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**Body-Worn Camera Activations:  
Demographic, Attitudinal, and Job Function Predictors**

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**Abstract**

What drives an individual police officer to activate his body-worn camera (BWC)? Some evidence suggests officer attitudes and resistance to the technology contributes to the equivocal results in studies testing for BWCs effect on use-of-force, complaints, and other outcomes of interest. Leveraging a novel survey and administrative dataset, we investigate the predictors of BWC activation among 147 police officers in a single agency. With a test of three nested models, we find job function covariates offer robust predictive power of how often an officer activates her or his BWC. Neither demographic nor attitudinal measures significantly predict BWC activations, except for a negative relationship with how officers perceive BWC impacts on professional discretion. The study furnishes empirical support for understanding officers as Principled Agents: job function, guided by administrative policy is the most explanatory and parsimonious, while models of attitudes and demographics fail to improve upon the job function model.

**Keywords:** Body-Worn Cameras, Police, Activation, Attitudes, Principled Agents

33

## 34 I. INTRODUCTION

35 Body-worn cameras (BWCs) are a workplace surveillance technology that have become  
36 part of the new normal of US policing and are quickly becoming standard kit for police forces  
37 across the world. While there is little reliable reportage on exactly how many police departments  
38 have adopted BWCs, an industry report suggests up to 96% of major police agencies in the  
39 United States have either already implemented BWCs or were planning to within the year  
40 (Lafayette Group, 2015, p. ii). Previous work has laid out the political and social reasons behind  
41 the rapid adoption of BWCs (Wasserman, 2014; White, 2014). The rush to implement BWCs was  
42 initiated in a low-evidence environment, which at the time was comprised of the ‘Rialto study’  
43 (Ariel, Farrar, & Sutherland, 2015). The Rialto study provided late-2014 evidence for a substantial  
44 reduction in use-of-force and complaints for shifts of officers equipped with BWCs, otherwise  
45 there was little scientific evidence upon which to rely (Lum, Koper, Merola, Scherer, & Reieux,  
46 2015; White, 2014). Implementation has continued apace, despite the well-known history of  
47 technology failing to deliver the proposed benefits in the policing context, and having “  
48 unintended consequences for police officers, their organizations, and citizens” (Lum, Stoltz,  
49 Koper, & Scherer, 2019, p. 3). In the absence of evidence, policymakers, police executives,  
50 researchers, and other stakeholders relied upon a theoretical base of deterrence which  
51 commingled lawful use-of-force with its bloody cousin, police brutality.

52 A review of the relevant research literature follows, in which the equivocal BWC  
53 research results are appraised. One reason for the uneven empirical record may be due to a  
54 mismatch between the theoretical ground and the outcomes measured. Most BWC research takes  
55 deterrence theory as its taproot, which predicts officers will be less likely to engage in  
56 illegitimate and unlawful force the more likely those acts are to be discovered. BWCs, then, act  
57 as a measure of surety that police brutality will be discovered. However, illegitimate, unlawful,  
58 and brutal force incidents are challenging to measure (Hickman, Piquero, & Garner, 2008), and  
59 moreover are not the outcomes measured in BWC literature, which due to feasibility constraints  
60 are limited to counting instances of nonlethal force more generally. Still, the mismatch between  
61 lawful use-of-force and deterrence theory has not precluded optimism that as “the degree of  
62 deterrence increases, officers are less likely to use force” (Ariel, Sutherland, Henstock, Young, &  
63 Sosinski, 2017, p. 2).

64 The inability for ‘gold standard’ experimental techniques to establish convincing,  
65 consistent effects for BWCs may be due to mismeasurement, but alternative explanations exist.  
66 One recent article argues that research designs that randomize individual officers rather than  
67 shifts have led to spillover effects which violate the Stable Unit Treatment Value Assumption  
68 (Ariel, Sutherland, & Sherman, 2018), while Lum and her colleagues (2019) wonder if the  
69 infrequency of excessive force, combined with varying agency-level factors are responsible.  
70 Moreover, given the penetration of BWCs into U.S. policing, researching the effect of BWCs  
71 will continue to become more difficult as adequate research sites where the technology has not  
72 already been used become rarer. Within those constraints, establishing how officers use BWCs,  
73 and what predicts that use, becomes more salient. For the present research, the probative  
74 force/no-force condition is less salient than investigating what predicts how often an officer uses  
75 a BWC.

76 Even if the cameras are capable of substantively altering officer bad behavior, if officers  
77 deliberately fail to activate their BWCs in order to avoid the surveillant gaze of agencies and

78 communities, then the harmful behavior will not be deterred. On the other hand, if officers are  
79 good stewards of their profession and willingly engage with the demands for BWCs from their  
80 employers and citizens, then we should rely on a theoretical base more akin to the “Principled  
81 Agents” proposed by John Dilulio Jr. (1994). In such a case, job function – the actual work of an  
82 officer, guided by agency policy, assignment, and oversight – and not individual characteristics  
83 of officers including their attitudes about BWCs, should provide a more reliable theoretical base  
84 for future BWC research.

85 This study tests Principled Agent theory in the context of BWCs, by revealing whether  
86 demographic descriptors, job function, or an individual officer’s attitudes towards the cameras  
87 better predict how often the camera is activated. The study proceeds as follows. First, a review of  
88 the two dominant themes in BWC research – the effects of the technology on police use-of-force  
89 and officer perceptions of the cameras – are reviewed. Taken together, both themes suggest the  
90 need for a theoretical and empirical base to understand how and why police officers activate  
91 BWCs. Next, three hypotheses are offered to test the main reasons why officers activate their  
92 BWCs: demographic, job function, and officer attitudes and beliefs towards the technology. In  
93 the third section, the study’s methods are reviewed, followed by a demonstration of the results.  
94 Following the results is a discussion of the implications of the findings, as well as limitations for  
95 interpreting and applying the results in other contexts. The paper closes with a conclusion and  
96 calls for additional research to challenge and extend the findings reported here.

## 97 **2. Literature Review**

98 The research momentum around BWCs lagged behind their adoption in US policing, but  
99 the body of evidence has grown substantially in the last several years. Studies have increased  
100 fourteenfold (Lum et al., 2019) since the first review of the evidence by leading BWC researcher  
101 Michael D. White (White, 2014). The dominant theme of research in this area has been  
102 investigating the proposed benefits from the cameras on policing, particularly a reduction in  
103 police use-of-force and a reduction in complaints. The growth in studies has not coalesced into  
104 straightforward answers, however, and overall the “anticipated effects from BWCs have been  
105 overestimated” (Lum et al., 2019, p. 20).

106 The research record since the most impactful study, known as the Rialto Study (Ariel et  
107 al., 2015), has resulted in equivocal support for the contention that the cameras will dramatically  
108 change use-of-force by police officers. While four works have shown statistically significant  
109 reduction in use-of-force by police officers wearing the cameras (Braga, Sousa, Coldren Jr, &  
110 Rodriguez, 2018; Henstock & Ariel, 2017; Jennings, Fridell, Lynch, Jetelina, & Reingle Gonzalez,  
111 2017; Jennings, Lynch, & Fridell, 2015), none of the studies have established a magnitude of  
112 effect similar to the ones found in Rialto. Contrasting those three reports are the eight since the  
113 Rialto Study which have not found a reduction in use-of-force (Ariel et al., 2016b; Braga, Barao,  
114 McDevitt, & Zimmerman, 2018; Headley, Guerette, & Shariati, 2017; Peterson, Yu, La Vigne, &  
115 Lawrence, 2018; Stratton, Clissold, & Tuson, 2015; Toronto Police Service, 2016; White, Gaub, &  
116 Todak, 2017; Yokum, Ravishankar, & Coppock, 2017).

117 In at least one large field experiment (Ariel et al., 2016b) the researchers find that not  
118 only is there no reduction in police use-of-force, but assaults on officers rose 15%. This counter-  
119 intuitive finding has been revisited in a later piece by the same lead author (Ariel, Sutherland,  
120 Henstock, et al., 2018) who attempts to establish both theoretical and treatment fidelity reasons

121 for understanding why BWCs might increase assaults on police. The lead author of the study has  
122 also recently expanded the BWC field by testing how the cameras effect assaults on non-policing  
123 railway personnel (Ariel, Newton, et al., 2018), and find the BWC-equipped employees had a  
124 47% reduction in the odds of being assaulted compared to non-BWC-equipped employees.

