

2019

# Institutional Isomorphism and Human Trafficking Investigations

Regina Warren  
*Walden University*

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# Walden University

College of Social and Behavioral Sciences

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Regina Warren

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Review Committee

Dr. Matthew Jones, Committee Chairperson,  
Public Policy and Administration Faculty

Dr. John Walker, Committee Member,  
Public Policy and Administration Faculty

Dr. Anne Hacker, University Reviewer,  
Public Policy and Administration Faculty

Chief Academic Officer  
Eric Riedel, Ph.D.

Walden University  
2019

Abstract

Institutional Isomorphism and Human Trafficking Investigations

by

Regina M. Warren

MASS, Florida A&M University, 2010

BCJ, Florida A&M University, 2008

Dissertation Submitted in Fulfillment  
of the Requirements for the Degree of

Doctor of Philosophy

Public Policy & Administration

Walden University

May 2019

## Abstract

Human trafficking exists domestically and internationally, and each year thousands of men, women, and children are trafficked into lives of involuntary servitude. Law enforcement efforts to investigate human trafficking across the United States are similar in nature; yet, prior research had not investigated the possible causes of these similarities. Utilizing institutional theory, this research investigated whether institutional isomorphic pressures have any impact on the formalization of human trafficking investigations. Data were collected from 26 municipal police organizations in a mid-Atlantic state on departmental human trafficking policies and practices via Farrell's understanding law enforcement responses to human trafficking survey instrument. Logistic regression analysis was used to predict the probability of human trafficking investigations occurring when institutional coercive, mimetic, and normative isomorphic pressures are introduced. The results indicated no significant relationship between institutional isomorphic pressures and the formalization of human trafficking investigations for the 26 municipal police departments in a mid-Atlantic state. Nonetheless, this study provides an understanding of municipal police department responses to human trafficking and investigatory practices. Accordingly, the social change implications of the study may encourage municipal policing institutions to develop evidence-based practices and promote interagency collaboration.

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## Dedication

I dedicate my dissertation work to my family and friends. To my mother, Carlisa; my father, Reginald; my stepfather, Arrie; and my stepmother, Gigs thank you for continuously encouraging me. Jason, thank you for the many nights you stayed up with me. Marcus, thank you for being a listening ear when I needed to vent my frustrations along this journey. Quiana, my best friend, thank you for being my sounding board and being there for me. Apostle Lemon and Pastor Lemon, thank you for teaching me the importance of God's timing. This has truly been a journey, and I could not have continued along this path without an amazing tribe!

To my inspiration, my motivation, my permanent guardian angel, my brother Julitine "Manny" Nelson. Rest in paradise my love!

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## Chapter 1: Introduction to the Study

Human trafficking is the fastest growing activity of organized crime and the third largest criminal enterprise in the world (Cantrell, 2013; Logan, Walker & Hunt, 2009; Rodriguez, 2011). According to the Polaris Project (2019), the International Labor Organization estimates that there are approximately 21 million victims of human trafficking globally. The Polaris Project estimates human traffickers generate roughly \$150 billion per year from sex and labor trafficking, which is generated by not paying victims, dispersing individuals throughout various geographic locations, and obtaining false identification.

The occurrence of human trafficking has urged the introduction of legislation to prevent, protect, and safeguard victims. In 2000, the United Nations *Protocol to Prevent, Suppress, and Punish Trafficking in Persons* addressed the trafficking of persons, the provision of assistance to victims and promoted cooperation among various nation states to develop legislative models criminalizing human trafficking. In support of the United Nations' protocols, the U.S. Congress passed the Victim of Trafficking and Violence Protection Act of 2000 to combat sex and labor trafficking. Supplemental reauthorizations of the Victim of Trafficking and Violence Protection Act were written in 2003, 2005, 2008, 2013, and 2015. The reauthorizations established assistance for trafficking victims, generated statutes criminalizing human traffickers, and guided law enforcement agency practices.

Without a standard model for conducting human trafficking investigations, law enforcement organizations are expected to implement institutional standards without

using evidence-based practices. Thus, identifying the factors that formalize human trafficking investigations could suggest whether an organization's current investigative practices do indeed help to identify human trafficking cases. In this study, I examined the institutional isomorphic factors that formalized human trafficking investigations for 26 municipal law enforcement agencies in a mid-Atlantic state.

To this end, this chapter includes the background of the study, the problem statement, the purpose of the research, and the research question. An overview of the theoretical lens guiding the study is provided along with a detailed explanation in Chapter 2. The nature of the study, operational definitions, assumptions, limitations, scope and delimitations are also highlighted. This study endorses the need for positive social change in organizational policy and interagency collaboration when constructing responses to investigate human trafficking.

### **Background of the Study**

The nature and scope of human trafficking is difficult to determine. This is because of questions regarding the validity of the statistical data on human trafficking in the United States and potential flaws in the data itself (Fedina, 2015). With unreliable data and broad legislation, questions are raised regarding how the investigative models for human trafficking are formalized. The Human Trafficking Reporting System, designed to measure the performance of federally funded task forces, was presumed to be the only system capturing data about human trafficking (Banks & Kyckelhahn, 2011). However, the Federal Bureau of Investigation (FBI) Uniform Crime Report (UCR) also collects data on human trafficking. As of 2017, 47 states were capable of reporting data

on arrests related to human trafficking to the FBI (Federal Bureau of Justice, Criminal Justice Information Services Division, 2019). Some states annually publish a UCR, similar to the FBI UCR, which includes data collected from human trafficking related arrests for that specific state.

The mid-Atlantic state assessed in this study is considered a hub for human trafficking because of its large immigrant population, proximity to international airports, ports of entry, and diverse modes of transportation (Pierce, 2014). This warrants an in-depth exploration of human trafficking. Despite potential concerns regarding human trafficking in the mid-Atlantic region, there have been no studies on the formalization of human trafficking investigations. Furthermore, antitrafficking legislation criminalizing human trafficking has been passed in all 50 states. Whether the passage of the legislation contributes to the formalization of human trafficking investigations is unknown. Hence, an examination of current human trafficking investigative models in a mid-Atlantic state was warranted to identify law enforcement responses to human trafficking.

### **Problem Statement**

Thousands of men, women, and children are hidden in plain sight, coerced into lives of involuntary servitude. In this regard, criminal justice practitioners play a vital role in identifying, apprehending, and prosecuting human traffickers. Understanding the factors that contribute to formalizing human trafficking investigations compels the implementation of evidence-based investigative models. Yet minimal research studies have been conducted on why some law enforcement agencies effectively implement crime control models to identify human trafficking cases and others do not (Farrell,



2014). For this reason, it was important to understand what factors constitute effective investigative models.

