly Disagree	45	5.1
Disagree	83	9.5
Neutral	128	14.6
Agree	443	50.7
Strongly Agree	167	19.1
Missing	8	.9
Total	874	100

Table B61. I am confident I can approach my immediate supervisors with a personal issue.

	Frequency	Percent
Strongly Disagree	118	13.5
Disagree	127	14.5
Neutral	142	16.2
Agree	343	39.2
Strongly Agree	137	15.7
Missing	7	.8
Total	874	100

Sector Leadership

Table B62. Sector leadership applies USBP policies in a way that promotes consistency in decisions that impact the workplace.

	Frequency	Percent
Strongly Disagree	141	16.1
Disagree	223	25.5
Neutral	303	34.7
Agree	185	21.2
Strongly Agree	16	1.8
Missing	6	.7
Total	874	100

Table B63. Policy decisions by sector leadership provide the opportunity for employees to have a voice in decisions (e.g., allocation of sector resources, establishment of sector priorities and strategies).

	Frequency	Percent
Strongly Disagree	228	26.1
Disagree	317	36.6
Neutral	243	27.8
Agree	70	8.0
Strongly Agree	8	.9
Missing	8	.9
Total	874	100

Table B64. I feel confident in the skills of the sector command staff.

	Frequency	Percent
Strongly Disagree	168	19.2
Disagree	204	23.3
Neutral	336	38.4
Agree	140	16.0
Strongly Agree	16	1.8
Missing	10	1.1
Total	874	100

Table B65. Sector command staff clearly explain the reasons for their decisions (i.e. policy changes).

	Frequency	Percent
Strongly Disagree	244	27.9
Disagree	280	32.0
Neutral	240	27.5
Agree	94	10.8
Strongly Agree	9	1.0
Missing	7	.8
Total	874	100

Table B66. Landing a desirable assignment in this sector (i.e. prosecutions, intelligence, other specialized units, and task force participation) is based on who you know.

	Frequency	Percent
Strongly Disagree	25	2.9
Disagree	54	6.2
Neutral	153	17.5
Agree	278	31.8
Strongly Agree	358	41.0
Missing	6	.7
Total	874	100

Table B67. I understand clearly what type of behavior will result in discipline in this sector.

	Frequency	Percent
Strongly Disagree	63	7.2
Disagree	120	13.7
Neutral	168	19.2
Agree	402	46.0
Strongly Agree	114	13.0
Missing	7	.8
Total	874	100

Table B68. Discipline is issued fairly to agents.

	Frequency	Percent
Strongly Disagree	194	22.2
Disagree	221	25.3
Neutral	224	25.6
Agree	202	23.1
Strongly Agree	27	3.1
Missing	6	.7
Total	874	100

Table B69. Discipline is issued fairly to supervisors.

	Frequency	Percent
Strongly Disagree	183	20.9
Disagree	161	18.4
Neutral	222	25.4
Agree	128	14.6
Strongly Agree	24	2.7
Missing	156	17.8
Total	874	100

Table B70. I trust the direction my sector's leadership is taking our sector.

	Frequency	Percent
Strongly Disagree	174	19.9
Disagree	200	22.9
Neutral	349	39.9
Agree	132	15.1
Strongly Agree	11	1.3
Missing	8	.9
Total	874	100

Table B71. The expectation for job performance and experience to obtain promotion is reasonable in this sector.

	Frequency	Percent
Strongly Disagree	170	19.5
Disagree	212	24.3
Neutral	292	33.4
Agree	180	20.6
Strongly Agree	14	1.6
Missing	6	.7
Total	874	100

Table B72. I trust that my sector's leadership makes decisions that have employees' best interests in mind.

	Frequency	Percent
Strongly Disagree	212	24.3
Disagree	258	29.5
Neutral	277	31.7
Agree	109	12.5
Strongly Agree	12	1.4
Missing	6	.7
Total	874	100

Table B73. Sector leadership treat employees with respect and consideration.

	Frequency	Percent
Strongly Disagree	112	12.8
Disagree	136	15.6
Neutral	348	39.8
Agree	244	27.9
Strongly Agree	27	3.1
Missing	7	.8
Total	874	100

Table B74. Regarding the USBP, how certain are you that the culture of the USBP is going in a positive direction?

	Frequency	Percent
Very Uncertain	289	33.1
Uncertain	377	43.1
Neutral	124	14.2
Certain	75	8.6
Very Certain	3	.3
Missing	6	.7
Total	874	100

Table B75. Regarding the USBP, how certain are you that you will fit in with the USBP culture as it changes in the upcoming years?

	Frequency	Percent
Very Uncertain	121	13.8
Uncertain	269	30.8
Neutral	218	24.9
Certain	223	25.5
Very Certain	37	4.2
Missing	6	.7
Total	874	100

Table B76. Regarding the USBP, how certain are you that you will have opportunities for promotion in the future?