125 In sum the studies investigating the impact of BWCs on police use-of-force do not  
126 produce clear answers. The theoretical basis for expecting a change is rooted in theories of  
127 deterrence. Deterrence theory is centuries old (Beccaria, 1764), and forms the basis for mainline  
128 body-worn camera research. Simply put, deterrence theory expects to alter police use-of-force  
129 with the expectation that officers will rationally respond to camera surveillance by following the  
130 rules when they believe they are being observed, and that detection of rule-breaking is likely  
131 (Nagin, 2013). Proponents contend the cameras act to ensure that the probability of apprehension  
132 for officers using illegitimate force is high, thus “detering” them from such unlawful acts. As  
133 “the degree of deterrence increases, officers are less likely to use force” (Ariel, Sutherland,  
134 Henstock, Young, & Sosinski, 2017, p. 2).

135 This theoretical stance is problematic at the conceptual and operational level – police  
136 officers do not consider lawful use-of-force – the variable actually measured in the experimental  
137 studies – to be an illegitimate behavior, and therefore are not likely to be deterred from it. To be  
138 sure, there may be a deterrent effect on illegitimate and excessive force, but that is not what is  
139 being measured by body-camera researchers, and may explain why the most extensive  
140 experimental study of body-camera outcomes to date – the Washington DC study – did not  
141 detect a single statistically significant effect on any outcome, including use-of-force. The null  
142 finding prompted the authors to advise “we should recalibrate our expectations” (Yokum,  
143 Ravishankar, & Coppock, 2017, p. 22) regarding body-worn cameras.

## 144 **2.1. Police Attitudes Towards BWCs**

145 Studies of officer perceptions and attitudes form the second largest sub-theme in the  
146 BWC literature. Lum and co-authors (2019) identify at least thirty-two separate studies that  
147 investigate officer attitudes towards BWCs, a significant increase from the thirteen studies  
148 identified in an earlier report by many of the same scholars (Lum et al., 2015), or the two  
149 identified in the earliest review of BWC evidence (White, 2014).

150 The officer attitude literature consistently finds that as officers grow more experienced  
151 with the technology, their perceptions generally become more positive, despite early reports  
152 revealing skepticism and some negativity. This temporal effect has been noted across both early  
153 and recent studies and across a variety of policing contexts (Ellis, Jenkins, & Smith, 2015;  
154 Fouche, 2014; Gaub, Choate, Todak, Katz, & White, 2016; Grossmith et al., 2015; Jennings,  
155 Fridell, & Lynch, 2014; Smykla, Crow, Crichlow, & Snyder, 2016; White, Todak, & Gaub, 2018),  
156 and the consensus indicates a durable, portable effect.

157 The increasing acceptance of BWCs may be due to officers finding them to be useful  
158 tools in public complaint and internal affairs investigations (Fouche, 2014; Goetschel & Peha,  
159 2017; Owens & Finn, 2017; Pelfrey Jr & Keener, 2016). Other job-related benefits of BWC  
160 footage have been identified as well, including aiding evidence collection (Gaub, Todak, &  
161 White, 2018; Katz, Choate, Ready, & Nuño, 2014; White et al., 2018), and improving job  
162 performance (Gramagila & Phillips, 2017; Stratton et al., 2015). Along with the positive attitudes

163 reviewed above, officers' negative perceptions are tested in the current study for their impact on  
164 BWC activations.

165 Contrary to the general findings of positive attitudes towards BWCs, some reports find  
166 negative or neutral perceptions as well. Perceptions linked to the burden of additional time  
167 related to BWCs and technical difficulties were reported in an early study (Katz et al., 2014),  
168 though the quick advance of BWC hardware and software development may have blunted these  
169 concerns. The most credible reasoning advanced for officers' negative attitudes is that BWCs  
170 curb/curtail officer discretion or make them more hesitant to use force, even when justified to do  
171 so (Gaub et al., 2016; McLean, Wolfe, Chrusciel, & Kaminski, 2015; Stratton et al., 2015). This  
172 phenomenon has been documented in an experimental study and dubbed the "over-deterrent"  
173 effect (Ariel, Sutherland, Henstock, et al., 2018).

174 Young and Ready (2016) find evidence that variance in behavior between officers is  
175 responsible for 61.8% of the variation in BWC activation. The authors contend that officers'  
176 individual preferences for BWCs are mediated by departmental policy on activations. Further,  
177 officers who volunteered to wear BWCs were significantly more likely to activate their cameras  
178 over the study period compared to officers who were mandated to participate in the treatment  
179 group by their agency. In other words, despite their individual preferences for the technology,  
180 agency policy was the better predictor of BWC activation. In this way, Young and Ready provide  
181 the first limited support in the BWC literature for understanding police officers as Principled  
182 Agents (Dilulio Jr, 1994) rather than shirkers intent on subverting agency policy and community  
183 expectations, which motivates the core research question investigated in this study.

184 A recent line of research has tied officer attitudes towards BWCs to organizational  
185 factors. Adams and Mastracci (2018) show evidence that officers' levels of perceived  
186 organizational support (Rhoades & Eisenberger, 2002) mediates increased burnout observed  
187 among officers equipped with BWCs. Relatedly, officer perceptions of organizational justice  
188 have been tied to their attitudes towards BWCs (Kyle & White, 2017; Tankebe & Ariel, 2016),  
189 though two other studies (Huff, Katz, & Webb, 2018; Lawshe, Burruss, Giblin, & Schafer, 2018)  
190 quickly followed and found no link. Given the conflicting findings, this study tests the predictive  
191 power of demographics, job function, and officer attitudes towards BWCs on activations.

## 192 **2.2. BWC Activations – A Measure of Discretion**

193 Police work "entails a tension between the exercise of discretion by officers on the street  
194 and the control of that discretion by police organizations" (Engel & Worden, 2003, p. 131). The  
195 choice to activate a BWC, or not, is the directly measurable ability of an officer's discretion –  
196 whether they either comply with or confound agency BWC implementation. Merely wearing a  
197 BWC does not implement a BWC – the camera must record at appropriate times, and in order to  
198 record an officer must manually activate the camera. The importance of discretion, and its  
199 appropriate use, has been noted not only in the general public management literature (Dilulio Jr,  
200 1994; Lipsky, 2010; S. W. Maynard-Moody, Musheno, & Musheno, 2003; Tummers & Bekkers,  
201 2014), but in policing specific contexts as well (Epp, Maynard-Moody, & Haider-Markel, 2014).  
202 Police officers are often recognized as having among the highest levels of discretion due to the  
203 unstructured, often chaotic problems facing them, and understanding police officer exercise of  
204 discretion has been a long-standing concern of researchers (Davis, 1975; Engel & Worden, 2003;  
205 Goldstein, 1963; Mastrofski, 2004; Rowe, 2007).

206 Discretion is at the core of the professional police identity (Crank, 2014; Sklansky, 2007;  
207 Skolnick, 2008), and professional identity is a core component of officer performance and well-  
208 being (Schaible, 2018). Officers are protective of their professional discretion as Bayley (2011, p.  
209 314) notes in his somewhat light-hearted comparison of the institutions of policing and the  
210 academy: “The discretion given professors is very great, and like police officers, they bitterly  
211 resent any attempt to supervise them.” Despite its importance to both the institution of policing  
212 and the members of the policing profession, discretion is often viewed negatively, as a  
213 confounding tendency to undermine agency policy (Tummers & Bekkers, 2014) or specified  
214 research design (Ariel et al., 2016a). When misused, officer discretion can become a legalistic  
215 excuse to perpetuate social inequities, so “while street-level worker judgment is necessary and  
216 ever-present, it is fundamentally illegitimate unless operating within specific, juridical bounds”  
217 (S. Maynard-Moody & Musheno, 2012, p. S18).