Previous studies have revealed that a lack of understanding regarding human trafficking legislation, inexperience investigating human trafficking cases, officer perceptions, and training deficiencies have challenged the identification of human trafficking cases. For example, Nichols and Heil (2015) highlighted that common cases such as rape, domestic violence, and prostitution had not been investigated further to determine whether a connection to human trafficking existed. Farrell et al. (2012) also found that state and local law enforcement agencies faced challenges with allocating resources to investigate human trafficking and providing training for officers. Although law enforcement agencies have specialized units to investigate human trafficking, they have continued to use traditional investigative methods to identify criminal activity (Farrell, Owens, & McDevitt, 2014). Similarly, when agencies have committed to a collaborative antitrafficking response, adequate crime control models have not been developed (Irwin, 2017). Thus, the institutional isomorphic pressures within the investigative models have inhibited human trafficking investigations. Consequently, no standardized models exist to aid other departments in formalizing human trafficking response models.

Despite the existence of isomorphic pressures in the investigative models, few studies have involved an exploration of the institutional isomorphic pressures directing institutional and organizational change within law enforcement investigations. For example, exposure to coercive and normative isomorphic pressures have homogenized

organizational fields (Frumkin & Galaskiewicz, 2004). Furthermore, a survey of police chiefs revealed pressure from institutional environments affected policing priorities (Matusiak, King, & Maguire, 2017). Nevertheless, the existence of policies does not result in institutions adopting training, organizational strategies, or specialized units as response models to human trafficking (Farrell, 2014). Assessing the factors that formalize human trafficking investigations in a mid-Atlantic state could pinpoint the isomorphic pressures that are influencing police organizations.

Consequently, I examined the institutional isomorphic pressures that are formalizing human trafficking investigations in a mid-Atlantic state. In this way, this study contributes to the existing body of literature through conceptualizing the internal and external forces that are driving organizational change and legitimacy in municipal police departments. The results divulged by the study could lead to organizational policy reform and the use of evidence-based practices for municipal law enforcement agencies. Additionally, this research encourages municipal law enforcement agencies in the United States to survey the institutional isomorphic factors influencing investigative practices. This practical research approach also provides an understanding of municipal law enforcement responses to human trafficking investigations.

### **Purpose of the Study**

The objective of this quantitative study was to understand the institutional isomorphic factors formalizing human trafficking investigations in a mid-Atlantic state. No studies have assessed how antitrafficking legislation, departmental policies, departmental training, or organization perceptions have formalized investigations for

municipal law enforcement agencies. Additionally, no reports or statistical data have specified the organizational capacity of municipal law enforcement agencies to identify, investigate, and prosecute human trafficking cases. The research findings furthered knowledge of the institutional elements that contribute to formal investigative practices.

### **Research Question and Hypotheses**

What institutional isomorphic pressures have formalized human trafficking investigations for municipal police departments in a mid-Atlantic state?

*H<sub>0</sub>1*: There is no relationship between coercive isomorphism and human trafficking investigations.

*H<sub>1</sub>1*: There is a significant relationship between coercive isomorphism and human trafficking investigations.

*H<sub>0</sub>2*: There is no relationship between normative isomorphic pressures and human trafficking investigations.

*H<sub>1</sub>2*: There is a significant relationship between normative isomorphic pressures and human trafficking investigations.

*H<sub>0</sub>3*: There is no relationship between normative isomorphic pressures and human trafficking investigations.

*H<sub>1</sub>3*: There is a significant relationship between normative isomorphic pressures and human trafficking investigations.

### **Theoretical Framework**

Institutional theorists, such as Talcott Parsons (1939) and Emile Durkheim (1982), believed that an institution's shared belief system creates social structures that

develop into formal organizational practices. Expounding on the work of Parsons, Meyer and Rowan (1977) speculated that organizational procedures were implemented ceremoniously, as the adoption of new laws enables an organization to maintain legitimacy within its institutional environment. This process is known as *institutional isomorphism*. Institutional isomorphism consists of homogenized organizations and organizational fields (DiMaggio & Powell, 1983; Meyer & Rowan, 1977; Scott, 2014).

I used an institutional theoretical lens to explore whether DiMaggio and Powell's (1983) institutional isomorphic pressures formalized human trafficking investigative models. According to DiMaggio and Powell, there are three isomorphic pressures that drive change within organizations: coercive pressures, mimetic pressures, and normative pressures (1983). Institutional isomorphism provides a theoretical lens through which to understand organizational structures and elements. Apprehending these isomorphic pressures reveals the environmental and institutional agents that are contributing to the investigative models. A detailed explanation of institutional isomorphism is provided in Chapter 2.

### **Nature of the Study**

Quantitative research describes the associations that exist between variables, which was the primary focus of this inquiry. A quantitative research approach was used in this study to understand the relationship between institutional isomorphic pressures and human trafficking investigation models. I used Farrell, McDevitt, and Fahy's (2008) Understanding Law Enforcement Response to Human Trafficking Questionnaire 1 to evaluate the isomorphic pressures. A mid-Atlantic state's UCR was used to identify

counties and their respective law enforcement agencies. The questionnaire was disseminated to police chiefs or the highest-ranking department officials in approximately 230 state, county, and municipal law enforcement agencies in a mid-Atlantic state. Participants were selected based upon a department being geographically located in a county with more than 50 human trafficking related arrests. Respondents were given four weeks to complete the questionnaire. Survey responses were collected and stored via Survey Monkey. The research results were uploaded to the Statistical Package for Social Sciences (SPSS) for analysis. The nature of the study is discussed in further detail in Chapter 3.

### **Operational Definition of Terms**

The research inquiry incorporated the following independent variable concepts and definitions:

*Coercive isomorphism:* Legal mandates instituted by government entities or issues presented by special interest groups (Burruss & Giblin, 2014; Carter, 2016; DiMaggio & Powell, 1983; Scott, 2014).

*Institutionalization:* A process by which social process, obligations, or actualities take on a rule-like status in social thought and action (Burruss & Giblin, 2014; Burruss, Giblin, & Schafer, 2010; Meyer & Rowan, 1977).

*Isomorphism:* Constraining processes that force one unit in a population to resemble other components that face the same set of environmental conditions (Burruss & Giblin, 2014; Burruss, Giblin, & Schafer, 2010; Meyer & Rowan, 1977; Zhang & Hu, 2017).

*Mimetic isomorphism*: Organizations that have modeled themselves upon other organizational systems within the same field (Carter, 2016; DiMaggio & Powell, 1983; Burruss & Giblin, 2014; Roy & Seguin, 2000).

*Normative isomorphism*: Interactions and exchanges of information among professional groups and associations (Burruss & Giblin, 2014; Carter, 2016; DiMaggio & Powell, 1983).

### **Assumptions, Limitations, Scope and Delimitations**

#### **Assumptions**

Assumptions are beliefs about research that are believed to be accurate but have not been proven (Simon & Goes, 2013). Within this study, the first assumption was that human trafficking was not perceived as a problem that lies within the chief or highest-ranking official's jurisdiction. Research has indicated that police agencies were unaware of human trafficking and did not view it as a problem that existed within their communities (Farrell, 2014). In this regard, a law enforcement officer's perception of human trafficking can affect investigative efforts and the statistical data disseminated about human trafficking. Erroneous data can impact how legislative and executive bodies develop crime control models to combat criminal trends. Inconsistent data collection practices lessen an understanding of the scope of human trafficking.