	Frequency	Percent
Very Uncertain	180	20.6
Uncertain	276	31.6
Neutral	206	23.6
Certain	180	20.6
Very Certain	25	2.9
Missing	7	.8
Total	874	100

Table B77. Regarding the USBP, how certain are you that the USBP will provide you with adequate opportunities for professional development in the future?

	Frequency	Percent
Very Uncertain	170	19.5
Uncertain	317	36.3
Neutral	191	21.9
Certain	173	19.8
Very Certain	14	1.6
Missing	9	1.0
Total	874	100

Section E: Training and Background Questions

Table B78. The training I received at the Border Patrol Academy prepared me for entering the field.

	Frequency	Percent
Strongly Disagree	38	4.3
Disagree	116	13.3
Agree	569	65.1
Strongly Agree	142	16.2
Missing	9	1.0
Total	874	100

Table B79. The in-service training I have received has enhanced my job skills.

	Frequency	Percent
Strongly Disagree	39	4.5
Disagree	113	12.9
Agree	554	63.4
Strongly Agree	157	18.0
Missing	11	1.3
Total	874	100

Table B80. The training I received has provided me the skills and knowledge to support the counternarcotics mission of the USBP.

	Frequency	Percent
Strongly Disagree	52	5.9
Disagree	202	23.1
Agree	505	57.8
Strongly Agree	104	11.9
Missing	11	1.3
Total	874	100

Table B81. The training I received has provided me the skills and knowledge to support the immigration mission of the USBP.

	Frequency	Percent
Strongly Disagree	36	4.1
Disagree	76	8.7
Agree	601	68.8
Strongly Agree	153	17.5
Missing	8	.9
Total	874	100

Table B82. The training I received has provided me the skills and knowledge to support the counterterrorism mission of the USBP.

	Frequency	Percent
Strongly Disagree	109	12.5
Disagree	290	33.2
Agree	386	44.2
Strongly Agree	78	8.9
Missing	11	1.3
Total	874	100

Table B83. The in-service training I have received has improved my ability to pursue future promotions/positions.

	Frequency	Percent
Strongly Disagree	139	15.9
Disagree	296	33.9
Agree	381	43.6
Strongly Agree	49	5.6
Missing	9	1.0
Total	874	100

Table B84. My supervisors encourage me to take training courses outside the USBP to develop my skills.

	Frequency	Percent
Strongly Disagree	236	27.0
Disagree	363	41.5
Agree	217	24.8
Strongly Agree	46	5.3
Missing	12	1.4
Total	874	100

Table B85. Have you taken a virtual training/learning course for job-related training?

	Frequency	Percent
Yes	775	88.7
No	81	9.3
Missing	18	2.1
Total	874	100

Table B86. Classroom-based training is an effective training format for me.

	Frequency	Percent
Strongly Disagree	44	5.0
Disagree	105	12.0
Agree	523	59.8
Strongly Agree	191	21.9
Missing	11	1.3
Total	874	100

Table B87. Online virtual training/learning is an effective training format for me.

	Frequency	Percent
Strongly Disagree	304	34.8
Disagree	290	33.2
Agree	230	26.3
Strongly Agree	41	4.7
Missing	9	1.0
Total	874	100

Table B88. Range, mean, and standard deviation for survey responses

	Range	Mean	Standard Deviation
Section A: General Law Enforcement Questions			
1. In general, U.S. citizens' views of law enforcement have gotten worse over the past year.	(-2 – 2)	1.37	.838
2. Negative publicity surrounding law enforcement over the past year has made it difficult for you to be motivated at work.	(-2 – 2)	.15	1.252
3. Over the past year, negative publicity surrounding law enforcement has caused you to be less proactive on the job than you were in the past.	(-2 – 2)	-.34	1.350
4. Negative publicity surrounding law enforcement over the past year has caused you to be more apprehensive about using force, even though it may be necessary.	(-2 – 2)	.19	1.350
5. Over the past year, negative publicity has forced law enforcement agencies to make policy changes that ultimately threaten officer safety.	(-2 – 2)	1.25	.965
6. Negative publicity surrounding law enforcement over the past year has made it more difficult to do your job.	(-2 – 2)	.71	1.182
7. Negative publicity over the past year has made it less enjoyable to have a career in law enforcement.	(-2 – 2)	.47	1.242
Section B: General Border Patrol Questions			
1. <u>Prior to joining the USBP</u> , what did you think was the priority order of agency missions?			
Counternarcotics Mission	(1 – 3)	2.19	.586
Immigration Mission	(1 – 3)	1.41	.684
Counterterrorism Mission	(1 – 3)	2.40	.818
2. It is appropriate that USBP has been given special authority over individuals to examine citizenship and lawful entry into the United States (e.g., to stop, search, or make arrests).	(-2 – 2)	1.59	.758
3. I have confidence in the authority vested in me as a USBP agent.	(-2 – 2)	.85	1.193
4. As a USBP agent, I believe I occupy a position of special importance in society.	(-2 – 2)	.89	1.093
5. I believe people should always do what I tell them, as long as my orders are lawful.	(-2 – 2)	1.06	.825
6. I am confident that I have enough authority to do my job well.	(-2 – 2)	.33	1.202
7. I believe the USBP is capable of providing a secure border in the El Paso Sector.	(-2 – 2)	.25	1.264
8. I have a good understanding of the USBP missions.	(-2 – 2)	1.22	.790
9. I understand how my work directly contributes to the success of the USBP.	(-2 – 2)	1.04	.899
10. I feel my job positively impacts the communities along the border in the El Paso Sector.	(-2 – 2)	.99	1.029
11. <u>With regard to your current daily work tasks</u> , which USBP mission occupies most of your time, second most, and			
Counternarcotics Mission	(1 – 3)	2.05	.510
Immigration Mission	(1 – 3)	1.30	.593