### 218 **2.3. BWC Activations: A Principal-Agent Problem, or Principled Agents?**

219 Two competing views of discretion in BWC activation emerge. In the first, situated  
220 within the principal-agent problem literature (Miller, 2005), officers are likely to choose to  
221 activate a BWC according to their desires and attitudes rather than acting as required by their  
222 ‘principals,’ the agency and the community. The principal-agent problem, then, arises when  
223 public employees act “not as public-spirited souls but as self-seeking slugs who are disposed to  
224 shirk, subvert, and steal whenever and wherever they can get away with it” (Dilulio Jr, 1994, p.  
225 278). At the extreme of this view, officers will subvert the intended benefit of BWCs through  
226 their control of the cameras’ activation, specifically (Kerrison, Cobbina, & Bender, 2018, p. 281)  
227 “their ability to turn [the BWC] off or position a partner to block the view finder frame.” Even in  
228 the absence of motivation to hide outright criminal behavior, in the principal-agent problem  
229 view, officers with cynical attitudes towards BWCs because of perceptions that camera footage  
230 will be used against them, or negatively impact their professional practices and discretion (Katz  
231 et al., 2014) may opt to activate the cameras less, as (Newell & Greidanus, 2017, p. 4) “officer  
232 perceptions and interpretations of the technology may impact how they use it.”

233 Representing the principal-agent problem view, some studies have raised questions about  
234 both the intended and unintended effects of BWCs through the lens of activations. In the first  
235 (Ariel et al., 2016b), a multisite, multinational experimental study found that officers equipped  
236 with BWCs had 37% higher odds of being assaulted compared to officers without the cameras,  
237 while also not reducing police use-of-force. The authors contend the unexpected findings in that  
238 study could be the result of several factors, but focus in on protocol compliance violations. In  
239 seven of the ten study sites, breakdowns with study protocol were observed. In a follow-up study  
240 to try and explain the paradoxical rise in assaults on officers while police use-of-force remained  
241 unchanged, the authors identify several types of non-compliance (Ariel, Sutherland, Henstock, et  
242 al., 2018). Within three of the sites “departments gave officers the discretion to use BWCs how  
243 and when they deemed fit during treatment condition” (Ariel et al., 2018, p. 30). The authors  
244 assert this granting of discretion in BWC activation confounded the expected results of decreased  
245 use-of-force.

246 The second view of discretion in the BWC context can be situated with the ‘Principled  
247 Agent’ theory advanced by John D. Dilulio (1994). Dilulio argued that principal-agent theory is  
248 useful in explaining the relatively rare instances where public employees chase their self-interest,

249 subverting their principals' wishes and guidance. What principal-agent theory lacks, argues  
250 Dilulio (p. 277), is sufficient explanatory power to help us understand what motivates public  
251 employees to “perform thankless tasks, go above and beyond the call of duty, and make virtual  
252 gifts of their labor even when the rewards for behaving that way are highly uncertain at best.”  
253 Following Dilulio’s work (1994), research has consistently found weak or non-existent links  
254 between officer attitudes and behavioral outcomes. Arrest decisions are not predicted by job  
255 satisfaction (Smith & Klein, 1983), nor DUI arrests by attitudes about enforcement (Mastrofski,  
256 Ritti, & Snipes, 1994; Meyers, Heeren, & Hingson, 1989). Officer attitudes towards domestic  
257 violence are not strongly linked to domestic violence arrests (Stith, 1990), and officer attitude  
258 fails to predict coercive behavior by officers (Terrill & Mastrofski, 2002). Engel and Worden  
259 (2003) directly investigate the link between officer attitude and behavior and find no link,  
260 concluding that agency policy and supervision is predictive of officers’ problem-solving.

261 Young and Ready (2016) directly investigate the effects of agency policy and officer  
262 discretion on BWC activation and provide at least some evidence for the Principled Agent view.  
263 The authors’ find that despite individual officer attitudes towards BWCs, activations of the  
264 cameras are predicted and guided by agency policy rather than their attitudes and desires. In the  
265 study both compulsory and volunteer officers in the treatment group (with BWCs) had similar  
266 activation rates at the beginning of the study, which was guided by an agency directive  
267 mandating BWC recordings with the following language (Young & Ready, 2016, p. 35): “when  
268 practical, officers will make every effort to activate the on-officer body camera when responding  
269 to a call or have any contact with the public.”

270 We follow Young and Ready (2016) and apply the theory of the Principled Agent to  
271 explain variations in BWC activations. Dilulio (1994, p. 277) defined Principled Agents as  
272 “workers who do not shirk, subvert, or steal on the job even when the pecuniary and other  
273 tangible incentives to refrain from these behaviors are weak or nonexistent.” Deterrence theory  
274 predicts decreased use of force in the presence of BWCs, yet research fails to produce evidence  
275 of this effect. Perhaps a different explanation is in order. Perhaps officers are using BWCs just as  
276 they should, according to department policy as is consistent with Maynard-Moody and Musheno  
277 (2012, p. S22) who find police officers to be “far from rogue agents” and instead “are, in most  
278 instances, conservers of institutional norms.” We, therefore, anticipate BWC activation to be  
279 based on officer job function, in line with the expectations of Principled Agent theory, and not  
280 their demographic characteristics or individual attitudes towards the technology.

#### 281 **2.4. Hypotheses**

282 There is a growing need for theoretical grounding in the BWC literature, as the empirical  
283 literature has provided equivocal support for the initial optimism that the technology would  
284 result in impactful reductions to police use-of-force, and “BWCs have not produced dramatic  
285 changes in police behavior” (Lum et al., 2019, p. 19). Dominant voices in the BWC literature  
286 (Ariel et al., 2016a, p. 456) have centered the unexpected results in some conditions on officer  
287 discretion, arguing “it is precisely the issue of discretion where we believe that the effect of  
288 BWCs can vary.” To that end, this study aims to test the three likely classes of covariates  
289 identified in the broader policing literature as well as previous BWC studies.

290 Relatively little specific guidance is offered by previous research on BWC activation.  
291 However, the influence of age, sex, and race in work, behavior, and belief is vast, and within the

292 policing literature all three have been connected to important outcomes related to this work,  
293 including use-of-force (Fridell & Lim, 2016; Paoline III & Terrill, 2007; Sklansky, 2005;  
294 Skolnick, 2008). Provoked by that literature but lacking a theoretical expectation for the direction  
295 of effect from demographic variance, the following baseline hypothesis (and minimal model for  
296 nesting) is constructed:

297 *Hypothesis One:* BWC activations will be significantly related to officer  
298 demographics (age, sex, and professional experience).

299 Previous study of BWC activation among officers found preliminary support for the  
300 importance of an agency's administrative policy in guiding both compulsory and volunteer  
301 officers in their use of the cameras (Young & Ready, 2016). These policies distinguish between  
302 the types of situations in which a BWC recording is expected, and it is assumed that those  
303 situations are encountered at varying rates according to an officer's job function and job-related  
304 activities. A second hypothesis logically follows, then, that variations in officers' BWC  
305 activations are primarily due to job functions and activities:

306 *Hypothesis Two:* Police officers who are involved in more calls, make more arrests,  
307 and are involved in more use-of-force incidents will activate their BWCs more  
308 often than officers with less activity in those areas.

309 Finally, the importance and influence of street-level discretion in public service (S. W.  
310 Maynard-Moody et al., 2003), and how that discretion can be influenced by the individual's own  
311 beliefs, bias, and perception, is well established in the context of policing (Epp et al., 2014).  
312 Although perception and attitude research represents the second largest subset of BWC research  
313 (Lum et al., 2015, 2019), in relation to BWC activation there is relatively limited guidance offered  
314 (Ariel, Sutherland, Henstock, et al., 2018; Lawshe et al., 2018; Young & Ready, 2016). While we  
315 are led to believe there will be an effect, the direction of the effect is not known. Expanding that  
316 literature to understand if individual attitudes overcome the strength of administrative policy –  
317 whether officers act as Principled Agents of their agency and community (Dilulio Jr, 1994) or as  
318 principal-agent problems – the following hypothesis is tested:

319 *Hypothesis Three:* Police officers with negative attitudes towards body-worn  
320 cameras will activate their cameras less often compared to officers with positive  
321 attitudes.