Secondly, a comprehensive data collection system for the purpose of generating statistical data about human trafficking cases does not exist (McDonald, 2014). The validity of the data that has been collected on the nature and scope of human trafficking has also been questioned (Fedina, 2015). Given that law enforcement agencies have

insufficient resources to investigate human trafficking cases, it is crucial that law enforcement officers have the necessary tools to identify and respond to such cases (Hammond & McGlone, 2014). There are laws and policies in place for law enforcement agencies to implement; however, guidelines for structuring responses have been left up to the organizations. These research assumptions compelled an exploration of the factors contributing to developing effective investigative practices for municipal police departments in a mid-Atlantic state.

### **Limitations**

Limitations are elements beyond the researcher's control that impact upon the study (Simon & Goes, 2013). The sample population for this study consisted of 26 chiefs and highest-ranking officials of municipal police departments in a mid-Atlantic state. The senior leadership within law enforcement agencies have busy schedules. Consequently, the respondents' flexibility in scheduling time to complete the questionnaire potentially impacted the response rates due to the time constraints. I addressed this issue by sending reminders to unresponsive participants and reaching out to law enforcement diversity organizations to increase the response rates. Additionally, I had no control over participant responses that favored their own respective organizations, but participants were informed that the questionnaire results did not link them to a specific agency. A further limitation was that the questionnaire responses did not enable probing or inferences outside of the institutional isomorphic variables measured. The results of the study were based upon an analysis of close-ended questions and Likert-scale answers. The questions were reviewed objectively with no knowledge or preconceived notions of

human trafficking policies, training, or investigative measures implemented in the mid-Atlantic state in order to eliminate research bias.

### **Scope and Delimitations**

Delimitations are choices made by the researcher that are under his or her control (Simon & Goes, 2013). This research was focused upon state, county, and municipal law enforcement organizations in a mid-Atlantic state. There are approximately 230 state, county, and municipal law enforcement organizations in the mid-Atlantic state selected for this research inquiry. Counties with over 50 arrests for crimes related to human trafficking in 2015 were solicited to participate in the study. Excluded from this study were federal law enforcement agencies and college/university police agencies. Various theoretical perspectives were suitable for this study; however, an institutional theoretical lens supported the analysis of the policing institutions formal structures and practices.

### **Significance of the Study**

Limited empirical studies have assessed human trafficking investigation models. In addition, criminal justice policies are rarely evaluated before being put into practice (Fearn, 2011). I examined the presence of institutional isomorphic pressures in human trafficking investigations. Identifying these pressures may impel investigative policy reform, efficient investigative responses, practical training modules, interagency collaboration, human resource allocation, and justice for human trafficking victims. The efficacy of legislation and organizational policy is a significant issue given that human trafficking statutes alone may not be capable of achieving the intended effects (Sophn, 2014). Accordingly, this research constructs a path for positive social change.



Inattentiveness to the vulnerabilities and challenges in the current investigative models foster an ongoing cycle of injustice for human trafficking victims. Identifying the isomorphic pressures formalizing municipal human trafficking investigations could generate evidence-based practices.

### **Summary**

Human trafficking is a billion-dollar criminal enterprise. Nonetheless, equipped with the right resources, law enforcement agencies could effectively detect and deter human trafficking. This study provides insight into the investigative structures of municipal police departments. This chapter provided an overview of human trafficking, antitrafficking legislative efforts, and the challenges criminal justice practitioners face. The summary of the theoretical framework provided the premise of the study. An in-depth review of the literature is offered in Chapter 2. A brief synopsis of the selected research methodology best suited for the data collection and analysis was also provided. A more in-depth discussion of the research methodology is presented in Chapter 3. The scope and parameters of the research study were explained, though there is an exhaustive overview and analysis of the data in Chapter 4. The significance of the research study was identified; however, future implications for human trafficking research and implications for social change are also found in Chapter 5.

## Chapter 2: Literature Review

### **Introduction**

Research has highlighted the challenges faced by law enforcement investigating human trafficking. For instance, there is a deficiency of understanding with regard to the legal frameworks required for human trafficking investigations (Gallagher & Holmes, 2008). Additionally, conflicting definitions of human trafficking have contributed to the complexity of investigations (Hume & Sidun, 2017). However, minimal research has been conducted upon whether the challenges of the human trafficking investigations were the result of a lack of guidance in structuring the investigative practices. Effective methods for identifying human trafficking cases are critical (Farrell, Pfeffer, & Bright, 2015). For example, law enforcement agencies in Georgia have lacked training and experience when investigating human trafficking (Grubb & Bennett, 2012). In this regard, recognizing how institutional pressures formalize human trafficking investigations can result in policy reform that improves these investigative practices. This chapter incorporates the theoretical framework that structures the study. Moreover, in this chapter I offer a synopsis of the current literature with relation to human trafficking legislation, human trafficking statistical data, investigative challenges, and state responses to combating human trafficking.

### **Literature Research Strategy**

Many academic databases and search engines were accessed to examine peer-reviewed journal articles ranging from 1983-2019. The following multidisciplinary databases were used for this study: Academic Search Complete, Science Direct, and

ProQuest Central. The subject area databases used were ProQuest Criminal Justice, SAGE Premier, Legal Trac, and Lexis-Nexis Academic. To increase the search results, Thoreau was used to access multiple databases at one time. Walden University dissertations and theses were also reviewed to conceptualize any content and theoretical frameworks similar to this study. Google Scholar was used to limit the range of literature to the last five years. In cases of minimal research, “Ask a Librarian” was used. Information was derived from books, technical research reports published by governmental and nongovernmental agencies, and archived documents.

### **Theoretical Framework**

I applied an institutional isomorphism theoretical lens in order to understand the institutional environments, organization structures, and organization practices relevant to this study. Since the mid-19th century, institutional theory has become the dominant framework guiding organization and management studies (Scott, 2014). As byproducts of rational and empirical debates, supporters of institutionalism have developed logical, isomorphic, and legitimate positions through which to understand an institution’s environment, systems, processes, and behaviors. In 1982, however, Durkheim (1982) encouraged a paradigm shift from rational institutional systems to discovering the commonalities between social structures in different societies based on social facts. Social facts are manners of acting and thinking external of the individual. Social facts form habits and create formal structures within institutions and organizations (Durkheim, 1982). An institution’s rules are designed from patterns and replicated in institutional environments.

Related to Durkheim's social facts, Parsons (1939) noted that organizations are composed of diverse social systems with specific features, which create subsystems, or as DiMaggio and Powell (1983) later suggested, organizational fields. Three institutional elements form subsystems: rationality, functional specificity, and universalism (Parsons, 1939). Rationality helps consider the best course of action, the effects of the action taken, and alternative solutions to safeguard how an agency functions (Parsons, 1939). Functional specificity outlines or delegates organizational responsibilities. Universalism involves regulatory practices spread across similar social structures, such as policy and procedural guidelines (Parsons, 1939). Social systems create open systems for the exchange of ideas, concepts, rules, and behaviors between subsystems and the institutions. Police agencies can be categorized as diverse social systems with specific features. Examples of subsystems are criminal investigation divisions, forensic investigation divisions, vice units (prostitution, narcotics, alcohol, and gambling), and interagency task forces. Each subsystem has a specific task or specialization to achieve the common goal of serving and protecting the community it serves.

