Unity Breeds Fairness:  
The Consortium for Police Leadership in Equity Report on the Las Vegas Metropolitan Police Department  

A Report Issued by:  
The Consortium for Police Leadership in Equity  

Written by:  
Phillip Atiba Goff, Ph.D.  
&  
Karin Danielle Martin, Ph.D.  

DO NOT CITE OR CIRCULATE WITHOUT THE EXPRESS WRITTEN PERMISSION OF THE CONSORTIUM FOR POLICE LEADERSHIP IN EQUITY  
http://www.policingequity.org
Table of Contents

Executive Summary..................................................................................................................3
A Note on Contemporary Bias...............................................................................................4
Background & Methodological Overview ..............................................................................6
Climate Assessment..............................................................................................................7
  Perceptions of Procedural Justice.......................................................................................9
  Perceptions of Handling Diversity Issues...........................................................................11
  Perceptions of Diversity Training......................................................................................12
Attitude/Behavior Matching................................................................................................15
Concepts Measured................................................................................................................17
  Stereotype Threat...............................................................................................................17
  Police Self-Concept ...........................................................................................................18
  Male Gender Role Stress (MGRS).....................................................................................20
  Explicit Prejudice and Racial Anxiety...............................................................................21
  Police Esteem....................................................................................................................22
Variation by Area Command ..............................................................................................23
Predicting Complaints Against Officers..............................................................................24
Predicting Racial Disparities in Use of Force......................................................................25
Aggregate Data ....................................................................................................................27
Recommendations ...............................................................................................................27
Integrate diversity trainings into operational responsibilities trainings..............................27
Prioritize use of force training in training updates..............................................................28
Provide a “science of contemporary bias” training for executive staff..............................28
Begin tracking pedestrian stops data..................................................................................28
Begin monitoring differences in officer-initiated v. resident-initiated contacts....................29
Create an officers’ advisory counsel....................................................................................29
Reward excellence in diversity and inclusion.................................................................29
Conclusions.........................................................................................................................29
Appendix..............................................................................................................................31
  Stereotype threat scale.....................................................................................................31
  Male gender role stress scale..........................................................................................32
References............................................................................................................................33
Executive Summary

Values-based management calls on employees, executives, and the broader organization to enact a coherent set of core principles across their work responsibilities. This means that a department claiming to value “respect for others,” as the Las Vegas Metropolitan Police Department (LVMPD) does, must require its employees treat residents with dignity, respecting differences in race, gender, culture, and sexual orientation. To promote values-consistent behavior among LVMPD officers, all trainings include reference to the values of the department: Integrity, Courage, Accountability, Respect for others, and Excellence (ICARE)—and officers understand they will be evaluated in terms of these values. In keeping with this values-based commitment, the LVMPD contacted the Consortium for Police Leadership in Equity (CPLE) to collaborate on an effort to determine whether or not their department was making good on its commitment to equitable treatment of its community. This report represents the fruits of that effort.

The CPLE was tasked with examining individual officer and aggregate department records with the goal of understanding what (if anything) further could be done to promote racial equity in the treatment of residents, in addition to LVMPD’s existing efforts. This project required that CPLE researchers examine department data on use of force (including officer involved shootings) and complaints against officers as well as responses by a subset of officers to psychological measurements. The result is an unprecedented investigation into the role that a department’s culture and the psychological makeup of its officers play in policing outcomes. Here, the CPLE has been tasked with delivering a “readable” report on our findings. Consequently, we have attempted to write a brief, yet comprehensive report, focusing on significant findings and avoiding scientific jargon wherever possible.

Across our analyses of department climate, officer attitudes, and LVMPD’s treatment of residents, one theme united our findings: poor morale is a prevalent driver of racial disparities in the treatment of residents—particularly with regard to issues of race and racism. Our initial climate assessment of sworn personnel revealed that officers felt unusually negatively about diversity training and the way in which diversity was handled within the department. Our subsequent analyses of how individual attitudes influenced racial disparities in police use of force revealed that officers who felt the least connected to their identities as LVMPD officers—meaning the LVMPD was not important to their sense of themselves—were the most likely to use severe force against Black residents. Not so, however, against Latino or White residents. While the overall numbers were impressively low given Las Vegas’ population, these trends (and their derivatives) provide both reason for concern and reason for optimism.

Individuals are most likely to reflect the values of an organization when they feel identified with it. When they do not feel the organization supports them, it is not surprising that their behavior would stray from the organizational values. In the case of LVMPD, what this means is that officers have understood the message that racial bias is not to be tolerated, and those most identified with the department have aligned their behaviors with that value. This is the reason for optimism. However, for the segments of the organization that do not identify with LVMPD, in part because

---

they feel their department suspects them of racism and/or corruption, there is a tendency to act inconsistently with the department values, engaging in behaviors that are likely to enflame negative sentiment against the department and, in turn, provoke further public safety concerns. As a result, in addition to outlining our findings, we put forward 7 recommendations designed to enable LVMPD to improve their existing culture and further reduce racial disparities in resident treatment. Most notably, we recommend that LVMPD partner with community stakeholders to revise department trainings at all levels. Specifically, consistent with existing values-based trainings, we recommend that LVMPD integrate issues of diversity and tolerance into other operational trainings with the goal of both reducing officer resentment of diversity messages and increasing the relevance of diversity training to officers’ daily responsibilities.

Importantly, we do not advise that any of the recommendations listed in this report should be implemented without significant community dialogue and buy in. In fact, it is the opinion of CPLE that without community buy in, it is unlikely that these recommendations will have the desired effect of promoting equity and LVMPD officer behaviors consistent with the organizations values.

---

**A Note on Contemporary Bias**

When laypersons use the term “racist” or “racially biased” they usually refer to one type of bias: traditionally explicit racial bias. This type of bias can include an individual’s tendency to use racial epithets, belief in the explicit inferiority of one group compared to his or her own, and to openly display animosity towards members of another group. A belief that members of different races should not marry and the endorsement of negative stereotypes (e.g., “Latinos are lazy”) are common examples of this type of racial bias. Explicit biases are conscious, deliberative, and subject to introspection. In other words, a person can tell you whether or not they are a “racist” in the traditional sense, and (unless they are lying) they tend to be fairly accurate. Consequently, one can simply ask “how much do you like people from X group” and receive a fairly accurate answer—again, provided the individual attempts to tell the truth. While we include a measure of this type of bias in our analyses, this is not the only form of racial bias that can predict an individual’s behavior. In addition to “traditional” explicit racism, researchers have also begun to look at implicit bias and “racism without racists” as forms of contemporary bias that produce negative racial outcomes.