## 322 **3. Methods**

### 323 **3.1. Data**

324 The current study is one part of a more extensive survey focused on law enforcement  
325 employee attitudes, emotional labor, and wellness. Participating agencies were contacted in late  
326 Spring 2018, and following initial approval from the chief executive of each agency, we worked  
327 with a command staff representative from each of the three final participating agencies to  
328 develop supplemental questions specific to the agency and its interests, which were added to the  
329 core survey. The final survey was distributed simultaneously to all employees of all three  
330 agencies. For this study, a single participating agency was selected for its widespread,  
331 longstanding implementation of BWCs, as well as its ability to provide detailed data on use-of-



332 force, BWC activation, and other variables of interest alongside the information collected via  
333 employee survey. Survey questions which were potentially inter-related, such as BWC attitudes  
334 and perceived organizational support, were randomized between respondents to lessen the risk of  
335 response order bias (Israel & Taylor, 1990).

336 After removal of non-valid emails, double-entries, and “bounce backs,” a total of 657  
337 unique, anonymous URL links were emailed to both sworn and civilian employees on July 25,  
338 2018. Three reminder emails were sent over one month, and a substantial number of new  
339 responses were received following each wave. Once the survey closed on August 25, 2018, a total  
340 of 322 responses had been collected, and new responses were no longer received. For data  
341 analysis, responses with less than 20% of the survey completed were dropped from the dataset  
342 for excessive missingness. In the end, we evaluate a total of 314 responses, equal to a 49%  
343 response rate. Of the 314 survey observations, 188 are sworn law enforcement officers, and 147  
344 are equipped with a BWC, forming the final sample for this study.

345 Following the completion of the thirty-day survey period, data related to BWC activation  
346 and related job function correlates were compiled. This type of data is already collected by the  
347 study agency, including use-of-force, arrest, and dispatched call information. One advantage to  
348 this study design is it allows for a definitive comparison of the model correlates and the outcome  
349 of interest (BWC activation count) in the same discrete time window of 30 days. Study  
350 participants were not made aware of the intent to combine survey data with agency level  
351 reporting on activations, use-of-force, or other job function predictors, allowing the study to limit  
352 the risk of participant bias towards research results.

### 353 **3.2. Respondents**

354 Study participants are 147 police officers, all of whom are assigned a BWC, in a single  
355 police agency located in the US regional West. The department is a municipal police department  
356 of a capital city and serves a population of approximately 200,000 residents (U.S. Census  
357 Bureau, 2017). The agency has implemented body-worn cameras (BWCs) across their front-line  
358 policing personnel for what they deem are “first responder roles,” such as patrol, motor and bike  
359 officers, SWAT personnel, gang and accident investigators. The agency was the first in the state  
360 to invest significantly in the technology, deploying the first 250 BWCs across the agency by  
361 October 2014, well in advance of the national trend towards BWC adoption.

362 The respondent pool is majority white (71%) and male (92%). The average respondent is  
363 approximately 40 years old and has just over 14 years of law enforcement experience. The  
364 respondent pool generally reflects the demographic descriptions of police officer population in  
365 the state they work, although slightly fewer respondents report a white racial identity than would  
366 be expected. The respondent pool also reports a slightly higher education level on average, with  
367 33.9% reporting having attained a bachelor’s degree and another 10.82% with a master’s degree  
368 or higher. Approximately ten percent of respondents report less than a year experience wearing a  
369 BWC, while 56% report having more than three years of experience with the technology. A  
370 listing of descriptive statistics for the study can be found in Table 1 below. Univariate  
371 distributions and missingness data by variable are reported in the appendix.

372  
373

374 **Table 1.** Descriptive Statistics

Variable	n	Mean	Std. Dev.	Min	Max
<b>Dependent Variable</b>					
<i>ln</i> (BWC Activations)	147	3.41	1.51	0	5.29
<b>Demographic Controls</b>					
Female	117	0.060	0.238	0	1
White	147	0.714	0.453	0	1
Age	118	39.068	7.855	18	68
Education	119	2.176	1.079	1	4
Years LEO Experience	147	13.068	7.320	0	33
How Long Worn BWC	147	4.204	1.098	1	5
Rank	146				
Officer	115				
Sergeant	25				
Lieutenant	6				
<b>Job Function Measures</b>					
Use-of-Force Count	147	0.313	0.628	0	3
Total Primary Calls	147	40.401	38.506	0	205
Arrests	147	1.544	2.581	0	17
Front-line Officer	147	0.844	0.365	0	1
<b>BWC Attitude Measures</b>					
BWCs Modify					
Professional Discretion	144	3.417	1.637	1	7
BWCs are Positive Perceived	147	4.577	1.200	1	7
Organizational Support	123	3.443	1.536	1	6.714
BWC Helpful in Complaints	143	6.140	1.004	1	7
Public Does not Understand Policing	143	5.923	1.095	1	7
BWC Leads to Using Less Force	143	3.566	1.879	1	7

375

376 **3.3. Measurement**

377 Table One above gives the descriptive statistics for all measures reported in the study.  
378 Explaining variability in BWC activation among officers is the focus of the study. The

379 distribution of activations among 147 officers forms a count between zero and 198 ( $\bar{x} = 57.71$ ,  $\sigma =$   
380 46.84). Approximately 25% of the sample had ten or fewer activations during the study period,  
381 and 8.84% had no activations. Because of the highly skewed distribution in the raw count, a  
382 natural log of the raw count plus one (to account for null counts) is used ( $\bar{x} = 3.41$ ,  $\sigma = 1.51$ ).

383 Demographic measures are all reported untransformed and can be interpreted directly.  
384 Education level is collapsed to an ordinal measure ( $\bar{x} = 2.16$ ,  $\sigma = 1.08$ ) where a high school degree  
385 is equal to 1, associate's degree at 2, bachelor's degree at 3, and graduate degree at 4. The  
386 majority of officers self-report a white racial identity, and a dummy construction for White is  
387 reported, although like education level, racial identity is not modeled in the regression tables for  
388 lack of theoretical expectation for affecting BWC activation. Some scholars have suggested  
389 veteran officers hold differing views regarding BWCs compared to their junior colleagues  
390 (Jennings et al., 2014), and so years of law enforcement experience is reported. Similarly,  
391 previous studies expect that as officers become more familiar with BWCs, their attitudes towards  
392 the cameras will become more positive. If it is true that an officer with positive attitudes towards  
393 BWCs are more likely to use the camera (Young & Ready, 2016), and that attitudes improve with  
394 time (Gaub et al., 2016), then we would expect officers with more BWC experience to have more  
395 BWC activations. This temporal effect is operationalized with a five-point scale which asks an  
396 officer how long they have worn a BWC: (1) less than six months, (2) up to a year (3) up to two  
397 years (4) up to three years, and (5) over three years. Numerous empirical studies have noted  
398 differences in use-of-force between male and female officers, we report and control for sex with  
399 a dichotomous indicator variable for female officers. A breakdown of officer rank is also  
400 provided, with 78.7% of participants holding the rank of officer.

401 Job function measures include use-of-force, which is modeled as a count variable  
402 between zero and three. The limited range and high skewness of the use-of-force count are in line  
403 with research establishing any use-of-force as a rare occurrence (Alpert & Dunham, 2004). The  
404 use-of-force measure is heavily skewed towards zero, with 75.51% of respondents having no use-  
405 of-force incidents during the study period. The count combines physical use-of-force incidents  
406 from across the spectrum, including oleo capsicum spray (OC), Taser deployments, hard strikes  
407 (hands and feet), and firearm pointing (handgun and firearm). There were no firearm uses or  
408 deadly force incidents by officers of the agency during the study period. Total primary calls  
409 documents how many calls an officer is recorded as the primary, documenting officer for, and  
410 includes both dispatched and proactive incidents. A minority of police calls result in either  
411 physical or citation arrest, though due to agency data limitation only physical arrests are  
412 collected as another measure of job activity. While arrests during the study period range up to 17,  
413 57.82% of respondents had zero arrests, and among those who had any arrests the average was  
414 3.66 ( $\sigma = 2.84$ ). While rank is seen as a demographic measure, it is not a good measure of an  
415 officer's job function. Officers with frontline, patrol, and street-investigation assignments are  
416 expected to activate their BWCs more often than those with more administrative or office-  
417 centered assignments, a difference controlled for with the dichotomous dummy measure "front-  
418 line assignment." Moderate correlation between some job function predictors was noted, but  
419 regression diagnostics (see results below) did not indicate the correlation resulted in impairing  
420 multicollinearity.