Social facts and structures exert pressures on institutions to adopt behaviors, policies, and practices without rationalizing overall utility (Durkheim, 1982; Parsons, 1939). This process leads to organizations adopting products, services, or policies ceremonially or out of obligation without examining their organizational environments (Meyer & Rowan, 1977, p. 340), resulting in institutional isomorphism. Institutional isomorphism occurs when organizations resemble other units with the same set of environmental conditions in order to maintain their legitimacy within their respective

fields (DiMaggio & Powell, 1983; Meyer & Rowan, 1977). The legitimization of social structures as formal rules governing organizations has resulted in the conformity of organizational practices, which allow organizations to appear legitimate to the external environment. Institutional isomorphism leads to isomorphic pressures that prompt policies, programs, and services within similar fields (Di Maggio & Powell, 1983). This means that organizational change occurs in order to make organizations more similar rather than more efficient (DiMaggio & Powell, 1983). Consequently, organizations become identical in structure and function due to coercive, mimetic, and normative isomorphic pressures.

There are regulatory measures in all 50 states mandating the apprehension and prosecution of human traffickers. These regulatory measures necessitated examining whether Meyer and Rowan's (1977) assertion that organizations adopt policies to preserve legitimacy within the external environment was apparent. Coercive pressures are those such as legal mandates instituted by government entities or issues presented by special interest groups (Burruss & Giblin, 2014; Carter, 2016; DiMaggio & Powell, 1983; Scott, 2014). Since 2000, the United States has passed legislation criminalizing human trafficking, generated awareness campaigns, and allocated resources for victims of human trafficking. Criminal justice practitioners have used similar methods to combat drugs. Police departments operate in formalized environments, which exert pressure to adopt structures, policies, and practices (Matusiak, King, & Maguire 2017). As coercive forces have increased, agencies have been persuaded to embrace routines and apply structures defined by law, meaning that governing entities have influenced the restructuring of

police departments and policing activities (Phillips & Jiao, 2016). However, if resources have not been provided to support the recommended policies and programs, organizations have resisted the urge to change (Burruss & Giblin, 2014). Nevertheless, assessing the use of formal policies, protocols, and procedures to investigate human trafficking can provide insight to police department investigative processes.

In this study institutional isomorphism presents an understanding of how the diffusion of organizational practices impacts upon stability, productivity, and operational capacity. Mimetic pressures occur when organizations model themselves upon other organizational systems within the same field (Burruss & Giblin, 2014; Carter, 2016; DiMaggio & Powell, 1983; Roy & Seguin, 2000). For example, five years after the New York Police Department launched CompStat, other police departments also developed similar programs to monitor crime (Weisburd, Mastrofski, McNally, Greenspan, & Willis, 2003). CompStat provided a snapshot of criminal activity, a platform to discuss appropriate responses, and reduced crime in some cities. Yet, CompStat also inhibited creative problem solving in some agencies (Willis, Weisburd & Mastraski, 2007). CompStat data can be useful in departments of any size if senior leadership are open to generating evidence-based practices from the reports it produces (Godown, 2013). Conversely, the crime control models that appear successful in some organizations may not be useful in others due to the limited financial and human resources of the organization involved (King, 2013). Therefore, understanding law enforcement response to human trafficking was warranted.

Normative pressures result from the interaction and exchange of information among professional groups and associations (Burruss & Giblin, 2014; Carter, 2016; DiMaggio & Powell, 1983). For instance, training programs and conferences create environments that communicate the organizational practices that are expected (Carter, 2016). An organization's interaction with the external environment garners resources and promotes the legitimacy, sustainability, and productivity of the organization (Matusiak et al., 2017). Similar methods could be instituted to combat human trafficking. Providing officers with specialized human trafficking training could increase the likelihood of more cases being identified (Renzetti, Bush, Castellanos, & Hunt, 2015).

Policing studies have used institutional isomorphism to understand organizational structures and environmental catalysts for change. The objective of the current study was to ascertain what coercive, normative, and mimetic pressures formalized organizational structures and practices with regard to human trafficking. This research aligns with previous neo-institutionalist inquiries regarding what determines the adoption of formal structures within institutions and organizations. Although scholars have studied institutional theory, its application in policing studies has been minimal. Nonetheless, policing studies have indicated that organizations have failed to assess whether policies and programs could be integrated into existing practices. Police agencies are macro and micro organizations with subsystems, social structures, and organizational actors. Thus, the application of institutional theory in exploring police agency structures, processes, and organizational factors provides a foundation for social change. This study fills this

gap in the literature by conceptualizing municipal law enforcement responses to human trafficking investigations in a mid-Atlantic State.

### **Coercive Isomorphism and Human Trafficking**

Human trafficking is not a new phenomenon; human trafficking in juridical discourse has been traced back to the 19th century. The white slave trade involved the involuntary abduction and transport of Caucasian women for prostitution internationally (Gozdziaik & Collett, 2005). Recognizing this treatment of women as a violation of human rights, legislative efforts to deter the trafficking of women ensued. In 1902, the International Agreement for the Suppression of the White Slave Trade addressed women being recruited for prostitution in other countries. In 1933, the International Convention for the Suppression of the Traffic in Women denounced the recruitment of women for prostitution in another country.

Antitrafficking legislation has raised awareness in the international community, but regulations safeguarding victims have needed more development. In November 2000, the United Nations drafted the Protocol to Prevent, Suppress, and Punish Trafficking in Persons Especially Women and Children. This protocol criminalized human trafficking and prompted a need for law enforcement training, education, and collaboration among nation states. It also provided a framework for nation states, such as the United States, to develop antitrafficking legislation. Antitrafficking legislation has only focused upon sex trafficking (Hepburn & Simon, 2010), and the existence of different frameworks and paradigms have made conceptualizing human trafficking difficult (Farrell et al., 2015). Framing human trafficking policy and developing effective responses are likely to be



inhibited if the nature, scope, and definitive characteristics of human trafficking are not clearly defined.

Accordingly, a consensus upon defining the nature and extent of human trafficking is fundamental to endorsing pragmatic response models. Nonetheless, definitions have varied, producing vague and overlapping descriptions (Jones, 2010). The United Nations Protocol to Prevent, Suppress and Punish Trafficking in Persons Especially Women and Children defines human trafficking as:

Trafficking in persons shall mean the recruitment, transportation, transfer, harboring or receipt of persons, by means of the threat or use of force or other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or of a position of vulnerability or of the giving or receiving of payment or benefits to achieve the consent of a person having control over another person for the purpose of exploitation. Exploitation shall include, at a minimum, the exploitation of the prostitution of others or other forms of sexual exploitation, forced labor or services, slavery or practices similar to slavery, servitude or the removal of organs (United Nations, 2000).