Implicit biases are not what most people think of when they imagine the term “racist.” An implicit bias is the automatic and non-conscious association between two things. For instance, it is not surprising that when we think of the word “doctor” we are more likely to think of the word “nurse.” This is because, when we bring a given concept to mind, we also bring to mind the set of concepts that are highly associated with it. In the domain of healthcare, then, “doctor” may bring to mind “nurse” and vice versa. Implicit racial biases function similarly with “Black,” “Asian,” “White,” or “Latino” calling to mind racial and ethnic stereotypes about that group.

Unlike explicit racial biases, implicit biases are non-conscious, spontaneous, difficult to see in

---


one’s self, and even more difficult to control. That is, an individual may hold implicit biases without even knowing that they do. Consequently, asking an individual whether or not they hold implicit biases is not the most reliable way to assess them. Rather, one must use computer tasks to assess implicit biases, by measuring how quickly one associates racial stereotypes with exemplars from that group.

Implicit biases, like explicit biases, can also influence behavior. However, while explicit bias tends to influence deliberative processes such as what one says and with whom one associates, implicit biases tend to influence automatic processes, such as non-verbal behaviors (e.g., eye contact, fidgeting, etc.). These processes can have a surprisingly large effect on interpersonal interactions, while being difficult for individuals to monitor. Consequently, while someone may have virtually no signs of explicit bias, he or she still may behave in a way that causes objectionable racial inequalities. Worse, an individual may be unaware of the biases he or she holds or the behaviors that may result from these biases. The present research measures implicit biases as well as explicit ones, providing a fuller understanding of the various roles these forms of bias do and/or do not play in producing racial inequity in LVMPD outcomes.

Finally, so-called “racism without racists” is a phrase that refers to psychological processes that require neither explicit nor implicit racial bias, yet produce objectionable racial inequality. For instance, majority group members’ concerns with appearing racist often result in negative outcomes for minority group members. The anxiety one might feel about being stereotyped as racist ironically produces behaviors such as physical avoidance, avoidance of eye contact, and general nervous behaviors that provoke negative interactions. Importantly, one would not want to call someone a racist simply because they are concerned with appearing racist. Yet, in an interview, work, or law enforcement context, an individual’s concern with appearing racist could result in disproportionately negative outcomes for non-Whites. Thus the term “racism without racists.” These psychological factors are difficult for individuals and organizations to identify because they often seem irrelevant to issues of racial equity, making them even more difficult to remedy. We account for these factors in the form of stereotype threat, which in this case is the concern with appearing racist and masculinity threat, the concern with being seen as insufficiently manly.

Together, psychological factors, explicit racism, implicit racism, and racism without racists, form the primary conceptual frameworks for our assessment of officer-level bias in the LVMPD. It is important to remember that only one form, explicit racism, is what a majority of individuals will

---


understand as “racism”, and that both implicit racism and “racism without racists” are not associated with the negative character elements commonly ascribed to explicit racism. That is, though we discuss racism and racial bias throughout this report, we distinguish between racial bigotry and other forms of bias. That said, any form of racial inequality predicted by any of these forms of bias is worthy of serious attention because it demonstrates that individual officer attitudes can create racially disparate policing outcomes—a result antithetical to the values of the LVMPD and constitutional policing.

Background & Methodological Overview

Again, the goal of the LVMPD/CPLE collaboration was to determine what, if anything, can be done to improve the equitable delivery of police services to the city of Las Vegas. CPLE’s methodology differs significantly from traditional law enforcement consulting and analysis arrangements in that traditional analyses tend to rely heavily on direct observation, extensive review of policy, and an understanding of trending “best policies and practices” around the nation. CPLE’s methodology, on the other hand, tends to focus heavily on deducing causal relationships between department cultural factors and specific outcomes. That is, CPLE uses statistical models to assess what causes problem behaviors (in the aggregate), and then suggests specific policy interventions that target those problems. Again, unlike other methodologies, CPLE conducts original data collections. Specifically, we collect psychological data from a representative sample of officers in order to ascertain the role that psychological factors have in any observed disparities, as well as the relative frequency of psychological profiles associated with problem behaviors that take place in the department. Consequently, rather than providing analyses and recommendations about police process per se, CPLE is uniquely positioned to answer questions about what causes problem behaviors in a specific location, and designing interventions tailored that those sets of problems.

In the case of LVMPD, we were tasked with looking at Officer Involved Shootings (OIS), use of force more generally, complaints against officers, and department-wide culture, to determine whether a pattern of racial bias existed and, if so, how that pattern could be addressed most efficiently. In response to these requests, CPLE conducted two separate data collections. The first involved a call to all sworn personnel to complete a department climate assessment in which approximately 65% of the department (2,198 officers) provided answers to questions about department policies, fairness, and diversity issues. The second involved an “attitude/behavior” matching paradigm in which officers from across a range of patrol assignments (identified in order to sample the full range of racial/ethnic diversity and crime rates across Las Vegas) volunteered to answer a longer survey. These (196) officers also agreed to allow us to link individual officer survey responses to their performance histories of complaints against them and use of force against residents—matching officer attitudes with their behaviors. Officers were assigned to one of the following Area Commands: Bolden, Convention Center, South Central, and Southeast. Officer identifiers (e.g., badge numbers, etc.) were removed before analysis began. Consequently, researchers were unable to identify officers whose behavior or attitudes represented outliers. Additionally, LVMPD agreed not to seek access to psychological data collected by CPLE in order to protect officer confidentiality and the integrity of the research process.

We primarily used department-wide attitudes to determine the culture of LVMPD and attitude/behavior matching data to examine the causal relationship between culture and policing.
outcomes. These two data collections, in combination with access to two decades worth of OIS data, five years of use of force data and complaints against officers data, and extensive qualitative data (e.g., reports, interviews, and departmental policies), provided CPLE with an unprecedented opportunity to assess the relative role of department climate and individual psychology on resident treatment. Again, our goal was to identify causes of any observed racial disparities in order to promote equity in LVMPD’s delivery of police services. We outline our findings below before setting out recommendations to address the concerns we uncover.

**Climate Assessment**

A department-wide climate assessment is a common tool with which to “take the pulse” of a given organization. The goal is simply to establish a baseline regarding department attitudes towards important organizational goals—in this case organizational fairness and diversity. The scientific consensus on organizational fairness, or Procedural Justice, is that people are more likely to support, cooperate, and conform to authority that treats them fairly. While this may seem a straightforward principle—a kind of psychological “Golden Rule”—the power of procedural justice is that these concerns with fairness and equity often trump concerns with one’s own outcomes. In other words, people would often prefer to be treated fairly and receive an outcome they dislike (e.g., being arrested) than to be treated poorly, but receive an outcome they prefer (e.g., not being arrested).