421 Officer attitude measures are all reported using a seven-point Likert-like scale – strongly  
422 disagree (1) to strongly agree (7), with the neutral point of 4 representing "neither agree nor  
423 disagree." Perceived organizational support, or POS, (Rhoades & Eisenberger, 2002) is a

424 summed construct of seven items with high internal consistency ( $\alpha = 0.959$ ). The measure of an  
 425 officer's positive perceptions of BWCs ('BWCs are Positive') is a summed construct of eight  
 426 items with high internal consistency ( $\alpha = 0.883$ ). In both summed constructs the underlying items  
 427 also use the seven-point Likert scale reported above. Figures for variable correlations, data  
 428 missingness, and univariate distributions, along with a listing of the individual items comprising  
 429 summed constructs, are all included in the study appendix.

430 **Table 2.** Nested Model Results of Log-Linear Regressions on BWC Activations

		Demographic	Job Function	Attitude	Supported Model
Demographic	Years LEO	-0.0346 (0.0193)	-0.0207 (0.0156)	-0.0166 (0.0159)	-0.0220 (0.0152)
	Female	-0.219 (0.532)	-0.0994 (0.418)	-0.0487 (0.435)	-0.110 (0.409)
	Officer	(.)	(.)	(.)	(.)
	Sergeant	-0.488 (0.354)	0.220 (0.299)	0.154 (0.304)	0.227 (0.293)
	Lieutenant	-1.954** (0.651)	-0.735 (0.526)	-0.928 (0.532)	-0.782 (0.515)
	How long worn BWC	0.00646 (0.128)	0.0886 (0.101)	0.112 (0.102)	0.0947 (0.0992)
Job Function	Use-of-Force Count	--	0.298 (0.155)	0.414* (0.163)	0.394* (0.157)
	Total Calls	--	0.0150*** (0.00351)	0.0146*** (0.00350)	0.0150*** (0.00344)
	Total Arrests	--	0.0993* (0.0443)	0.0866 (0.0449)	0.0853 (0.0437)
	Front-Line Assignment	--	1.231*** (0.289)	1.172*** (0.288)	1.216*** (0.283)
	BWCs Modify Professional Practices	--	--	-0.145* (0.0641)	-0.145* (0.0607)
Officer Attitudes Towards BWCs	BWC are Positive	--	--	0.0388 (0.107)	--
	Perceived Organizational Support	--	--	0.0928 (0.0758)	--
	BWCs Help in Complaints	--	--	-0.0774 (0.118)	--
	Public Not Understand Police Work	--	--	0.0697 (0.0947)	--
	BWCs Cause Less Force	--	--	0.0481 (0.0553)	--

Constant	4.115 <sup>***</sup> (0.575)	1.499 <sup>**</sup> (0.553)	1.298 (1.080)	1.996 <sup>***</sup> (0.579)
Observations	117	117	117	117
Adjusted R <sup>2</sup>	0.121	0.475	0.489	0.497
AIC	407.199	350.598	352.595	346.439
BIC	423.772	378.220	396.790	376.823
LR chi <sup>2</sup> diff	--	0.000 <sup>***</sup>	0.599	0.013 <sup>*</sup>

431 Standard errors in parentheses; \*  $p < 0.05$ , \*\*  $p < 0.01$ , \*\*\*  $p < 0.001$

#### 432 4. Results

433 The results of the log-linear regressions for three nested models are presented above in  
 434 Table 2, along with a fourth ‘Supported model’ which was inferentially constructed *post-hoc* and  
 435 is provided not as a test of hypotheses, but for reader information and research guidance. The  
 436 results of the nested model support the importance of agency policy on BWC activations in  
 437 leveraging the use of the technology, even in the face of some officers’ negative personal  
 438 perceptions and preferences regarding it. The findings reported below both confirm results from  
 439 previous research on BWC activations (Young & Ready, 2016), as well as depart from and build  
 440 upon it.

441 Results do not support hypothesis one, which predicted that individual demographic  
 442 characteristics will significantly predict BWC activation. Years of experience, sex, and rank are  
 443 all non-significant at the  $p < .05$  level, except for officers with command rank (lieutenant or  
 444 higher), who are significantly less likely to activate their BWC. Officers of command rank  
 445 represent a rather small portion of police officers overall, with only six in the sample studied  
 446 here. Surprisingly, when other factors are held constant, the length of time an officer has worn a  
 447 BWC is not significantly related ( $p = .384$ ) to how often they activate the camera, contrasting  
 448 with previous attitude research suggesting a temporal effect on underlying officer attitudes  
 449 towards BWCs. While this study is not measuring a temporal change in attitude, we expected  
 450 that experience with BWCs to influence activations positively. The impact of experience with  
 451 BWCs reported here are in the positive direction but is very small and non-significant. Overall  
 452 the demographic model of BWC activations explains only .121 of the variance observed.

453 Robust support is found for hypothesis two, which predicts job function covariates will  
 454 be significantly related to BWC activation. Regarding the individual predictors only partial  
 455 support is found, with arrest count, number of assigned calls, and whether an officer is in a front-  
 456 line assignment all significantly and positively related to BWC activations. While use-of-force is  
 457 only marginally significant in this model ( $p = .058$ ), given it is in the hypothesized positive  
 458 direction it is included in the final supported model and attains reliable significance ( $p = .014$ ). A  
 459 likelihood ratio test statistic ( $p < .0000$ ) indicates the job function model provides adequate  
 460 explanatory power for its increase in complexity and should be accepted over the nested  
 461 demographic model.

462 Hypothesis three posits that individual officer attitudes regarding BWCs would have a  
 463 significant effect on BWC activations. Minimal support is found for the effect of officers’  
 464 attitudes towards BWCs, as significance is only observed for an officer’s endorsement that  
 465 BWCs affect their professional discretion. A full reporting of the individual questions which are

466 used to construct the summed “BWC approval” measure is included in the appendix, but the  
467 measure fails to significantly affect BWC activations, nor does an officer’s perception of the  
468 camera’s ability to reduce use-of-force or assist them when a member of the public complains  
469 about them. Similarly, neither an officer’s perception of organizational support, nor their belief  
470 that BWCs will depict policing situations the public will not understand, influence their BWC  
471 activations. A likelihood ratio test statistic of  $p \leq .599$  indicates the officer attitudes model does  
472 not provide sufficient explanatory power over the nested job function model, and therefore  
473 should not be accepted.

474 The fourth model (‘Supported’) reported in Table 2 is a construction of the job function  
475 model along with the sole attitude measure (BWC modifies professional practice) which attained  
476 significance in the officer attitude model. Both the AIC and BIC indicators show the supported  
477 model performs best, and a likelihood ratio test of the job function model nested within the  
478 supported model ( $p \leq 0.013$ ) indicates the discretion attitude measure adequately improves the  
479 job function model and should be accepted. As shown, the model attains enough of a gain in  
480 explanatory power, while keeping complexity at a relative minimum, to warrant future research  
481 effort to replicate.

482 As previously noted in the measures section, some moderate correlation was noted,  
483 particularly among the job function predictors. The highest correlation noted was between the  
484 officer rank and line officer conditions (0.63), still well below the generally accepted problematic  
485 cutoff of 0.80 (Berry, Berry, Feldman, & Stanley Feldman, 1985). All findings were robust to  
486 adding or dropping predictor variables with moderate correlation. Post-estimation diagnostics  
487 show all models are free from impairing multicollinearity, with mean variance inflation factors  
488 (VIF) scores well below the standard cutoff: Model 1 (1.13); Model 2 (1.30); Model 3 (1.38);  
489 Model 4 (1.29).

## 490 **5. Discussion**

491 This study investigated the impact of three classes of predictors on police officers’  
492 activations of body-worn cameras: Individual demographic characteristics, individual attitudes  
493 towards BWCs, and job function indicators. We find job function to explain variations on BWC  
494 activation, which implies that officers are Principled Agents (Dilulio Jr, 1994) of their agencies  
495 and communities. This finding is in line with the vast majority of literature which investigates  
496 the link between officer attitudes and behavior and finds that “officers’ behavior is only weakly  
497 related, if at all, to their occupational attitudes” (Engel & Worden, 2003, p. 156).

498 Regardless of an officer’s attitudes towards BWCs, or their demographic characteristics,  
499 this study finds little evidence of an impact of those correlates on how the cameras are used. This  
500 finding supports Dilulio’s reckoning that ‘front-line’ public service workers (see also Lipsky,  
501 2010) are far more constrained by agency policy and leadership than they are motivated by self-  
502 interest, because “there is more self-sacrifice, and less self-interest, than rational choice theory  
503 allows.”