Joining the legislative crusade criminalizing human trafficking, the U.S. Congress passed the Victims of Trafficking and Violence Protection Act of 2000. The act defined human trafficking as:

Sex trafficking in which force, fraud, or coercion induce a commercial sex act in which the person induced to perform such an act has not attained 18 years of age; or recruitment, harboring, transportation, provision, or obtaining of a person for

labor or services, through the use of force, fraud, or coercion for the purpose of subjection to involuntary servitude, peonage, debt bondage, or slavery (Victims of Trafficking and Violence Protection Act, 2000).

As a final example, Polaris defines: human trafficking as “a form of modern-day slavery in which traffickers use force, fraud, or coercion to control victims for the purpose of engaging in commercial sex acts or labor services against his/her will” (Polaris, 2019).

To develop adequate investigative models, legislating bodies must cultivate a comprehensive definition of human trafficking. There are variations in defining human trafficking at international, national, and state levels. Levels of involvement in antitrafficking activities are related to differences in describing the problem (Gozdziak & Collett, 2005). Human trafficking policies and responses have centered around sex trafficking (Goodey, 2008). Notably, the way in which trafficking was defined and broadcasted shaped law enforcement response models (Farrell & Fahy, 2009). In 2009, news coverage—media and newspapers—focused on sex trafficking, raids, arrests, legislative meetings, and court cases related to sex trafficking (Johnston, Friedman & Shafer, 2014). However, the conceptualization of human trafficking by criminal justice practitioners remains an ongoing activity.

Human trafficking legislation has not produced a record of evaluative methods (McDonald, 2014). The implementation of antitrafficking laws is dependent upon understanding the nature of the issue and the scope of the enforcing agents' actions. Areas within which this legislation could be expanded are education, training, and public awareness. Nonetheless, the absence of formal procedures, protocols, and policies in

small to medium agencies inhibits investigating human trafficking (Renzetti et al., 2015).

Hence,

### **Normative Isomorphism and Human Trafficking**

Data plays an integral role in generating evidence-based training and crime control models. Harris (2012) argued that information on human trafficking may be unreliable due to the covert nature of the crime and underreporting. Similarly, estimates of trafficking are disproportionate and do not distinguish between sex trafficking, labor trafficking, or other forms of trafficking (Fedina, 2015). Consequently, the nature and scope of human trafficking can be either overestimated or underestimated. However, efforts to generalize the findings of human trafficking data have improved. From December 2007 to December 2016, the National Human Trafficking Resource Center received approximately 128,686 calls, 8,226 web forms, and 8,852 e-mails (Polaris, 2019). About 73% of the cases reported were sex trafficking, 14% were labor trafficking, 4% were sex and labor trafficking, and 9% were not specified. From this data, trends and analysis are identified that make it possible to formulate training curricula.

Training permits an understanding of a phenomenon, concept, or skill established for use in an institution's environment. In this instance, training provides lessons on identifying trafficking victims and cases, along with what to do and whom to contact (Wilson & Dalton, 2010). Agencies that have participated in human trafficking training gained clearer perceptions of human traffickers and increased the officers' awareness of human trafficking in their jurisdictions (Wilson, Walsh & Kleuber, 2006). In addition, departments that coupled the training with formal human trafficking procedures,

protocols, or policies were able to more readily identify and investigate human trafficking cases (Renzetti et al., 2015). On the other hand, several studies have found that training did not increase the awareness or identification of human trafficking cases by officers. Dandurant (2017) noted that training had limited effects on the police responses to human trafficking cases. Interestingly, in instances where executive leadership attended human trafficking training, the information acquired by the leadership was not shared with officers (Renzetti et al., 2015). Unquestionably, training is a challenge for municipal police departments.

Municipal police departments are located in communities which are addressing the potential for human trafficking. Municipal departments are also pressured to solve the problem (Farrell, 2014). Farrell et al. observed that perceptions of human trafficking played a vital role in whether departments investigated human trafficking cases in the United States. When the police departments did not perceive human trafficking as a problem, efforts to combat it diminished (Farrell et al., 2015). Local departments also believed that the federal government was more experienced than they were in investigating human trafficking (Wilson et al., 2006). This shared belief perpetuates an ongoing cycle of victimization. I assessed whether the municipal police departments received training in identifying human trafficking, the type of training received, and the source of the training provided. Additionally, I surveyed perceptions of human trafficking, departmental challenges in investigating human trafficking, the encountering of trafficking cases via other crimes, and the sources of information used to identify trafficking cases.

### **Mimetic Isomorphism and the Role of Law Enforcement in Human Trafficking**

The diffusion of crime control models occurs at federal, state, and municipal levels of law enforcement. The overarching assumption of a one-size-fits-all form of policing negates the need to assess the efficacy of crime control models, and the operational capacity of police departments to implement them. When investigating human trafficking, Clawson et al. (2006) found there was a distrust of law enforcement by human trafficking victims, a lack of law enforcement training, a lack of knowledge of human trafficking statutes, limited resources and language barriers. Furthermore, victim cooperation, policies, and protocols also delayed trafficking investigations (Farrell et al., 2008). As a result of these challenges, a shift toward the use of specialized units or task forces to combat human trafficking occurred.

### **State Efforts to Detect and Combat Human Trafficking**

California, New York, and Georgia were amongst the top 10 states reporting the most human trafficking cases in 2017 (Robert, 2017). A further review revealed commonalities in the way human trafficking cases are investigated amongst states. The mimesis of specialized units and task forces add merit to DiMaggio and Powell's (1983) claims of shared organizational practices and Scott's (2014) cultural-cognitive pillar. Consequently, this finding demanded a review of the investigative approaches used by a mid-Atlantic state to probe human trafficking.

### **California**

California had approximately 760 human trafficking cases reported in 2018 and 1,305 in 2017 (Polaris, 2019). Romero (2018) noted that California was one of the top

five states for human trafficking and ranked fourth in 2017 for the number of human trafficking cases filed. California is a border state with international harbors and airports. It is one of the nation's top four destinations for human trafficking (California Human Trafficking Work Group, 2012). Since 2007, California has added three additional task forces to investigate and prosecute human trafficking cases. Additionally, cross-border relationships were cultivated to augment apprehension capabilities.

From mid-2010 to mid-2012, the regional task forces identified 1,277 victims, initiated 2,552 investigations, and arrested 1, 798 individuals (California Human Trafficking Work Group, 2012). The task forces provided training to approximately 25,591 law enforcement personnel, prosecutors, victim service providers, and other first responders. As a result, it was discovered that labor trafficking was both under reported and under investigated compared to sex trafficking. Even criminal organizations were found to be profiting from forced prostitution and forced labor of persons trafficked (California Human Trafficking Work Group, 2012). Recommendations from the working group centered around separating human trafficking investigations from established special units, developing public awareness campaigns, and improving relationships between victim advocates and law enforcement. California's use of a task force approach to combat human trafficking resulted in an increase in the identification of human trafficking victims and apprehension of traffickers.