Counterterrorism Mission	(1 – 3)	2.66	.679
12. Ideally , which of the USBP missions do you think should take up the most time dedication in your daily work tasks, which should take up the second most time, and which should take up the third most?			
Counternarcotics Mission	(1 – 3)	2.37	.635
Immigration Mission	(1 – 3)	1.62	.754
Counterterrorism Mission	(1 – 3)	2.01	.868

Section C: Current Issues for Border Patrol Agents

1. Recent national political debate on issues related to border security suggests there is currently public support for the mission and efforts of the USBP.	(-2 – 2)	-.41	1.126
2. Recent national political debate on issues related to border security will increase support for the missions of the USBP.	(-2 – 2)	-.32	1.050
3. Recent national political debate on issues related to border security will lead to more resources dedicated to the USBP (i.e. increased budgets, equipment, and technologies).	(-2 – 2)	-.48	1.110
4. Increased public and political expectations for border security have made the job of a USBP agent more difficult.	(-2 – 2)	.65	1.082
5. In general, the U.S. public has a positive image of USBP agents.	(-2 – 2)	-.54	1.062
6. In general, community members in the El Paso Sector have a positive image of USBP agents.	(-2 – 2)	-.40	1.018
7. Since the beginning of your career, the job of a USBP agent has become more dangerous.	(-2 – 2)	.91	.967
8. The job of a USBP agent has become more dangerous in the past year.	(-2 – 2)	.83	.971
9. Negative publicity regarding the use of force by USBP agents has negatively impacted the way you do your job.	(-2 – 2)	.72	1.161
10. Over the past few years, the USBP has made policy changes that ultimately threaten agent safety.	(-2 – 2)	1.09	.975
11. Negative publicity surrounding the USBP over the last few years has made it less enjoyable to have a career as a USBP agent.	(-2 – 2)	.54	1.148
12. Negative publicity surrounding the USBP over the last few years has made you less likely to interact with the public (i.e. citizens, ranchers).	(-2 – 2)	.28	1.198
13. Negative publicity surrounding incidents involving USBP over the last few years has made me more likely to request a supervisor for assistance when making decisions in the field.	(-2 – 2)	.34	1.283

Section D: USBP Leadership, Management and Workplace

Generally in USBP

1. Overall, I am satisfied with my job at USBP.	(-2 – 2)	.51	1.090
2. I enjoy working with my colleagues at USBP.	(-2 – 2)	1.08	.833
3. Overall, I am satisfied with my pay at USBP.	(-2 – 2)	-.03	1.304
4. Overall, USBP is a good agency to work for.	(-2 – 2)	.37	1.063

5. If you work hard, you can get ahead at USBP.	(-2 – 2)	-.56	1.242
6. The national leadership of the USBP establishes policies that treat employees fairly.	(-2 – 2)	-.31	1.076
7. I trust that the USBP national leadership makes decisions that have employees' best interests in mind.	(-2 – 2)	-.92	1.009
8. I trust the direction that the USBP national leadership is taking our agency.	(-2 – 2)	-.89	.984
9. As an organization, the USBP can be trusted to do what is right for the communities it serves.	(-2 – 2)	.29	1.119
10. Teamwork is encouraged and practiced within USBP.	(-2 – 2)	.23	1.151
11. There is a strong feeling of cooperation among colleagues at USBP.	(-2 – 2)	.16	1.112
12. In general, I trust the people I work with.	(-2 – 2)	.69	.976