Procedural justice works both in terms of how residents respond to law enforcement and how individuals within an organization (e.g., a police department) respond to that department’s internal culture. Our concern with procedural justice in the department climate assessment was to provide a baseline of how fairly officers felt their department treated them, and what that predicted.

Because issues of diversity were foregrounded in CPLE’s mandate, we also asked questions about the value of diversity training with the goal of assessing the department’s attitude about LVMPD’s approach to ensuring equitable treatment within the department. Previous research demonstrates that procedural justice is a strong predictor of internalization of an organization’s values. Consequently, we also tested the relationship between perceptions of procedural justice and the value officers saw in diversity trainings and practices within the organization.

Of the 3,396 sworn personnel employed by LVMPD at the time of the survey, 2,198 responded, representing a 64.7% response rate—exceptionally high for an online survey of an

---

12 Data from the Climate Assessment section are explored in greater detail in a previous CPLE report, entitled, “Procedural justice and effective policing: Designing organizations that support diversity.” Parts of the Climate Assessment section of this report are paraphrased from this earlier report. Additional inferential statistics and an emphasis on integrating these data with the broader scope of research are included here.


Unity Breeds Fairness:  
The Consortium for Police Leadership in Equity Report on  
the Las Vegas Metropolitan Police Department

organization of this type. The survey was distributed via a link in an email, with departmental email  
addresses provided by LVMPD. LVMPD executives also provided critical feedback on the content  
of the survey. Demographics of respondents are provided in Table 1.1.

**Table 1.1 Demographics of Survey Respondents**

<table>
<thead>
<tr>
<th>Division</th>
<th>Office of the Sheriff: 7</th>
<th>Technical Service: 3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Professional Standards: 54</td>
<td>Detention Services: 321</td>
</tr>
<tr>
<td></td>
<td>Patrol: 996</td>
<td>Special Operations: 166</td>
</tr>
<tr>
<td></td>
<td>Investigative Services: 246</td>
<td>Homeland Security: 65</td>
</tr>
<tr>
<td></td>
<td>(227 chose not to respond)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Rank</th>
<th>Officer/Detective: 1325</th>
<th>Sergeant: 206</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Lieutenant: 45</td>
<td>Captain: 9</td>
</tr>
<tr>
<td></td>
<td>Deputy Chief and Above: 5</td>
<td>Corrections Officer: 212</td>
</tr>
<tr>
<td></td>
<td>Corrections Sergeant: 6</td>
<td>Corrections Lieutenant: 3</td>
</tr>
<tr>
<td></td>
<td>Corrections Captain: 3</td>
<td>Other: 27</td>
</tr>
<tr>
<td></td>
<td>(226 chose not to respond)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Years in Department</th>
<th>Average: 10.98 years</th>
<th>Range: 0-37 years</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(2049 responded; 149 chose not to respond)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Area Command (asked of Patrol)</th>
<th>Bolden: 75</th>
<th>Convention Center: 91</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Downtown: 79</td>
<td>Enterprise: 107</td>
</tr>
<tr>
<td></td>
<td>Northeast: 126</td>
<td>Northwest: 97</td>
</tr>
<tr>
<td></td>
<td>Operations: 34</td>
<td>South Central: 81</td>
</tr>
<tr>
<td></td>
<td>Southeast: 69</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(180 chose not to respond)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Political Ideology</th>
<th>Leans Conservative. Average response= 5.18</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>where 1 = ‘Very Liberal’ to 7 = ‘Very Conservative’</td>
</tr>
<tr>
<td></td>
<td>(1720 responded; 450 chose not to respond)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Years of Education</th>
<th>Some High School: 9</th>
<th>High School: 188</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Some College: 920</td>
<td>College Degree: 772</td>
</tr>
<tr>
<td></td>
<td>Graduate Degree: 129</td>
<td>Other: 8</td>
</tr>
<tr>
<td></td>
<td>(172 chose not to respond)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gender</th>
<th>Men: 1724</th>
<th>Women: 203</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(271 chose not to respond)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Race and/or Ethnicity</th>
<th>White: 1326</th>
<th>Hispanic: 204</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Black: 150</td>
<td>Asian: 66</td>
</tr>
<tr>
<td></td>
<td>Other: 9</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(127 chose not to respond)</td>
<td></td>
</tr>
</tbody>
</table>
Unity Breeds Fairness:  
The Consortium for Police Leadership in Equity Report on  
the Las Vegas Metropolitan Police Department

Perceptions of Procedural Justice

As shown in Figure 1.1 and Figure 1.2, officers from across the department felt that there was a moderate amount of fairness within the department. This is notable both because it is fairly stable across area commands (within patrol) and divisions (though Detention Services rated slightly higher) and because it is markedly lower than ideal.17 While the department-wide 3.2 (out of 6) is not indicative of widespread distrust, as one is accustomed to finding in toxic relationships with authority,18 it does suggest that the department, as a whole, feels a degree of ambivalence towards elements of authority within LVMPD. This low level of perceived procedural justice served as our first indication of an officer morale problem across the department.

---

Unity Breeds Fairness:
The Consortium for Police Leadership in Equity Report on
the Las Vegas Metropolitan Police Department

After establishing baseline levels of perceptions of procedural justice, we examined the role that demographic variables play in these perceptions. That is, we looked at whether officers differed in their perceptions of the organization as fair and legitimate based on their race or their sex. As demonstrated in Figure 2.1, these analyses revealed mixed results. It is encouraging to see that White and non-White officers felt that the department was equally just in its treatment of employees. However, this encouraging news was mitigated by the perception among White female officers that they were treated in a less procedurally fair way. This suggests the need for the full diversity of officers to provide direct feedback to the Sheriff’s office in order to mitigate the perception among some groups that they are treated less fairly. This is addressed in Recommendation # 6, below.

![Figure 2.1 The Average Rating of the Department’s Procedural Justice, Divided by the Race and Gender of Officers.]

In addition to assessing demographic differences in the perception of procedural justice, again, our goal was to test the degree to which these differences are linked with important outcomes. Consequently, before turning our attention to the issue of diversity *per se*, we examined the role that the perceptions of procedural justice play in officers’ commitment to the department, willingness to obey the rules of the department, and intentions to move “turnover,” by either leaving their current assignment or leaving the department altogether. As shown in Table 2, those rating the department lower in procedural justice also expressed less commitment to the department, less willingness to obey rules, and less of a desire to stay employed where they are. All of these findings are consistent with previous research on procedural justice. Still, they speak to the specific need for LVMPD to

---

continue addressing issues of procedural justice within the organization in order to promote policing activities consistent with their values.