### **New York**

New York had no laws criminalizing human trafficking. However, in 2007, New York drafted and passed legislation criminalizing human trafficking. This provided a way

to collaborate with victim services, develop an interagency task force, provide statewide training on human trafficking to criminal justice practitioners, and create strategies to conduct awareness training (New York State Interagency Task Force, 2008).

Furthermore, New York recently passed the Child Sex Trafficking Act, removing the burden of proof of force, fraud, and coercion for sex acts involving minors (Gonen, 2018).

New York used a task force approach to identify and investigate human trafficking cases. In 2007, the New York Human Trafficking Task Force was allocated resources for training and outreach. Since then, the task force has developed a youth subcommittee ensuring housing and support services are available for homeless, runaways, and exploited children. Additional task forces were also created and the curriculum for the “Basic Course for Police Officers: Human Trafficking” was updated (New York State Interagency Task Force, 2018). New York has adjusted to ongoing and emerging trends in human trafficking cases. The operational expansion of New York’s task force initiative discovered that a task force approach best suits its investigative efforts.

### **Georgia**

The Georgia Bureau of Investigation study assessed law enforcement officers’ awareness and involvement in human trafficking cases. Bailey and Wade (2014) examined the extent to which human trafficking occurred, whether officers received training, and the ability of officers to identify and respond to human trafficking cases. The findings showed that in incidents of sex and labor trafficking there were

discrepancies in the human trafficking data and no formal reporting process for documenting trafficking cases. This hindered the number of human trafficking cases being pursued. These findings are similar to those of Clawson et al. (2006) and Farrell et al. (2008). Bailey and Wade also acknowledged that law enforcement officers in Georgia needed the skills to identify and investigate human trafficking cases.

In 2017, approximately 276 human trafficking cases were reported in Georgia. As of June 2018, 157 human trafficking cases were reported (Polaris, 2019). Georgia has since adopted a task force approach to investigate human trafficking cases. The Georgia Statewide Human Trafficking Task Force embraces a unified response to human trafficking with a focus on the vulnerabilities, recruitment, exploitation, withdrawal, and reintegration of its victims (Criminal Justice Coordinating Council, 2019).

Specialized units dedicated departmental resources, energy, and skills to combat crimes (Katz, 2001). The federal government has supported the development of human trafficking task forces (Farrell et al., 2015). In 2017, the Bureau of Justice Statistics awarded seven law enforcement agencies funding to develop human trafficking task forces. Task forces augment assets to identify and respond to human trafficking cases (Office of Justice Programs Office of Victims & Crime Training and Technical Assistance Center, 2017). It is evident that some states are adopting a task force approach to investigate human trafficking cases. Whether adopting the task force approach is ceremonial in nature is unknown. But, the use of a task force in human trafficking investigations appear to increase identification of victims, increase public awareness, and increase apprehension of human traffickers.



## Summary

Major themes emerged from the literature review which include the influence of the external environment on trafficking policies and responses, investigative challenges, and institutional leadership perceptions of human trafficking. An understanding of the nature, scope, and incidence of human trafficking appears to have been a contributing factor in developing formal structures to identify and investigate human trafficking cases. Nichols and Heil (2015) emphasized that the police recognition of human trafficking as a problem is imperative to identifying and investigating human trafficking cases. Additionally, the current legislation is not inclusive of all forms of human trafficking. In this regard, sex and labor trafficking have been the focus of human trafficking investigations. Nonetheless, other types of trafficking exist which are not incorporated in legislation; For this reason, a large number of victims remain hidden in plain sight.

In spite of this, the findings of this study may help municipal law enforcement agencies to determine whether adopting investigative models for human trafficking are suitable for their organizations. The results provide insight into the ongoing challenges that law enforcement organizations encounter when investigating human trafficking. Lastly, I recognize a comprehensive definition of human trafficking is needed to formulate responses that detect all forms of human trafficking.

## Chapter 3: Research Method

### **Introduction**

State, county, and municipal law enforcement agencies have encountered challenges when investigating human trafficking cases. Few human trafficking cases were being identified by municipal law enforcement agencies (Farrell et al., 2013). Determining what institutional isomorphic pressures formalize human trafficking investigations for municipal law enforcement agencies could increase the identification of human trafficking cases by municipal police departments. Identifying these pressures may provide the chiefs or highest-ranking officials of municipal police departments with knowledge and information that provokes policy reform, the use of evidence-based investigative practices, and methods to identify and investigate human trafficking cases. In this chapter, I provide a rationale for the research design, the role of the researcher, the methodology, the population and sampling, the data analysis method, the threats to validity, and the ethical considerations.

### **Research Design and Rationale**

The objective of the research was to understand what institutional isomorphic pressures formalize human trafficking investigations in a mid-Atlantic State. Previous studies have used a quantitative research design to provide baseline data regarding human trafficking investigative practices and trends. For example, Bailey and Wade (2014) used a survey to assess law enforcement officer awareness and involvement in human trafficking activity in the state of Georgia. Similarly, Barmon and McDoe (2012) used a questionnaire to evaluate organizational attitudes and practices in human trafficking

investigations. A quantitative study was best suited for this study because it provided a description of the trends and the views of the chiefs and highest-ranking officials concerning human trafficking investigations (see Creswell, 2009). The research design enabled an exploration of the relationship between the coercive, normative, and mimetic isomorphic pressures and investigations of human trafficking cases.

### **Population**

The target population for the study was the chiefs and highest-ranking officials of the state, county, and municipal law enforcement agencies in a mid-Atlantic State. There are approximately 230 law enforcement agencies in the mid-Atlantic state utilized for this study. The mid-Atlantic state was comprised of state police agencies, county police agencies, municipal police agencies, college and university agencies, park police agencies, humane law enforcement agencies, and railroad police agencies. The study was limited to municipal police agencies. Municipal police departments were identified using the 2015 State UCR.

### **Sample**

I used nonprobability purposive sampling. Purposive sampling involves the use of subjective judgment to select sampling units that seem to be representative of the population (Dantzker & Hunter, 2006), and participants are chosen if they can best help the researcher understand the research question (Creswell, 2009). For this study, the chiefs and highest-ranking officials of the municipal law enforcement agencies were selected because they possess an organizational viewpoint of their police departments. Due to time constraints, this study focused on counties with 50 or more arrests for human

trafficking related offenses. Counties were identified using the 2015 UCR arrest summary for human trafficking related crimes such as prostitution and commercialized vice. In 2015, there were 976 arrests for prostitution and commercialized vice offenses. The research sample consisted of 26 municipal law enforcement agencies from various counties in a mid-Atlantic state.