Immediate Supervisors

13. My immediate supervisors treat me with respect.	(-2 – 2)	.86	..930
14. My immediate supervisors treat employees the same regardless of their gender.	(-2 – 2)	.32	1.326
15. My immediate supervisors treat employees the same regardless of their race or ethnicity.	(-2 – 2)	.81	1.041
16. My immediate supervisors consider employee viewpoints.	(-2 – 2)	.19	1.129
17. My immediate supervisors conduct fair investigations of civilian complaints.	(-2 – 2)	.55	.992
18. Landing a desirable assignment in my current station is based on who you know.	(-2 – 2)	.81	1.164
19. I trust that my immediate supervisors make decisions that have the employees' best interests in mind.	(-2 – 2)	-.04	1.124
20. My immediate supervisors support any lawful action or decision I make in the field.	(-2 – 2)	.45	1.014
21. My immediate supervisors are able to make independent decisions regarding normal operations.	(-2 – 2)	.29	1.156
22. I am confident I can approach my immediate supervisors with a professional issue.	(-2 – 2)	.70	1.049
23. I am confident I can approach my immediate supervisors with a personal issue.	(-2 – 2)	.29	1.279

Sector Leadership

24. Sector leadership applies USBP policies in a way that promotes consistency in decisions that impact the workplace.	(-2 – 2)	-.33	1.041
25. Policy decisions by sector leadership provide the opportunity for employees to have a voice in decisions (e.g., allocation of sector resources, establishment of sector priorities and strategies).	(-2 – 2)	-.79	.953
26. I feel confident in the skills of the sector command staff.	(-2 – 2)	-.43	1.034
27. Sector command staff clearly explain the reasons for their decisions (i.e. policy changes).	(-2 – 2)	-.76	1.014
28. Landing a desirable assignment in this sector (i.e. prosecutions, intelligence, other specialized units, and task force participation) is based on who you know.	(-2 – 2)	1.03	1.048

29. I understand clearly what type of behavior will result in discipline in this sector.	(-2 – 2)	.44	1.106
30. Discipline is issued fairly to agents.	(-2 – 2)	-.41	1.158
31. Discipline is issued fairly to supervisors.	(-2 – 2)	-.49	1.148
32. I trust the direction my sector’s leadership is taking our sector.	(-2 – 2)	-.45	1.016
33. The expectation for job performance and experience to obtain promotion is reasonable in this sector.	(-2 – 2)	-.40	1.069
34. I trust that my sector’s leadership makes decisions that have employees’ best interests in mind.	(-2 – 2)	-.63	1.028
35. Sector leadership treat employees with respect and consideration.	(-2 – 2)	-.07	1.037
1. The culture of the USBP is going in a positive direction.	(-2 – 2)	-1.01	.924
2. You will fit in with the USBP culture as it changes in the upcoming years.	(-2 – 2)	-.25	1.112
3. You will have opportunities for promotion in the future.	(-2 – 2)	-.47	1.120
4. The USBP will provide you with adequate opportunities for professional development in the future.	(-2 – 2)	-.53	1.068

Section E: Training and Background Questions

1. The training I received at the Border Patrol Academy prepared me for entering the field.	(1 – 4)	2.94	.686
2. The in-service training I have received has enhanced my job skills.	(1 – 4)	2.96	.702
3. The training I received has provided me the skills and knowledge to support the <u>counternarcotics</u> mission of the USBP.	(1 – 4)	2.77	.736
4. The training I received has provided me the skills and knowledge to support the <u>immigration</u> mission of the USBP.	(1 – 4)	.301	.657
5. The training I received has provided me the skills and knowledge to support the <u>counterterrorism</u> mission of the USBP.	(1 – 4)	2.50	.821
6. The in-service training I have received has improved my ability to pursue future promotions/positions.	(1 – 4)	2.39	.821
7. My supervisors encourage me to take training courses outside the USBP to develop my skills.	(1 – 4)	2.08	.856
8. Have you taken a virtual training/learning course for job-related training?			
9. Classroom-based training is an effective training format for me.	(1 – 4)	3.00	.740
10. Online virtual training/learning is an effective training format for me.	(1 – 4)	2.01	.899

Appendix C: Multivariate Analysis

Table C1

Descriptive Statistics for Variables Used in the Multivariate Analyses

	Mean/%	S.D.	Min	Max
Dependent variables				
Satisfaction	10.95	2.48	3	15
Immediate supervisor trust	2.96	1.12	1	5
Sector trust	4.91	1.90	2	10
National trust	7.47	2.61	3	15
Predictor variables				
Negative publicity-law enforcement	16.96	4.45	5	25
Negative publicity-USBP	17.97	4.22	5	25
Immediate supervisor organizational justice	31.44	7.58	9	45
Sector leadership organizational justice	18.68	5.35	7	35
Uncertainty	14.55	3.24	8	20
Self-legitimacy	22.70	4.31	6	30
Statistical controls				
Age	2.39	.70	1	4
Hispanic	70.91%	--	0	1
Male	95.09%	--	0	1
4-year degree or higher	31.98%	--	0	1
Agent	82.46%	--	0	1
Military	31.34%	--	0	1
Experience	1.63	.65	1	3