Table 2.1 The Impact of Procedural Justice upon Police Officers’ Commitment to Department, Willingness to Obey Rules, and Desire to Stay in Current Position (All on 1-6 Scale).

<table>
<thead>
<tr>
<th></th>
<th>Among those with lower ratings of department fairness</th>
<th>Among those with higher ratings of department fairness</th>
<th>Total Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commitment to Department</td>
<td>4.95, 1059</td>
<td>5.58, 1060</td>
<td>5.26</td>
</tr>
<tr>
<td>Willingness to Obey Rules</td>
<td>5.72, 1037</td>
<td>5.80, 1044</td>
<td>5.76</td>
</tr>
<tr>
<td>Desire to Stay in Current Position</td>
<td>4.78, 1039</td>
<td>5.48, 1053</td>
<td>5.13</td>
</tr>
</tbody>
</table>

Perceptions of Handling Diversity Issues

Turning our attentions to the specific value of respect for others—particularly in the arena of racial and ethnic diversity—we examined officer attitudes towards how the department addressed issues of diversity broadly, and towards departmental diversity training specifically. As revealed in Figure 3.1, officers from across the department felt the department handled “diversity issues” moderately well. However, here, officer demographics played a significant role in officer perceptions of the department’s diversity dealings. Specifically, women and non-Whites expressed significantly more negative views of how the department handles diversity concerns. Again, while these views were not dramatically skewed or indicative of a toxic work environment, there is room for improvement in this area. Given the LVMPD’s stated commitment to respect and inclusiveness, more direct feedback from the full diversity of rank and file officers to the ranks of the Sheriff may mitigate these mixed perceptions.

---

Perceptions of Diversity Training

Finally, we turn our attentions to the department’s perceptions of diversity training. These results were the most surprising, as our previous consultations\(^\text{21}\) have recorded fairly high degrees of support for departmental diversity trainings. As revealed in Figure 4.1, the department largely felt unfavorably towards diversity trainings. For example, in answer to the question “Overall, how valuable has the department’s diversity training program(s) been to you?,” the most common response was 1 on a scale of 1 to 7, indicating “not at all valuable.” This negative view of diversity training was fairly consistent across divisions within the department (see Figure 4.2), and, again, officer demographics played a significant role in these perceptions. As revealed in Figure 4.3, White officers felt significantly less positively towards diversity training than did non-White officers (with no observed differences between male and female officers). This means that, ironically, while White officers feel the department handles diversity concerns better than non-White officers, White officers are less supportive of department diversity training than are non-White officers.

\(^{21}\) Due to confidentiality agreements the CPLE negotiates with our partner departments, it is not possible to report the details of non-public reports. However, we did receive confirmation from outside partner agencies that we may make reference to aggregate trends across reports for the purpose of providing context for the present report.
Unity Breeds Fairness:
The Consortium for Police Leadership in Equity Report on
the Las Vegas Metropolitan Police Department

Figure 4.1 The Number of Police Officers Choosing Each Option

![Graph of the Number of Officers Choosing Each Option](image)

Figure 4.2 Responses to the Diversity Training Question, Divided by Division (1-7 Scale).

![Graph of Responses by Division](image)

Figure 4.3 Responses to the Question about Diversity Training, Divided by Race and Gender.

![Graph of Responses by Race and Gender](image)
Unity Breeds Fairness:
The Consortium for Police Leadership in Equity Report on
the Las Vegas Metropolitan Police Department

These relatively low aggregate numbers should not overshadow the fact that a sizeable
number of officers indicated that the department’s diversity training program was valuable or
extremely valuable. In open-ended responses, a representative officer who felt positively towards
the training indicated that:

The training provided has been useful as a supervisor for my department. It has provided
me with knowledge of policy, law and examples of real life scenarios. The training has
provided me with the knowledge of how to deal with diversity issues internally and
externally. . . I believe that officers should be provided with the same training annually. If
not annually then they should have to attend every two years. We make officers attend
driver’s training, firearms training and defensive tactics—we should include diversity training
in their training because it is just important.

However, significantly more officers made negative than positive comments about the
diversity training. For instance, 72 individuals made statements that suggested that diversity training
encouraged diversity-related complaints, divided the department along racial lines and disadvantaged
White officers. One example of a response from this category was from the following officer:

I understand the issue but I think we allow people to use diversity issues for their personal
gain way too often. We are police officers and should not be able to use who we are (race,
gender or sexual preference) to get special treatment. If we wear our feelings on our shirt
sleeves we are in the wrong job.

Finally, there was a sizeable minority of officers that expressed the sentiment that diversity
trainings tacitly accuse Whites of racism. Fifty-six total respondents (49 White and 7 non-White)
expressed this sentiment in the open-ended section, with a typical response being:

The instructor for the training was teaching under the assumption that all police officers
were prejudiced against minorities, as he was a minority himself. He spoke to the class like
we were a room full of inmates being punished. It was very distasteful and a slap in the face
to my integrity and professionalism as a police officer.

or

All diversity training basically states that if you are white you are wrong, and that everyone
else’s culture takes precedence over society’s established norms.

Importantly, subsequent informal and/or confidential conversations with LVMPD officers
indicated that this sense of departmental resentment regarding diversity training and attendant issues
has become prevalent only recently as a result of media coverage and the department’s response to
it.

Taken together, the issue of diversity training was clearly the most contentious of the topics
covered in the climate assessment and significant divisions arose in officer responses. Concerns
with being stereotyped as racist by officers and/or Whites is a phenomenon known in psychology as
stereotype threat, and can lead to performance decrements for anyone who fears being evaluated in
Unity Breeds Fairness:  
The Consortium for Police Leadership in Equity Report on  
the Las Vegas Metropolitan Police Department

terms of, or conforming to a negative stereotype about one’s group. In previous consultations we have observed that concerns with being seen as racist are ironically associated with relatively higher levels of racial disparity in police use of force, a concern to which is addressed below.