504 The top-line finding of this study is that job function correlates strongly predict BWC  
505 activation, with the model explaining nearly half of the variation found among officers. This top-  
506 line finding successfully links empirical findings from previous work showing the impact of  
507 administrative policy on BWC activations (Young & Ready, 2016) with the proposal from Lum

508 and colleagues (2019, p. 19) that the equivocal empirical results from experimental tests of BWCs  
509 on police use-of-force might arise at least partly from “variation in agency policies regarding  
510 how the devices should be used.” Variation in BWC activation should be expected across  
511 differing policing contexts because there is variation in the policies employed in those contexts,  
512 not because of differences in individual officer perception of the technology itself.

513 We operationalize professional discretion with a survey question which asks for an  
514 officer to disagree or agree with the statement “Wearing a body camera pressures me to modify  
515 certain professional practices I have had in the past.” Previous scholars have revealed that  
516 negative attitudes about BWCs stem from officer concerns about the suppressive effects of  
517 BWCs on their exercise of professional discretion (Gaub et al., 2016, 2018; Headley et al., 2017;  
518 White et al., 2018). The findings here support those previous findings, as this perception is the  
519 only one tied significantly to BWC activation.

## 520 **6. Limitations and Future Research**

521 Variations in policy and use of BWCs are expected at the departmental, state, and  
522 international levels, and as policies regarding BWCs are still evolving across policing contexts  
523 the findings of this study must be contextualized in its limitations. First, like any cross-sectional  
524 design, the study is vulnerable to both missingness and confounding effects. While the study has  
525 a healthy response rate of 49%, it is possible officers who chose not to respond to the survey  
526 have a non-random reason for not responding which might relate to BWC activations and could  
527 bias the reported results. Relatedly, while both the job function model and the supported model  
528 report adjusted r-squared statistics of close to 0.5, a confounding unmeasured variable cannot be  
529 discounted from any cross-sectional study, and caution in interpreting the results outside of the  
530 study context is warranted.

531 In line with the broad research questions provoked by Young and Ready’s longitudinal  
532 findings (2016), this study provides empirical evidence that factors outside personal attitudes  
533 provide the most explanatory power for understanding how often an officer activates their BWC.  
534 However, that policy direction relies on good agency policy. The agency where this study is  
535 located has a BWC policy with a strong bias towards recording interactions between officers and  
536 the public. In the context of BWC studies, the policy would be considered a “mandatory  
537 activation” one, as opposed to a “discretionary activation” policy (see both Ariel, Sutherland, et  
538 al., 2018; Young & Ready, 2016). Since the study agency implemented BWCs, command staff  
539 estimate there have been less than five sustained allegations that an officer did not activate their  
540 BWC when they should have. With that in mind, porting the findings of these studies to agencies  
541 with a more discretionary policy, or significantly higher activation non-compliance, is not  
542 recommended until further research can establish replicability in that setting.

543 A third limitation of this study is in the operationalization of the dependent variable. It is  
544 theoretically possible, though technically infeasible, to establish a ratio rather than a count  
545 variable to measure BWC activation. In this theoretical counter-factual, researchers could  
546 establish a denominator of how often a BWC ought to have been activated and establish a  
547 measure against how often the camera was actually activated. In practice, however, this is a  
548 fundamentally implausible goal, as establishing the numerator is reasonably uncomplicated while  
549 identifying and then measuring the denominator is infeasible for a number of reasons. Problems  
550 in denominator measurement have been dubbed the “iceberg phenomenon” in social science

551 (Schlaud, Brenner, Hoopmann, & Schwartz, 1998, fig. 1, p. 14S) and criminological research  
552 (Tregle, Nix, & Alpert, 2018).

553 In the specific case of BWC activation, the first challenge to the denominator is the  
554 nature of police work itself. Officers work in chaotic, fluid environments, and while policy can  
555 control for many of the contextual decisions – activate when force is expected to be used, during  
556 arrests, but not in hospitals or when interviewing the victim of sexual assault (Adams &  
557 Mastracci, 2017) – there is no policy possible which can predict all situations all the time. This  
558 reality may at least partly explain that the sole officer perception to attain significance in the  
559 results is the impact of BWCs on professional discretion.

560 Any policy which grants any discretion to officers in BWC activation neatly confounds  
561 researcher intent to measure how often a camera should have been activated. While maybe such  
562 a count could be established by a researcher for a single officer in a single shift during a ride-  
563 along, post-hoc quantitative analysis does not allow for even establishing the most basic  
564 definition for such a denominator. The second, sharper edge lurking below the surface of the  
565 iceberg is that policy change in BWCs is relatively constant at this time, and best-practices even  
566 within a single agency can shift unexpectedly in response to local events. Such an event did take  
567 place before this study and resulted in additional discretionary language being added to the  
568 agency's BWC activation policy. A final problem is attempting to generalize best activation  
569 policy across agencies, which is unrealistic and ignores the underlying structural reasons for the  
570 balkanization of U.S. policing. Agencies are ideally responsive to their communities, each of  
571 which has particular considerations, desires, and demands for their police forces generally, and  
572 BWC policy specifically.

573 Given these denominator problems, this study forgoes its measure and instead constructs  
574 a series of models that attempt to capture the intended benefits of an accurate denominator  
575 through inference. The benefits of an accurate denominator should not be forgone, and through  
576 accurate measures of the number of calls, involvement in use-of-force situations, the number of  
577 arrests, experience level, and job assignment an adequate proxy of the environmental variables  
578 likely to influence how often a BWC ought to have been activated is established. Still, the mix of  
579 proxy measures is not the idealized measure itself, and places limits on interpreting the findings  
580 reported here.

581 Future research should be done in larger and multi-site settings to increase the number of  
582 observations and test the replicability of the relatively simple model presented here. With over  
583 18,000 agencies with policing powers in the United States alone, the mix of job function and  
584 limited perception impacts on BWC activations could likely shift in different contexts. Similarly,  
585 comparative international studies are suggested and warranted, especially given the importance  
586 of culture on organizations (Hofstede, 1984; Hofstede, Hofstede, & Minkov, 2010; Mastracci &  
587 Adams, 2018) in shaping individual employee perception (Yang et al., 2018) and behavior  
588 (Triandis, 1989).

## 589 **7. Conclusion**

590 The results reported here support straight-forward reasoning for why officers activate, or  
591 do not activate, their BWCs. Neither underlying demographic characteristics nor variation in  
592 officers' attitudes towards BWCs explains how often an officer activates their BWC. Instead,



593 officers use the BWCs because agency policy requires them to do so while handling calls,  
594 making arrests, and (rarely) using force. When it comes to BWC activations, officers act as  
595 principled agents, not principal-agent problems. This study joins a long line of research which  
596 has found weak or absent links between officer attitude and behavior (Engel & Worden, 2003;  
597 Mastrofski et al., 1994; Meyers et al., 1989; Smith & Klein, 1983; Terrill & Mastrofski, 2002).

598         While there continue to be no easy answers to explain the mixed results from BWC  
599 research, our findings should contribute to the literature by providing preliminary evidence that  
600 the failure to capture the intended benefits of the cameras does not fall on the shoulders of  
601 individual officers. That is not to say that the institution of policing will not be responsible, but  
602 that is a question left to future research. As noted in other works (Epp et al., 2014; S. Maynard-  
603 Moody & Musheno, 2012), the impacts of officer discretion are nuanced. While individual officer  
604 behavior is better explained by agency policy and legalistic guidance than by individual attitude  
605 and bias, the policies themselves can perpetuate inequity, and the juridical bounds may grant so  
606 much latitude that they “take on the nature of a farce” (S. Maynard-Moody & Musheno, 2012, p.  
607 S18). It is contingent upon the still developing guidance for best-practices related to the  
608 deployment and use of BWCs to provide proper guidance to the officers tasked with  
609 implementing the cameras. The evidence presented in this study suggests, at least, that officers  
610 will implement such policy as Principled Agents.