Table C2
Principal-Axis Factor Analysis Organizational Justice Scale Items

Survey Items	Factor Loadings	
	1	2
1. My immediate supervisors treat me with respect.	.84	-.12
2. My immediate supervisors treat employees the same regardless of their gender.	.66	.04
3. My immediate supervisors treat employees the same regardless of their race or ethnicity.	.77	-.11
4. My immediate supervisors consider employee viewpoints.	.77	.07
5. My immediate supervisors conduct fair investigations of civilian complaints.	.65	.10
6. My immediate supervisors support any lawful action or decision I make in the field.	.69	.05
7. My immediate supervisors are able to make independent decisions regarding normal operations.	.58	.14
8. I am confident I can approach my immediate supervisors with a professional issue.	.86	-.04
9. I am confident I can approach my immediate supervisors with a personal issue.	.68	.04
10. Sector leadership applies USBP policies in a way that promotes consistency in decisions that impact the workplace.	-.03	.78
11. Policy decisions by sector leadership provide the opportunity for employees to have a voice in decisions (e.g., allocation of sector resources, establishment of sector priorities and strategies).	-.09	.79
12. Sector command staff clearly explains the reasons for their decisions (i.e., policy changes).	-.08	.79
13. I understand clearly what type of behavior will result in discipline in this sector.	.05	.40
14. Discipline is issued fairly to agents.	.06	.64
15. The expectation for job performance and experience to obtain promotion is reasonable in this sector.	.08	.63
16. Sector leadership treats employees with respect and consideration.	.15	.63
Eigenvalue	6.94	2.17

Note: Factor loadings greater than |0.400| are bolded.

Table C3.
Predicting USBP Employee Satisfaction

Predictor variables	Satisfaction									
	Model 1					Model 2				
	<i>b</i>	(<i>SE</i>)	95% CI	<i>t</i>	<i>p</i>	<i>b</i>	(<i>SE</i>)	95% CI	<i>t</i>	<i>p</i>
Negative publicity-law enforcement	-.05	(.04)	(-.14, .03)	-1.37	.20	-.03	(.04)	(-.11, .06)	-.76	.46
Negative publicity-USBP	-.02	(.02)	(-.08, .03)	-.95	.36	-.04	(.03)	(-.10, .02)	-1.50	.17
Immediate supervisor organizational justice	---					.07	(.02)	(.03, .10)	4.38	.00
Sector leadership organizational justice	---					.06	(.02)	(.00, .11)	2.26	.05
Political support	-.06	(.03)	(-.13, .01)	-1.95	.08	-.06	(.03)	(-.14, .01)	-2.01	.07
Public support	.19	(.04)	(.09, .28)	4.47	.00	.12	(.03)	(.05, .20)	3.56	.01
Counterterrorism role conflict	.07	(.18)	(-.32, .46)	.38	.71	.05	(.18)	(-.35, .45)	.28	.79
Uncertainty	-.24	(.02)	(-.28, -.20)	-13.24	.00	-.15	(.02)	(-.21, -.10)	-6.30	.00
Self-legitimacy	.18	(.01)	(.16, .21)	17.74	.00	.15	(.02)	(.11, .19)	8.10	.00
Age	.26	(.15)	(-.07, .60)	1.77	.11	.30	(.16)	(-.06, .66)	1.84	.10
Hispanic	.27	(.24)	(-.26, .80)	1.14	.28	.34	(.23)	(-.17, .85)	1.48	.17
Male	.61	(.41)	(-.30, 1.53)	1.49	.17	.43	(.37)	(-.38, 1.25)	1.18	.26
4-year degree or higher	-.16	(.21)	(-.64, .31)	-.75	.47	-.17	(.19)	(-.60, .26)	-.87	.40
Agent	-.39	(.16)	(-.75, -.04)	-2.45	.03	-.09	(.16)	(-.45, .27)	-.54	.60
Military	-.17	(.20)	(-.60, .27)	-.84	.42	-.17	(.18)	(-.56, .23)	-.94	.37
Experience	-.14	(.20)	(-.58, .30)	-.71	.49	-.04	(.16)	(-.40, .32)	-.24	.81
Constant	6.78	(.56)	(5.53, 8.04)	12.05	.00	7.50	(.60)	(6.18, 8.83)	12.61	.00
Adjusted <i>R</i> ²			.42					.46		

Note: All models were estimated using ordinary least-squares regression. Entries are unstandardized partial regression coefficients (*b*), robust *SEs*, 95% confidence intervals, *t*-statistics, and *p*-values.