Having assessed the baseline perceptions of diversity concerns and training among sworn personnel, we turned, finally, to the relationship between perceptions of departmental procedural justice and attitudes towards diversity. Again, consistent with previous research, our analyses reveal that perceptions of procedural justice are an excellent predictor of how well an officer believes the department handles racial concerns and how valuable diversity training is. In other words, the degree to which an individual feels they are treated fairly by the department—regardless of that individual’s race or sex—predicts their endorsement of the department’s diversity policies and their investment in the department’s diversity trainings. This represents good evidence that improving officer morale and perceptions of procedural justice are important steps towards improving the diversity climate within the department and individual officer’s commitment to adhere to departmental values of respect and inclusion.

In the next section, we explore these expectations by looking at how individual officer attitudes predict their behaviors in the streets.

Attitude/Behavior Matching

In order to assess the role that department climate has on police behavior, the CPLE conducted an “attitude/behavior matching” analysis. Again, this involves recruiting patrol officers who agree to answer survey questions and allow CPLE to link individual survey responses to their performance histories. In this case, we asked questions about a range of psychological factors including:

- Stereotype Threat (the concern with appearing racist)
- Police Self-Concept (the degree to which officers identify with policing)
- Expectation of respect from residents
- Masculinity Threat (male officers’ concern with proving their manhood)
- Intergroup Prejudice and Anxiety
- Police-Esteem

Given the context provided by the initial climate assessment, particular attention was paid to identification with the police department, as concerns about procedural justice are known to affect

---


23 CPLE has been informed that the relevant report will be made public in the coming month, and CPLE’s subsequent communication with LVMPD will provide them with it for the purpose of comparison as soon as this occurs.

24 r (1745) = .42, p < .001

25 r (1529) = .42, p < .001
the degree to which an individual identifies with an organization.\textsuperscript{26} Additionally, we paid close attention to expectations of disrespect from residents and stereotype threat, as these psychological factors are associated with resentment of diversity related policies.\textsuperscript{27} Previous consultations have revealed that masculinity threat is associated with racial disparities in police use of force.\textsuperscript{28} And, finally, analyzing explicit racial bias (e.g., “I don’t like people from X group”) provides for a test of the most severe type of racial discrimination.

Out of a target of 200 officers, 196 officers volunteered to participate in this portion of the assessment in exchange for $50. Completing the psychological survey took an average of about 1 hour. After completing the survey, the CPLE was given performance histories for these officers in terms of complaints against that officer and use of force incidents between 2007 and 2010. Patrol officers were recruited from one of 4 area commands: Bolden, Convention Center, South Central, and Southeast. Subsequent analyses compared officers both across and within area commands.

Tables 3.1 through 3.3 provide information about the demographics of survey respondents.

\begin{table}[h]
\centering
\begin{tabular}{|l|c|c|}
\hline
\textbf{Officer Race} & \textbf{Frequency} & \textbf{Percent} \\
\hline
White & 143 & 73.0 \\
Unknown & 18 & 9.2 \\
Black & 15 & 7.7 \\
Hispanic & 15 & 7.7 \\
Asian & 4 & 2.0 \\
Other & 1 & .5 \\
\hline
Total & 196 & 100.0 \\
\hline
\end{tabular}
\caption{Table 3.1 Officer Race}
\end{table}

\begin{table}[h]
\centering
\begin{tabular}{|l|c|c|}
\hline
\textbf{Officer Gender} & \textbf{Frequency} & \textbf{Percent} \\
\hline
Male & 155 & 79.1 \\
Female & 23 & 11.7 \\
Unknown & 18 & 9.2 \\
\hline
Total & 196 & 100.0 \\
\hline
\end{tabular}
\caption{Table 3.2 Officer Gender}
\end{table}

\begin{table}[h]
\centering
\begin{tabular}{|l|c|c|}
\hline
\textbf{Area Command} & \textbf{Frequency} & \textbf{Percent} \\
\hline
Convention Center CCAC & 50 & 25.5 \\
South Ease SEAC & 44 & 22.4 \\
Bolden BAC & 42 & 21.4 \\
South Central SCAC & 60 & 30.6 \\
\hline
Total & 196 & 100.0 \\
\hline
\end{tabular}
\caption{Table 3.3 Area Command}
\end{table}


\textsuperscript{27} Goff, P. A., Jackson, M. C, Nichols, A. H., DiLeone, B. A. (in press). Anything but race: Avoiding racial discourse to avoid hurting you or me. \textit{Psychology}.

\textsuperscript{28} Again, this report will be made public within the month and CPLE will provide it to LVMPD as soon as this occurs.
Because LVMPD does not collect demographic information on pedestrian stops and only a handful of officers had experience with vehicle stops, it was not possible to investigate the role of psychological factors on officer stops behaviors. Additionally, because demographic information was not included in data on complaints against officers, we were not able to examine racial differences in complaints.

However, with these caveats, we were able to examine the role that psychological factors play in overall complaints against an officer as well as the role that they play in racial disparities with regard to the frequency and the amount of force used against residence. Importantly, though there has been a recent focus on OIS in LVMPD, the analyses we present here focused primarily on the full range of force options used, as it provides both a broader range of officer behaviors and provides for a richer dataset in which to conduct analyses.

**Concepts Measured**

**Stereotype Threat**

Again, Stereotype Threat is the concern one feels of being evaluated in terms of, or conforming to, a negative stereotype about one’s group. For instance, a woman may feel concerned that if she does poorly on a math exam, someone may suspect that she has done poorly because she is a woman. Previous research demonstrates that stereotype threat often leads to performance decrements both in academic settings (e.g., depressed test/grade performance), and in intergroup interactions. In the case of police officers, among the most salient negative characteristics that they are at risk of confirming is the stereotype of being racist. Stereotype threat was measured on a 7-point scale using five items that asked officers to indicate the degree to which they agreed with a series of statements, such as: “I worry that others may stereotype me as prejudiced because I am a police officer.” The full set of items used is attached in the Appendix.

Officers demonstrated moderate amounts of stereotype threat (Mean = 2.99 out of 7; see Figure 5.1). Stereotype threat varied by race/ethnicity, but not significantly, in part due to sample size. Though previous research on stereotype threat suggests that Whites tend to experience greater concern with appearing racist than do other groups, that was clearly not the case within this sample. This may have resulted from Whites’ concerns with admitting a fear of appearing racist, from small sample sizes of non-White officers, or from a genuine tendency for officers to share concerns about appearing racist equally regardless of race/ethnicity. Our informal interviews with officers provide support for this final conclusion, with Black, Asian, and Latino officers frequently citing instances of same-race community members accusing them of racism.
Figure 5.1 Average Stereotype Threat Among Officers Divided by Officer Race/ Ethnicity

Police Self-Concept

We measured the extent to which being a police officer is an important part of an individual’s identity. This concept is based on previous work that explores several different dimensions of identity (Centrality, Ideology, and Regard). Self-concept is considered to have both stable aspects and aspects that tend to vary depending on the situation. Self-concept is measured with an 8-item questionnaire that includes questions such as “Being a police officer is a reflection of who I am” and “I have a strong attachment to law enforcement.” Higher scores on this measure indicate that being a police officer is central to an individual’s identity. Figure 6.1 shows that, overall, police self-concept in the LVMPD is slightly above the mid-point of the scale (3.89), with White officers having a slightly lower score on average than non-White officers.