### **Sample Size and Strategy**

The initial plan for the study was to conduct a linear regression analysis. The sample size for this study was calculated using G\*Power analysis. The power analysis indicated a minimum of 92 participants for linear regression analysis with five predictor variables, assuming alpha at .05, effect size ( $f^2$ ) of .15 and power set at .80 (see Faul, Erdfelder, Lang, & Buchner, 2007). The predictor variables were coercive isomorphic pressure, mimetic isomorphic pressure, and normative isomorphic pressure. The covariables considered were agency size and agency type (e.g., state, local, municipal). Because the outcome variable was dichotomous, a logistic regression analysis was more suitable for examining the relationship between the variables. Numerous attempts to achieve the minimum number of participants were pursued but due to the sampling challenges, discussed further in this section, a small sample size of 26 was obtained.

A list of municipal law enforcement agencies was generated to identify research participants. I used a public law enforcement website to obtain the contact information (e.g., name, email address) of the chiefs and highest-ranking officials of municipal law enforcement agencies in the mid-Atlantic state. An invitation to participate was drafted and disseminated using Survey Monkey. The invitation outlined the background,

purpose, and significance of the research study. The request doubled as an informed consent and contained an embedded hyperlink to access the questionnaire. Respondents who declined to participate were exited from the survey. The respondents who elected to participate were permitted access to the questionnaire. Approximately 145 invitations were distributed to solicit participants. The respondents were given four weeks to complete the questionnaire. Due to a low response rate, I solicited assistance from law enforcement diversity organizations to increase the response rate. The respondents who completed the survey were sent a letter of appreciation for their participation. The participants could also provide contact information to receive an executive summary of the research findings and recommendations. A detailed account of the data collection process is provided in Chapter 4.

### **Instrumentation**

The chosen quantitative strategy of inquiry was a survey instrument. Survey research, consisting of questionnaires and interviews, assists in planning programs, identifying problems, assessing support for policy alternatives, and learning what goods and services are essential to an organization (O'Sullivan, Rassel, & Berner, 2008). I utilized the questionnaire instrument by Farrell et al. (2008), which was designed for the chiefs and highest-ranking officials of law enforcement agencies who have investigated human trafficking. The questionnaire assessed organizational policies, practices, and perceptions of human trafficking. The goal of the study was to understand what institutional isomorphic pressures formalized human trafficking investigations. The questionnaire contained content areas measuring coercive, mimetic, and normative

isomorphic pressures. Permission to use the questionnaire was acquired from Farrell via electronic correspondence under the following conditions: (a) the survey will not be sold or used with compensated or curriculum development activities; (b) a copyright statement appears on copies of the instrument, and (c) a copy of the research study and reports will be provided to the developer. Permission from the publisher regarding the use of the instrument can be found in Appendix A.

Subject matter experts in law enforcement and human trafficking from the U.S. Department of Justice Bureau of Justice Statistics and National Institute of Justice have conducted an extensive review of both questionnaires by Farrell et al. (2008). Moreover, the survey instrument was pretested with law enforcement personnel in the state of Massachusetts before dissemination to ensure that the survey items were clear, concise, and understandable for the target sample. The national survey was designed and implemented with approval from Northeastern University Institution Review Board (IRB; Farrell et al., 2008). I maintained the integrity of the questionnaire.

### **Operationalization**

This study contributes to understanding the coercive, mimetic, and normative isomorphic pressures in formalizing municipal police department human trafficking investigations. Farrell et al.'s (2008) questionnaire contained indicators of institutional isomorphic pressures. For example, coercive pressures were policies, protocols, and procedures for investigating human trafficking. Mimetic pressures were specialized units or interagency task forces. Normative pressures were training, sources of information,

investigative challenges, and officer perceptions of human trafficking. The dependent variable was investigating human trafficking cases.

The first independent variable, coercive isomorphic pressures, consisted of legal mandates instituted by government entities, or issues presented by special interest groups (Carter, 2016; DiMaggio & Powell, 1983; Burruss & Giblin, 2014; Scott, 2014).

Coercive forces that affect a large population of agencies are court decisions, legislation, and mandatory accreditation standards (Tolbert & Zucker, 1983). For this study, I examined legislative forces. Law provides a framework within which organizations align their policies and procedural guidelines to develop operational models for policing agencies. For example, the United Nations (2000) has required each nation-state to develop legislation criminalizing the trafficking of persons. In 2000, the U.S. Congress passed the Victims of Trafficking and Violence Protection Act combating the trafficking of persons (e.g., sex trade, slavery, involuntary servitude), prosecuting human traffickers, and protecting victims of trafficking. The development of antitrafficking legislation prompted states to develop their own organizational protocols to combat human trafficking. Accordingly, government mandates have fostered the development and implementation of human trafficking legislation in order for an organization to appear legitimate. Organizations may not have been forced to adopt legislation, but they have a strong incentive to do so (Crank & Langworthy, 1996). Understanding whether formalization was a result of law and policy, was fundamental and was measured by Item 7 on the questionnaire (see Appendix B) as a nominal variable, coded as *yes* or *no*.

The second independent variable, mimetic isomorphism, involved organizations modeling themselves upon other organizational systems within the same field (Burruss & Giblin, 2014; Carter, 2016; DiMaggio & Powell, 1983; Roy & Seguin, 2000). Numerous studies have been conducted to understand how an institution's environment influences police departments' priorities. Matusiak et al. (2017) discovered police organizations profited when they adopted policies, programs, and innovative measures that favored their institutional environment. Similarly, Carter (2016) found institutional pressures were integral to the dissemination of intelligence-led policing and practices. Burruss and Giblin (2014) reasoned law enforcement agencies adopted community-oriented policing models as a result of other law enforcement agencies, journals, and the professionalization of policing. Katz (2001) found that the formation of specialized units was the byproduct of pressures placed on police departments to attain organizational legitimacy.

Efforts to combat human trafficking are shifting toward a specialized unit or task force response model. According to the U.S. Department of Justice, Office of Justice Programs, Office for Victims of Crime (2013), the advantages of adopting a task force are: collaborative relationships, leveraging resources, effective responses to human trafficking incidents, greater agency buy-in or support of antitrafficking, joint training opportunities, and promoting a unified stance on human trafficking within the criminal justice community. Understanding whether formalization resulted from having a specialized unit or task force was measured by Items 2 and 9 on the questionnaire as a nominal variable, coded as *yes* or *no*.



The third independent variable, normative isomorphic pressures, was comprised of interactions and exchanges of information amongst professional groups and associations (Burruss & Giblin, 2014; Carter, 2016; DiMaggio & Powell, 1983). According to Roy and Seguin (2000), homogeneity within an organization occurs because of training, education, or professional networks. Previous studies have examined the professionalization of law enforcement through training and professional networks. Weisburd and Lum (2005) found crime mapping was standard in police agencies when members were a part of an electronic mailing list, attended mapping- or analysis-related conferences, expressed awareness of spatial analysis research, and had academic references in the office. Skogan and Hartnett (2005) noted that participation in networks with similar ideologies promoted the adoption of similar organizational practices. Numerous factors professionalize law enforcement. Table 1 shows the indicators of the normative isomorphic pressures measured. The dependent variable of human trafficking investigations was measured by Item 13 on the questionnaire as a nominal variable, coded as *yes* or *no*.