Table C4.
Predicting USBP Immediate Supervisor Trust

Predictor variables	Immediate supervisor trust									
	Model 1					Model 2				
	<i>b</i>	(<i>SE</i>)	95% CI	<i>t</i>	<i>p</i>	<i>b</i>	(<i>SE</i>)	95% CI	<i>t</i>	<i>p</i>
Negative publicity-law enforcement	-.02	(.02)	(-.06, .02)	-1.00	.34	.00	(.01)	(-.03, .03)	.09	.93
Negative publicity-USBP	.00	(.01)	(-.03, .02)	-.35	.73	-.01	(.01)	(-.04, .02)	-.75	.47
Immediate supervisor organizational justice	---					.09	(.00)	(.08, .10)	19.52	.00
Sector leadership organizational justice	---					.04	(.01)	(.02, .06)	4.46	.00
Political support	.00	(.01)	(-.02, .03)	.14	.89	-.01	(.01)	(-.02, .01)	-.95	.36
Public support	.10	(.03)	(.03, .18)	3.09	.01	.03	(.03)	(-.02, .09)	1.37	.20
Counterterrorism role conflict	.03	(.05)	(-.08, .14)	.64	.53	.04	(.04)	(-.05, .13)	1.00	.34
Uncertainty	-.09	(.01)	(-.12, -.06)	-6.03	.00	.00	(.01)	(-.04, .03)	-.23	.83
Self-legitimacy	.03	(.01)	(.00, .05)	2.57	.03	-.01	(.01)	(-.02, .01)	-1.12	.29
Age	.11	(.04)	(.02, .21)	2.57	.03	.16	(.04)	(.06, .26)	3.55	.01
Hispanic	.01	(.07)	(-.15, .17)	.13	.90	.08	(.06)	(-.06, .22)	1.25	.24
Male	.02	(.10)	(-.21, .24)	.16	.88	-.17	(.12)	(-.44, .11)	-1.37	.20
4-year degree or higher	.00	(.08)	(-.17, .18)	.05	.96	.03	(.06)	(-.11, .16)	.44	.67
Agent	-.37	(.11)	(-.62, -.12)	-3.35	.01	-.03	(.07)	(-.20, .14)	-.40	.69
Military	-.05	(.09)	(-.24, .14)	-.64	.54	.00	(.06)	(-.13, .12)	-.03	.97
Experience	-.07	(.10)	(-.30, .16)	-.69	.51	.03	(.09)	(-.16, .22)	.32	.76
Constant	2.31	(.46)	(1.27, 3.34)	4.98	.00	2.84	(.31)	(2.15, 3.53)	9.21	.00
Adjusted <i>R</i> ²			.24					.54		

Note: All models were estimated using ordinary least-squares regression. Entries are unstandardized partial regression coefficients (*b*), robust *SEs*, 95% confidence intervals, *t*-statistics, and *p*-values.

Table C5.
Predicting USBP Sector Trust

Predictor variables	Sector trust									
	Model 1					Model 2				
	<i>b</i>	(<i>SE</i>)	95% CI	<i>t</i>	<i>p</i>	<i>b</i>	(<i>SE</i>)	95% CI	<i>t</i>	<i>p</i>
Negative publicity-law enforcement	-.04	(.02)	(-.08, .01)	-1.86	.09	-.01	(.01)	(-.04, .02)	-.72	.49
Negative publicity-USBP	-.02	(.02)	(-.07, .02)	-1.03	.33	-.01	(.01)	(-.05, .02)	-.97	.35
Immediate supervisor organizational justice	---					.00	(.01)	(-.02, .01)	-.29	.78
Sector leadership organizational justice	---					.24	(.01)	(.22, .26)	27.93	.00
Political support	.03	(.02)	(-.02, .07)	1.41	.19	.01	(.02)	(-.03, .06)	.76	.46
Public support	.13	(.04)	(.04, .22)	3.12	.01	.06	(.03)	(-.02, .14)	1.73	.12
Counterterrorism role conflict	.06	(.16)	(-.29, .41)	.41	.69	.03	(.13)	(-.26, -.32)	.25	.81
Uncertainty	-.24	(.02)	(-.28, -.20)	-12.65	.00	-.06	(.02)	(-.11, -.02)	-3.31	.01
Self-legitimacy	.06	(.02)	(.03, .10)	3.81	.00	.02	(.01)	(-.01, .04)	1.26	.24
Age	.20	(.08)	(.03, .38)	2.59	.03	.19	(.07)	(.04, .35)	2.76	.02
Hispanic	-.08	(.11)	(-.32, .17)	-.69	.51	.05	(.09)	(-.17, .26)	.48	.64
Male	.41	(.18)	(-.01, .80)	2.28	.05	.19	(.11)	(-.05, .42)	1.78	.11
4-year degree or higher	.02	(.12)	(-.24, .28)	.18	.86	.04	(.11)	(-.21, .29)	.35	.73
Agent	-.48	(.17)	(-.85, -.10)	-2.85	.02	-.36	(.15)	(-.69, -.02)	-2.38	.04
Military	-.20	(.16)	(-.56, .16)	-1.26	.24	-.19	(.12)	(-.45, .07)	-1.65	.13
Experience	-.10	(.08)	(-.28, .08)	-1.25	.24	.02	(.06)	(-.11, .15)	.37	.72
Constant	3.33	(.49)	(2.25, 4.42)	6.85	.00	4.17	(.47)	(3.12, 5.21)	8.89	.00
Adjusted <i>R</i> ²			.41					.68		