Unity Breeds Fairness:
The Consortium for Police Leadership in Equity Report on the Las Vegas Metropolitan Police Department

![Figure 6.1 Average Police Self-Concept by Officer Race](image)

Figure 6.1 Average Police Self-Concept by Officer Race

Previous research demonstrates that an individual’s perception of the level of respect one receives from others is significantly related to the person’s level of cooperation within an organization. Therefore, we measured the extent to which officers expect respect from residents when they are on duty with a 6-item questionnaire that asks officers the extent to which they agree or disagree with statements such as: “I expect respect when I have my uniform on” and “I expect citizens to obey my authority when I am on duty.” Figure 7.1 shows that there is a relatively high level of an expectation of respect among officers in the LVMPD, with no significant differences on the basis of officer race or ethnicity.

---

Unity Breeds Fairness:  
The Consortium for Police Leadership in Equity Report on  
the Las Vegas Metropolitan Police Department

Male Gender Role Stress (MGRS)

Male Gender Role Stress (MGRS) is a measure of an individuals’ level of stress related to  
cognitive, behavioral, and environmental events associated with the male gender role.\textsuperscript{31} MGRS was  
measured on a 7-point scale using fifteen items that asked officers to indicate the degree to which  
they found a series of statements, such as, “Letting a woman take control of the situation” stressful.  
The full set of items used is attached in the Appendix. Again, there were no significant racial/ethnic  
differences in MGRS scores and masculine self-concept. Figure 8.1 shows the average MGRS scores  
by officer ethnicity. Importantly, while these questions do not make intuitive sense for female  
oficers, previous consultations have demonstrated that the scale is an excellent predictor of  
behavior among male officers.

\textsuperscript{31}Eisler, R. M. & Skidmore, J. R. (1987). Masculine gender role stress: Scale development and component factors in the  
Explicit Prejudice and Racial Anxiety

Feelings about Blacks and Latinos were measured using a feeling thermometer, which asks officers to indicate how warmly they feel toward each group. Higher scores indicate more positive feelings toward a target group. We also asked officers about their anxiety with both Blacks and Latinos using an adaptive scale from the work of Stephan and Stephan, namely two separate 11-item scales that ask officers to evaluate statements like “I worry about coming across as racist when speaking to Latinos” or “It makes me uncomfortable to bring up the topic of racism around Black people.” Figure 9.1 shows that overall, there is slightly more anxiety towards Blacks than towards Latinos.

---

Figure 9.1 Average Anxiety Toward Blacks by Officer Race and Substation

**Police Esteem**

Police esteem is a measure of an individual’s sense of being held in high regard by colleagues and supervisors. We measure this concept using a 13-point scale that asks officers the extent to which they agree or disagree with statements such as: “I am proud to tell people that I am an officer” and “I believe most fellow officers like me.” Overall, LVMPD officers report feeling a level of police esteem that was above the midpoint of the scale and there are slight differences on the basis of officer race/ethnicity—as shown in Figure 10.1.
Variation by Area Command

There is evidence that officer attitudes vary depending based on area command. *This should not be misconstrued as evidence that officers with particular demographics or from particular area commands are racists.* In fact, officers across the board were below the mid-point of the scale, indicating that they reject racial stereotypes. Consequently, a more accurate interpretation would be that there is a less strong rejection of racial stereotypes on the aggregate and, more importantly, that there is meaningful variation along this dimension depending on where one works.

Similarly, the expectation of respect also varies by area command. Figure 11.1 shows the variation by both area command and officer race. The overall average (as indicated by the set of bars on the far right) is slightly below five—revealing a relatively high expectation of respect. Yet, across command areas, the range varies from a high of 5.5 to less than four. There are three plausible explanations for this observed variation. First, the variation could be a function of the officers who are assigned to/request assignment to each area. Second, area command leadership could influence officer attitudes. Third, this variation could reflect how the surrounding community interacts with its officers. Further research would be necessary to identify which of these causes is most directly responsible for this variation—a worthy goal of future projects. However, regardless of the reasons for this variation, that it exists suggests that any interventions designed to reduce racial disparities should also be tailored to specific divisions and area commands, as psychological profiles are not distributed equally across the department.
UnityBreedsFairness:
TheConsortiumforPoliceLeadershipinEquityReporton
theLasVegasMetropolitanPoliceDepartment

PredictingComplaintsAgainstOfficers

In order to assess the predictive power of psychological profiles on complaints against officers, we submitted the number of officer complaints to a series of multiple regression analyses. These revealed two important findings. First, the more an officer expected respect from residents, the higher the number of complaints lodged against the officer between 2007 and 2010.\(^{33}\) This was an ironic finding, as expectations of respect usually bring with them greater cooperation. However, expectations of respect can also carry with them an instance upon that respect—something that can result in perceptions of procedural unfairness.\(^{34}\)

Secondly, police self-concept had the opposite effect on complaints: individuals for whom being a police officer is an important part of their identity received fewer complaints in this time period.\(^{35}\) This is consistent with previous research suggesting that those most invested in an organization are best equipped to represent it,\(^{36}\) and represents an extension of this work. The good

\(^{33}\) Linear regression indicated a strong relationship between how much an officer expects respect from citizens the number of complaints made against the officer between 2007 and 2010 ($\beta = .190, p < .05$).


\(^{35}\) Linear regression indicated a strong relationship between how much an officer expects respect from citizens the number of complaints made against the officer between 2007 and 2010 ($\beta = -.218, p < .05$).

news in this analysis is that for those officers most identified with the department, their behaviors appear to be consistent with departmental values—and this resonates with residents as well.

**Predicting Racial Disparities in Use of Force**

Initial analyses of psychological predictors of use of force demonstrated that, not surprisingly, contemporary psychological attitudes are better predictors of more recent behavior. Consequently, given that our analyses revealed similar patterns across the data we were given for the entirety of an officer’s record, we focused our analyses on the most recent use of force data we obtained for these officers, the year 2010.