611

612

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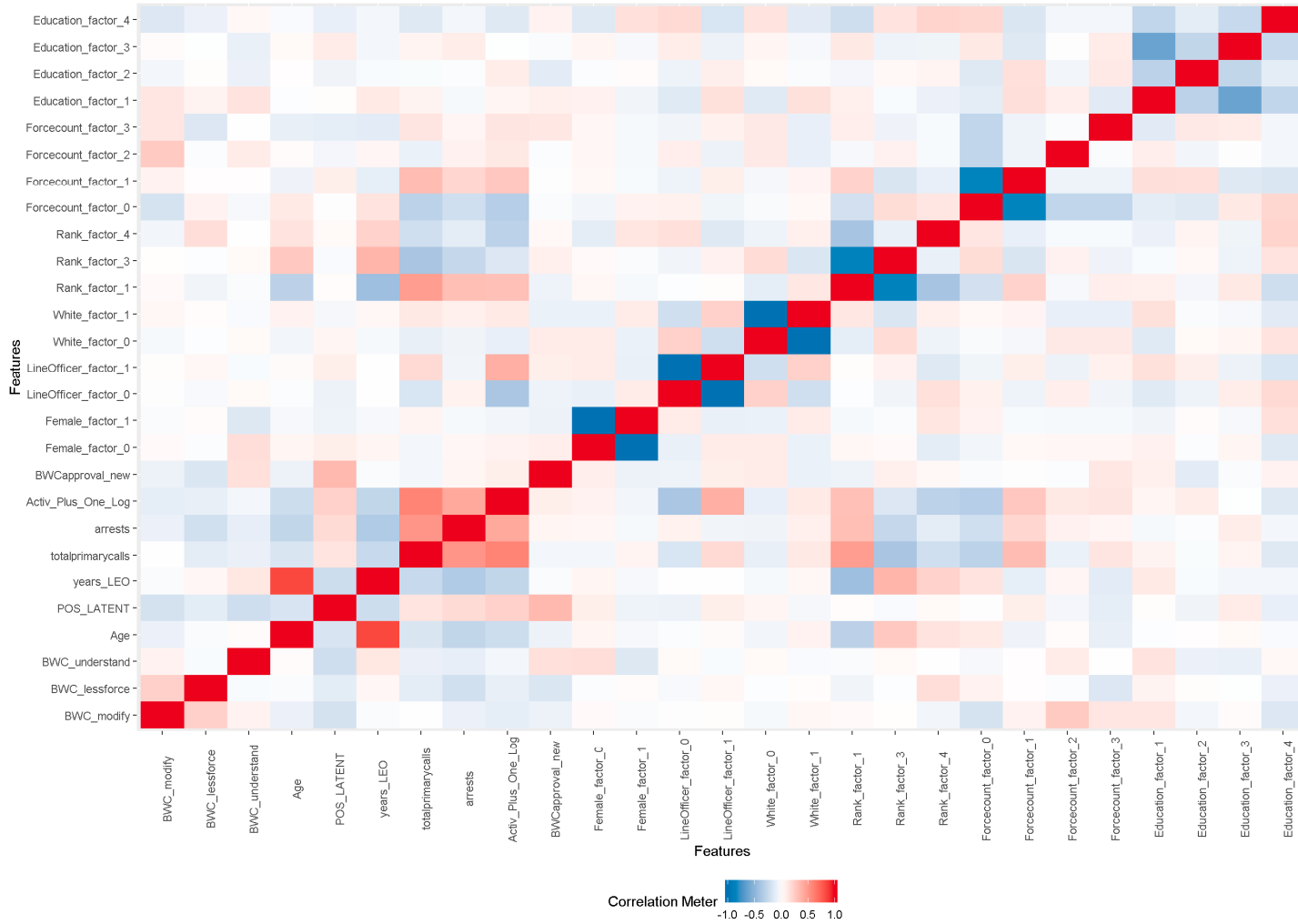
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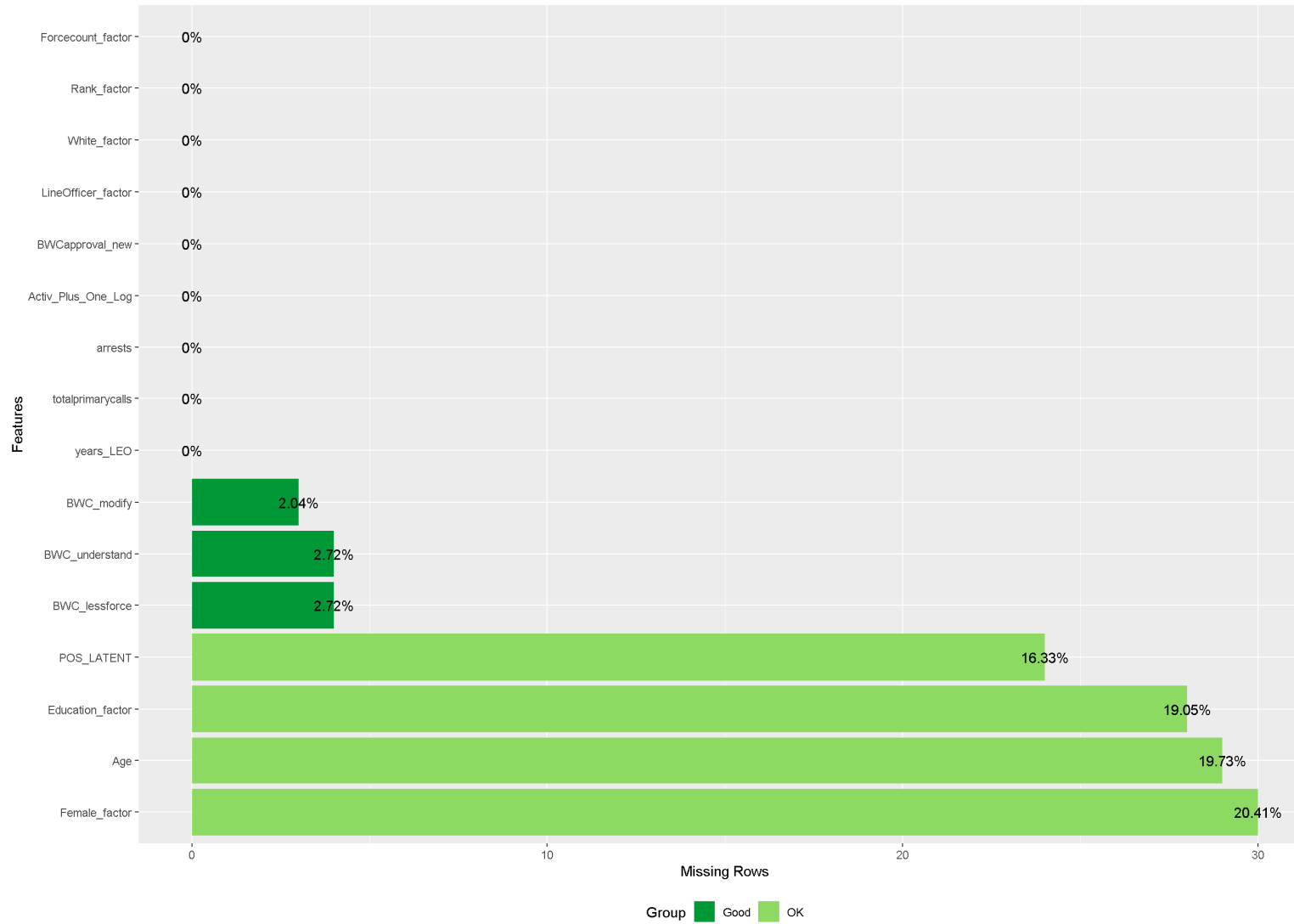
## 9. Appendix - Figures