Note: All models were estimated using ordinary least-squares regression. Entries are unstandardized partial regression coefficients (*b*), robust *SEs*, 95% confidence intervals, *t*-statistics, and *p*-values.

Table C6.
Predicting USBP National Trust

Predictor variables	National trust									
	Model 1					Model 2				
	<i>b</i>	(<i>SE</i>)	95% CI	<i>t</i>	<i>p</i>	<i>b</i>	(<i>SE</i>)	95% CI	<i>t</i>	<i>p</i>
Negative publicity-law enforcement	-.05	(.04)	(-.13, .03)	-1.49	.17	-.02	(.03)	(-.09, .04)	-.79	.45
Negative publicity-USBP	-.06	(.02)	(-.12, -.01)	-2.74	.02	-.06	(.02)	(-.12, -.01)	-2.62	.03
Immediate supervisor organizational justice	---					.02	(.01)	(-.01, -.05)	1.64	.13
Sector leadership organizational justice	---					.19	(.02)	(.15, .23)	10.44	.00
Political support	.04	(.03)	(-.03, .11)	1.37	.20	.03	(.03)	(-.04, .09)	.90	.39
Public support	.16	(.05)	(.04, .28)	2.95	.02	.09	(.05)	(-.03, .20)	1.70	.12
Counterterrorism role conflict	.15	(.19)	(-.28, .57)	.76	.46	.10	(.17)	(-.26, .47)	.63	.54
Uncertainty	-.33	(.02)	(-.39, -.28)	-13.85	.00	-.19	(.02)	(-.24, -.15)	-9.58	.00
Self-legitimacy	.09	(.02)	(.05, .12)	5.05	.00	.04	(.02)	(.00, .08)	2.37	.04
Age	.44	(.14)	(.14, .75)	3.29	.01	.43	(.11)	(.19, .68)	4.00	.00
Hispanic	.34	(.10)	(.11, .56)	3.37	.01	.41	(.10)	(.18, .63)	4.08	.00
Male	.75	(.18)	(.35, 1.15)	4.15	.00	.56	(.24)	(.01, 1.10)	2.28	.05
4-year degree or higher	.05	(.13)	(-.23, .33)	.41	.69	.07	(.15)	(-.25, .40)	.50	.63
Agent	-.16	(.30)	(-.84, .52)	-.53	.61	.00	(.28)	(-.62, .62)	.00	1.00
Military	-.13	(.19)	(-.56, .30)	-.68	.52	-.16	(.14)	(-.46, .14)	-1.18	.26
Experience	-.14	(.11)	(-.38, .11)	-1.25	.24	.01	(.12)	(-.27, .28)	.08	.94
Constant	4.65	(.77)	(2.92, 6.37)	6.01	.00	5.47	(.82)	(3.64, 7.29)	6.68	.00
Adjusted <i>R</i> ²			.47					.58		

Note: All models were estimated using ordinary least-squares regression. Entries are unstandardized partial regression coefficients (*b*), robust *SEs*, 95% confidence intervals, *t*-statistics, and *p*-values.