Among the most difficult and consequential decision for an officer is whether or not to use coercive or deadly force against a suspect in self-defense or in defense of the common good. Using data about each officer’s on-duty behavior, we assessed the attitudinal predictors of racial/ethnic disparities in the use of force against Blacks and Latinos. Importantly, there are two kinds of disparities one might be interested in assessing. The first is sheer incidence, whether force is used more often against some groups than others (and whether or not psychological biases predict these disparities). The second is severity of force, whether more severe force is used against one group or another. In an attempt to assess both, we calculated a weighted use of force score for each officer, with lower levels of force (e.g., empty hand, scored at a 1) scored lower than more dangerous levels of force (e.g., discharging a firearm, scored at an 8).

Figure 12.1 shows the trend over time for use of force overall and broken down by ethnicity (i.e. Whites, Blacks, and Latinos).

![Figure 12.1 Average Severity of Use of Force by Suspect Race/ Ethnicity and Year](image-url)
We use a similar regression equation for analysis of both use of force and complaints. The equation includes variables accounting for officer age, ethnicity, and length of time on the force. Additionally, regressions included officer-level stereotype threat scores, MGRS scores, expectation of respect, police self-image, police esteem, officer stereotype threat, and feelings about Blacks and Latinos.

Our analyses reveal two principal predictors of an officer’s total number of use of force incidents against Black suspects: how much respect they expect as an officer and their explicit attitudes about Black stereotypes. Our analyses reveal that the more an officer expects respect from residents, the fewer the incidents of use of force against Blacks, but not Whites or Latinos. This is consistent with previous research on officer’s perceptions of their respect from the community and their own safety.37 Similarly, the more an officer endorses stereotypes about Blacks, the less often the officer uses force against Blacks, but not Whites or Latinos.38 This is not inconsistent with previous research that suggests that those who endorse negative stereotypes about Blacks often avoid them, resulting in fewer opportunities for negative encounters.39 However, the relationship is still underexplored, and further research is required to precise our understanding of it.

With regard to severity of force, however, our analyses revealed that higher levels of police self-concept, masculinity threat, stereotype threat, and social dominance were associated with more severe levels of force used against Blacks, but not Whites or Latinos.40 In terms of explicit racial attitudes, negative feelings about Blacks are also associated with more severe use of force against Blacks.41 Conversely, none of these attitudes predicted the severity of the force used against Whites or Latinos.

While expecting respect predicts fewer incidents involving force against Blacks, an officer’s assessment of his or her own esteem within the department significantly influences this relationship. That is, the higher an officer’s esteem is, the less likely his concern with being respected is to predict his use of force against Blacks.42 This suggests that departmental morale and perceptions of procedural justice are driving the observed relationship between officer expectations of respect and force used against Black residents. Put plainly, the more officers feel they are treated well in the department, the less we observe racially disparate patterns of force use. This, again, bodes well for

---

38 Linear regression indicated a moderate relationship between officers’ belief in negative stereotypes about Blacks and officers’ use of force against Blacks (β = -.596, p < .10).
40 Linear regression indicated a strong relationship between officers’ use of force severity against Blacks and: self-image (β = -2.255, p < .05), masculinity threat (β = -1.071, p < .05), stereotype threat (β = 1.070, p < .05), and social dominance (β = 2.808, p < .05).
41 Linear regression indicated a strong relationship between officers’ use of force severity against Blacks and officers’ negative feelings about Blacks (β = -2.550, p < .05).
42 Using the steps outlines by Baron & Kenny (1986), we find that esteem mediates the relationship between expecting respect and the number of use of force incidents against Blacks. Expecting respect significantly predicts use of force (β = -.280, p < .05). Expecting respect also significantly predicts esteem (β = 0.236, p < .05). Esteem (the mediator) predicts use of force (β = 0.242, p = 0.07). When esteem is controlled for, the effect of expecting respect on use of force is significantly reduced (Sobel, Z= -2.138 p=0.032)
the ability to curb racially disparate use of force, as investment in the department appears to curb deviation from its values in interactions with residents.

Aggregate Data

Aggregate data on departmental force are notoriously difficult to analyze in terms of racial bias. The goal of any such analysis is to ascertain what role, if any, a department plays disparate outcomes—in this case, disparate rates of force. Ultimately, departments attempt these analyses with the goal of doing all they can to eliminate bias in the delivery of service. However, because the records of officers that participated in the attitude/behavior matching project were representative of the department (regarding average number of use of force incidents, OIS incidents, and complaints), we can be reasonably comfortable in our hypothesis that many of the same psychological factors associated with racially disparate use of force within our sample population will generalize across the department. Consequently, while the historical OIS data provided to CPLE reveals some evidence that Black residents, as opposed to White or Latinos, are overrepresented in OISs, we need not engage in the intractable debate about whether this overrepresentation is a result of officer bias or resident violence. Rather, while the role of resident violence remains under-explored, our analyses reveal that there is clearly room to improve on the side of officers. This should not by any means be misconstrued as indicating that the fault lies solely, or even primarily, with officers. However, given that the interest of the department is to ensure respect and inclusiveness in all it does, the present results suggest that there are steps the department can take. And that is good news.

Recommendations

In light of our analyses of department-wide climate, the relationships between officer attitudes and behaviors, and aggregate data, we propose 7 specific recommendations that most directly address the opportunities for improvement identified in our work. They are to: 1) **Integrate diversity trainings** into operational responsibilities training; 2) **Prioritize use of force training** in training updates; 3) **Provide a “science of contemporary bias” training** for executive staff; 4) **Begin tracking pedestrian stops** data; 5) **Begin monitoring differences** in officer-initiated v. resident-initiated contacts; 6) **Create an officers’ advisory counsel**; and 7) **Reward excellence** in diversity and inclusion. Together, we believe that these recommendations provide a solid foundation for LVMPD to address cultural issues within the department revealed by our collaborative work.

1. **Integrate diversity trainings into operational responsibilities trainings.**

Given the vocal opposition to certain forms of diversity training by a minority of officers, we recommend that LVMPD undertake a concerted effort to integrate the values of respect and

---

inclusion into existing trainings designed to focus on operational responsibilities such as how to handle a domestic disturbance call or when to use coercive force. This recommendation is consistent with previous research demonstrating that the integration of values into existing responsibilities is an effective way to promote organizational adherence to those values. The LVMPD is already committed to this change in training and the CPLE has committed to consult (free of charge) on the integration of units on contemporary bias into LVMPD’s training curriculum. Importantly, given the resistance among rank and file officers to traditional stand-alone trainings on diversity, the CPLE does not recommend a new, separate stand-alone training on these issues for all officers at this time.