### 9.1. Figure A1: Correlation Heat Map

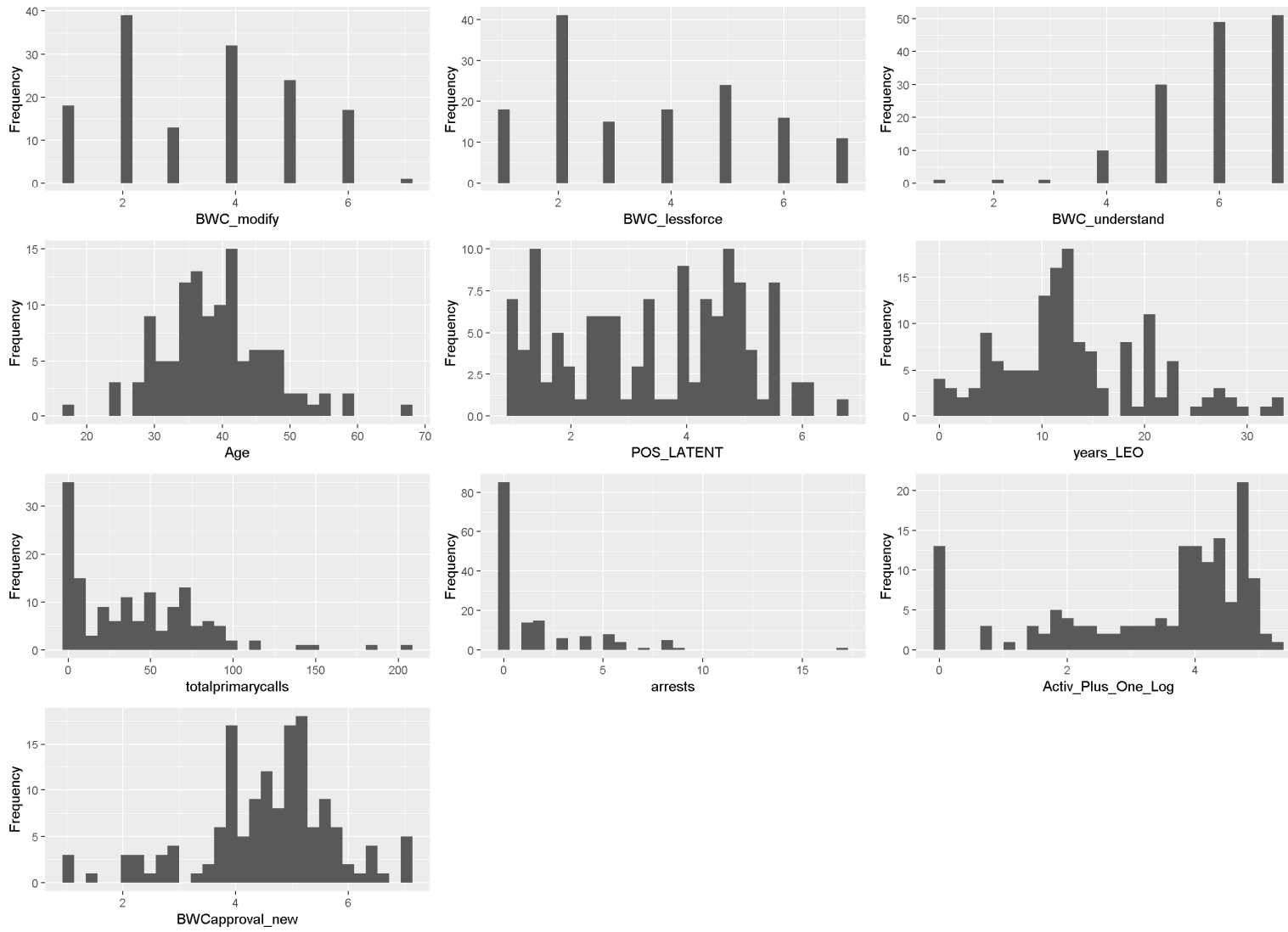




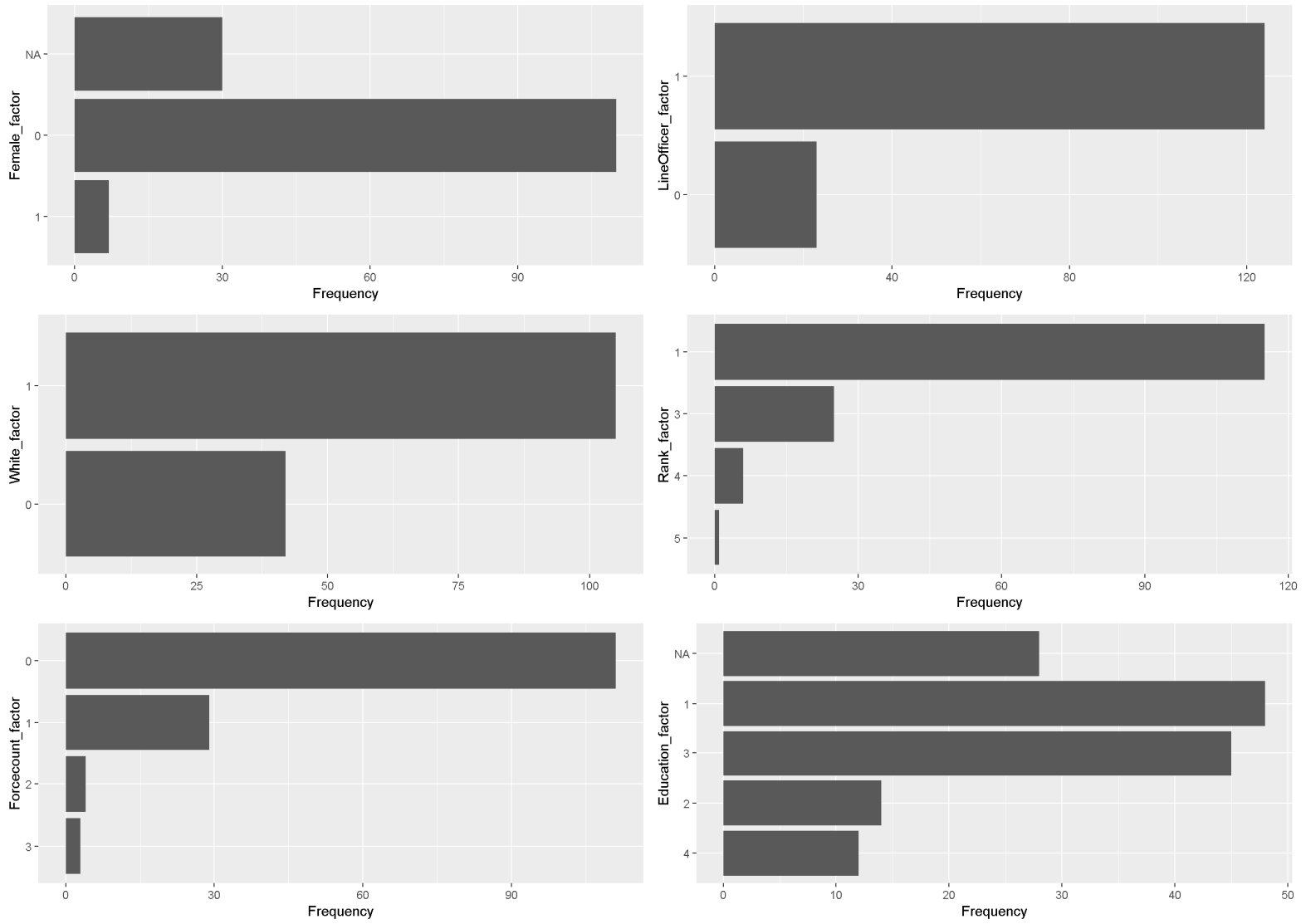
## 9.2. Figure A2: Data Missingness



### 9.3. Figure A3: Continuous Variable Univariate Distribution



### 9.4. Figure A4: Discrete Variable Univariate Distribution



## 9.5. Individual Items Comprising Summed Constructs

### A. *Perceived Organizational Support* ( $\alpha = 0.959$ )

“The law enforcement agency I work for...”

1. Values my contribution to its success.
2. Considers my best interests when it makes decisions that affect me.
3. Values my opinions.
4. Takes pride in my work accomplishments.
5. Cares about my general satisfaction at work.
6. Provides help and support when I have a problem.
7. Strongly considers my goals and values when making decisions that affect me.

### B. *BWCs are Positive* ( $\alpha = 0.883$ )

1. My agency should adopt BWCs for all front-line police officers.
2. Wearing a BWC would change my behavior for the better.
3. Wearing a BWC would change other officers' behavior for the better.
4. BWCs would improve my evidence collection.
5. BWCs would improve my recollection of events.
6. Reviewing BWC video after an incident would help me become a better police officer.
7. Reviewing BWC video after an incident would help me identify ways to improve interactions with citizens.
8. Reviewing BWC video after an incident would help me identify issues I may need improvement on.