Table C7.
Predicting Agent Sensitivity to Negative Publicity

Predictor variables	Negative publicity- law enforcement					Negative publicity- USBP				
	<i>b</i>	(<i>SE</i>)	95% CI	<i>t</i>	<i>p</i>	<i>b</i>	(<i>SE</i>)	95% CI	<i>t</i>	<i>p</i>
Immediate supervisor organizational justice	-.02	(.03)	(-.09, .05)	-.67	.52	.01	(.02)	(-.03, .06)	.64	.54
Sector leadership organizational justice	-.13	(.03)	(-.19, -.07)	-4.99	.00	-.09	(.03)	(-.15, -.03)	-3.26	.01
Political support	.14	(.08)	(-.04, .32)	1.72	.12	.04	(.06)	(-.08, .17)	.78	.46
Public support	-.35	(.12)	(-.63, -.07)	-2.82	.02	-.47	(.16)	(-.81, -.12)	-2.99	.01
Counterterrorism role conflict	.14	(.38)	(-.71, .99)	.36	.73	-.05	(.51)	(-1.18, 1.08)	-.09	.93
Uncertainty	.16	(.06)	(.04, .29)	2.88	.02	.28	(.05)	(.16, .40)	5.37	.00
Self-legitimacy	-.15	(.03)	(-.21, -.08)	-5.11	.00	-.15	(.04)	(-.23, -.06)	-3.85	.00
Age	.37	(.36)	(-.43, 1.18)	1.04	.32	.11	(.17)	(-.28, .49)	.63	.55
Hispanic	-.19	(.52)	(-1.35, .97)	-.36	.73	.20	(.28)	(-.43, .84)	.72	.49
Male	.91	(.62)	(-.47, 2.28)	1.47	.17	.16	(.45)	(-.84, 1.16)	.36	.73
4-year degree or higher	.58	(.16)	(.23, .93)	3.67	.00	.16	(.17)	(-.22, .53)	.93	.38
Agent	.87	(.52)	(-.29, 2.02)	1.68	.13	1.15	(.48)	(.08, 2.22)	2.39	.04
Military	-.22	(.35)	(-1.00, .56)	-.62	.55	-.49	(.39)	(-1.37, .38)	-1.25	.24
Experience	-.33	(.26)	(-.90, .25)	-1.27	.23	-.20	(.23)	(-.71, .30)	-.89	.40
Constant	19.04	(.96)	(16.91, 21.17)	19.90	.00	22.28	(.89)	(20.30, 24.26)	25.05	.00
Adjusted <i>R</i> ²			.18					.25		

Note: All models were estimated using ordinary least-squares regression. Entries are unstandardized partial regression coefficients (*b*), robust *SEs*, 95% confidence intervals, *t*-statistics, and *p*-values.

Table C8.
Predicting USBP Agent Self-Legitimacy

Predictor variables	Self-legitimacy									
	Model 1					Model 2				
	<i>b</i>	(<i>SE</i>)	95% CI	<i>t</i>	<i>p</i>	<i>b</i>	(<i>SE</i>)	95% CI	<i>t</i>	<i>p</i>
Negative publicity-law enforcement	-.07	(.02)	(-.13, -.01)	-2.73	.02	-.04	(.02)	(-.09, .01)	-1.76	.11
Negative publicity-USBP	-.11	(.05)	(-.21, -.01)	-2.34	.04	-.13	(.05)	(-.24, -.02)	-2.65	.02
Immediate supervisor organizational justice	---					.06	(.02)	(.02, .10)	2.99	.01
Sector leadership organizational justice	---					.08	(.04)	(.00, .16)	2.17	.06
Political support	.20	(.04)	(.11, .29)	4.85	.00	.18	(.04)	(.08, .28)	4.02	.00
Public support	.19	(.10)	(-.03, .42)	1.92	.08	.11	(.10)	(-.12, .34)	1.07	.31
Counterterrorism role conflict	.20	(.22)	(-.29, .68)	.89	.39	.14	(.21)	(-.31, .60)	.70	.50
Training	.44	(.02)	(.39, .50)	17.94	.00	.39	(.03)	(.32, .46)	12.90	.00
Uncertainty	-.19	(.06)	(-.32, -.06)	-3.25	.01	-.08	(.05)	(-.19, .04)	-1.52	.16
Age	.07	(.21)	(-.38, .53)	.36	.73	.12	(.19)	(-.30, .55)	.63	.54
Hispanic	.45	(.39)	(-.42, 1.32)	1.16	.27	.51	(.37)	(-.31, 1.34)	1.39	.20
Male	-1.43	(.24)	(-1.97, -.89)	-5.94	.00	-1.48	(.24)	(-2.02, -.94)	-6.13	.00
4-year degree or higher	-.03	(.36)	(-.82, .76)	-.09	.93	-.04	(.34)	(-.81, .72)	-.12	.91
Agent	-.36	(.44)	(-1.34, .62)	-.81	.43	-.05	(.46)	(-1.08, .98)	-.11	.91
Military	-.29	(.42)	(-1.22, .63)	-.71	.50	-.29	(.43)	(-1.24, .66)	-.68	.51
Experience	-.01	(.26)	(-.58, .56)	-.05	.96	.07	(.25)	(-.48, .63)	.29	.78
Constant	18.37	(1.11)	(15.90, 20.85)	16.52	.00	19.00	(1.07)	(16.62, 21.38)	17.79	.00
Adjusted <i>R</i> ²			.30					.31		

Note: All models were estimated using ordinary least-squares regression. Entries are unstandardized partial regression coefficients (*b*), robust *SEs*, 95% confidence intervals, *t*-statistics, and *p*-values.



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