2. Prioritize use of force training in training updates.
Given the above analyses on officer use of force, it appears wise to prioritize the integration of diversity issues in the use of force trainings—particularly trainings in the use of deadly force. Again, LVMPD has already begun this process, and CPLE is committed to providing technical support in this effort. In this way, our findings and recommendations are mostly consistent with the CNA’s recent report on a related topic.

3. Provide a “science of contemporary bias” training for executive staff.
In order to promote organizational commitment to the issues of respect and inclusion, CPLE recommends the creation of a training on the science of contemporary bias. Consistent with the “Note on Contemporary Bias” at the beginning of this report, the contemporary science of racial bias has evolved rapidly over the past several decades. However, public understanding of how stereotypes and other psychological factors (e.g., stereotype threat, masculinity threat, etc.) can influence our behaviors lags behind. Consequently, given the widespread resentment of such trainings, we do not recommend a targeted training on this science to the rank and file, however, at this point we do recommend educating executive staff at the rank of Captain and higher with regard to these issues. We do this, in part, with the hopes that leadership’s embrace of a modified understanding of race and ethnic equality can influence the organization more broadly, eventually leading to organization-wide trainings on the topic.

4. Begin tracking pedestrian stops data.
Given the department’s considerable leadership on issues of diversity, and these new analyses on the role that bias plays in police use of force, it seems wise to begin tracking the role of resident demographics on pedestrian stops in an attempt to promote the equitable delivery of services better. LVMPD has already indicated its willingness to move the department in this direction by signaling a desire to join with other national leaders in law enforcement in standardizing stops and use of force data for a national data collection effort. This data collection would be the first of its kind and would allow the analyses of aggregate data in such a way as to reveal department-level disparities where they exist.

---

5. **Begin monitoring differences in officer-initiated v. resident-initiated contacts.**

Consistent with research on previous consultations, there were important differences in the outcomes of officer-initiated contacts with residents and calls for service in the aggregate data. Because we did not have information about officer-initiated stops, we were not positioned to conduct as thorough an analysis of this issue as we would like. However, given the possibility that comparing an officer’s behavior at self-initiated stops with her or his behavior at a resident-initiated encounter can reveal meaningful variation in officer-level fairness, we recommend that LVMPD undertake a data management strategy that allows for the straightforward comparison of stops and use of force information across these two categories—both for officers and across the department. This recommendation is consistent with the analyses and recommendations included in the CNA’s recent report on a related topic.

6. **Create an officers’ advisory counsel.**

Given the differences in feelings of procedural justice within the department, we recommend that in consultation with the officer’s union, the Sheriff establish an Officer’s Advisory Counsel that allows for more direct feedback from the full diversity of LVMPD officers. This is particularly important given the department’s dynamic diversity climate and the role that the rapidly changing demographics of Las Vegas are likely to play in the makeup of LVMPD. While other mechanisms might be used to serving in this capacity, feedback from confidential interviews suggests that a more direct line of communication with a diverse constituency within the department would serve the Sheriff’s office well in managing the road ahead in diversity issues.

7. **Reward excellence in diversity and inclusion.**

Given the sizeable minority of officers who feel besieged by diversity issues, it is easy to imagine that officers believe that diversity is a topic used only to reprimand officers. Creating ways to reward good behavior in this domain and professional requirements for positive contacts (e.g., public recognition and/or promotional standards) communicates both the positive possibilities of community engagement and the organization’s commitment to these issues. If LVMPD establishes such rewards and requirements broadly, it would become a national leader in this area, as such positive supports are exceedingly rare in U.S. law enforcement.

**Conclusions**

Taken together, the present report represents an unprecedented attempt to assess the cultural climate of a department and target problems of racial and ethnic disparity. While LVMPD’s overall use of force levels are relatively low for a department and city of its size, there is still evidence that racial and gender biases play a role in the culture of the department and in the department’s engagement with the community. This should not be surprising nor, on its face, an indictment of the LVMPD. That is, the state of contemporary research on biases suggests that it would be exceptionally difficult to construct an organization within the United States that was free of any biases.\(^{45}\) Because bias is a nearly universal human experience, the reasonable question is not, is

---

a given department free of biases, but rather how best to reduce the role of biases on individual and group outcomes. Through a careful synthesis of empirical and qualitative review, we have proposed a series of modest but targeted interventions, designed to accomplish this goal. We congratulate LVMPD on their desire to attack these issues proactively and hope that, in the spirit of continued improvement, LVMPD will continue to study these issues with an eye towards leading the national dialogue on ensuring equity in law enforcement.
Unity Breeds Fairness:
The Consortium for Police Leadership in Equity Report on
the Las Vegas Metropolitan Police Department

Appendix

Stereotype Threat Scale

**Instructions:** Please indicate your level of agreement with each of the following statements by circling your response on the scale below.

1----------2-----------------3-----------4-------------5-----------------6-----------------7

Not at All Somewhat Stressful Extremely Stressful
Stressful

1. I worry that others may stereotype me as prejudiced because I am a police officer.

2. I worry that something I may say might be misinterpreted as prejudiced because I am a police officer.

3. I never worry that someone will suspect me of being prejudiced just because I am a police officer.

4. I worry that evaluations of me might be negatively affected by the fact that I am a police officer.

5. I worry that, because I know the racial stereotype about police officers and prejudice, my anxiety about confirming that stereotype will negatively influence my interactions.
Male Gender Role Stress Scale

Instructions: Please rate each item below on how stressful it would be for you (as though you were in the situation) by circling your response on the scale below.

1-----------------2-----------------3-----------------4-----------------5-----------------6-----------------7
Not at All Somewhat Stressful Extremely Stressful

1. Feeling that you are not in good physical condition
2. Not being able to find a sexual partner
3. Having your lover say that she/he is not satisfied
4. Telling your spouse that you love her/him
5. Telling someone that you feel hurt by what she/he said
6. Admitting that you are afraid of something
7. Being outperformed at work by a woman
8. Having a female boss
9. Letting a woman take control of the situation
10. Having to ask for directions when you are lost
11. Working with people who seem more ambitious than you
12. Talking with a “feminist”
13. Being unemployed
14. Not making enough money
15. Finding you lack the occupational skills to succeed
Unity Breeds Fairness:
The Consortium for Police Leadership in Equity Report on
the Las Vegas Metropolitan Police Department

References


Unity Breeds Fairness:
The Consortium for Police Leadership in Equity Report on
the Las Vegas Metropolitan Police Department