Table 1

*Normative Isomorphism Indicator Variables*

Questionnaire Item Number	Level of Measurement	Code
3) Have any of your department received training on how to identify and respond to human trafficking?	Nominal (Dichotomous)	1 = Yes 0 = No
4) How many officers have received training?	Interval	No Code
5) What type of training have officers received? (Check all that apply)	Nominal	In service training, New recruit training, Roll call training, Publications, Online/web-based program, Regional conferences, National conferences, Off-site professional training, Other
6) What was the source of training? (Check all that apply)	Nominal	Statewide curriculum, Department of Justice (DOJ) curriculum, Regional Community Policing Institute (RCPUI), Independent consultant/trainer, Community based agency/service provider, Other
1) How prevalent are the following types of human trafficking?	Ordinal	2 = Widespread/Occasional 1 = Rare 0 = Nonexistent/Unsure
10) If you have had trafficking cases or a case was to arise in the future, how challenging would it be for your agency to overcome the following problems of addressing human trafficking?	Ordinal	2 = Very Challenging/Occasionally Challenging 1 = Seldom Challenging 0 = Never Challenging/Unsure
11) How likely is it that each of the following sources of information would be used to uncover human trafficking in the community that you serve?	Ordinal	2 = Very Likely/Likely 1 = Somewhat Likely 0 = Not Likely/Unsure
12) What is the likelihood that your agency will	Ordinal	2 = Very Likely/Likely 1 = Somewhat Likely

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encounter the following types  
of crimes over the next  
twelve months?

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0 = Not Likely/Unsure

### **Data Analysis Plan**

Data was collected using a questionnaire containing 13 items. Questionnaires generalize from a sample to a population so that inferences can be made about a particular characteristic, attitude, or behavior (see Babbie, 1990; Creswell, 2009). The majority of the items were Likert-scale items based on a scale ranging from “very likely” to “unsure.” Other questions asked for information about protocols, training, perceptions of human trafficking, investigative challenges, and sources of information. All the information used in the analysis was derived from the survey data. The questionnaire was developed and tested by Farrell et al. (2008) before its use in this research study.

The initial stage of my data analysis involved reviewing the individual questionnaire responses in Survey Monkey. I removed six incomplete questionnaires to maintain the integrity of the research results. Data were exported from Survey Monkey and uploaded to SPSS for analysis. Once uploaded, I rescreened the data set for missing variables. All the variables were entered into SPSS. Value labels were created, and a data set was generated for an accurate analysis. The same value labels used by Farrell et al. (2008) were used in this research study.

Logistic regression analysis was used to analyze the data. Logistic regression predicts the probability that an observation falls into one of two categories based upon one or more independent variables (Laerd Statistics, 2015). Since the objective of this research was to identify what coercive, mimetic, and normative isomorphic pressures

formalize human trafficking investigations, logistic regression was a suitable statistical test based upon the nature of the research inquiry. A detailed discussion of the data analysis procedures is found in Chapter 4.

### **Threats to Validity and Reliability**

Methods have been established over the years to ensure the credibility of research studies. Validity is the degree to which an instrument measures the variables in a study, that is whether it measures what it is supposed to measure (Creswell, 2009; Frankfort-Nachmias & Nachmias, 2008; see O'Sullivan, Rassel, & Berner, 2008). To ensure the validity of the research results, I conducted an extensive review of Farrell et al.'s (2008) questionnaire. I examined whether the survey measured independent and dependent variables, respectively. For example, coercive isomorphic pressures are formal and informal pressures exerted on organizations by other agencies upon which they are dependent and by the cultural expectations within the society in which the groups function (Carter, 2016; DiMaggio & Powell, 1983; Burruss & Giblin, 2014; Scott, 2014). Coercive isomorphism was measured by Item 7 of the questionnaire. To ensure external validity, I provided a detailed account of how each variable was measured so that other scholars will be able to apply similar procedures. The procedures aligned with Farrell et al.'s (2008) analysis of variables.

It is imperative that research results yield reliable data. According to O'Sullivan et al. (2008), reliability consists of three dimensions: stability, equivalence, and internal consistency. Stability ensures the ability of a measure to yield the same results if repeated. While reviewing the research results, I discovered similarities with the results

of Farrell et al. (2008) and previous research findings. O'Sullivan et al. were concerned with whether the use of the same instrument by different researchers produced the same result. Chapter 4 provides a detailed discussion on how the analysis of the questionnaire data yielded similar results to previous research studies.

### **Ethical Procedures**

Human trafficking is a challenging topic of discussion. For this reason, ethical principles were upheld throughout this study. The IRB approval number to conduct this study is 12-28-17-0344009. The population selected for participation were the chiefs and highest-ranking officials of municipal police departments and not human trafficking victims. The respondents were provided with an email detailing the objectives, purpose, and desired outcomes of the research study. The respondents were informed that participation was strictly voluntary, and that there was no financial incentive for participation. The participants who elected to receive an executive summary of the research study provided their contact information. No additional personally identifiable information was obtained from the respondents. The research findings were also shared with the publisher of the survey instrument. All the data from the respondents were stored in a password protected file to eliminate unauthorized access and maintain the confidentiality of the respondents' identities. The data will also be retained in a secured lock box for five years as required by Walden University.

### **Summary**

The purpose of this quantitative study was to understand the institutional pressures that formalize human trafficking investigations for municipal police

departments in a mid-Atlantic state. Identifying these pressures will provide municipal police departments with insight into the factors that formalize human trafficking investigations. Additionally, departments can create methods to determine the utility of crime control models. The data were collected via questionnaires emailed to the chiefs and highest-ranking officials of municipal police departments. Logistic regression analysis was used to provide results that will produce answers that help departments investigate human trafficking cases effectively.

## Chapter 4: Results

### **Introduction**

The absence of pragmatic investigative models contributes to an ongoing cycle of victimization and minimizes public awareness and policy reform efforts to combat human trafficking. However, the mid-Atlantic state in this study was one of many states making efforts to combat human trafficking through legislation, training, and interagency collaboration. The purpose of the research was to determine what institutional isomorphic pressures contributed to the formalization of human trafficking investigations in a mid-Atlantic State. The questionnaire used in the quantitative study was derived from Farrell et al. (2008). Information regarding how the research participants were recruited, the specifics of the data collection, and statistical inferences from the data analysis are presented in this chapter. Additionally, the validity, reliability, and generalizability of the research findings are highlighted.

### **Data Collection**

A questionnaire consisting of 13 questions (see Appendix B) published by Farrell et al. (2008) was selected to conduct the study. Survey Monkey was used to disseminate the questionnaire for data collection. Police departments were identified using the 2015 UCR of a mid-Atlantic state. Counties, in the mid-Atlantic state, that had more than 50 arrests for prostitution or commercialized vice offenses were selected to participate in the study. The contact information for the chiefs and highest-ranking officials of state, county, and municipal police departments was obtained from a public law enforcement website. Due to time constraints, the data collection was focused on select counties,

though this was later changed to all counties due to the low response rate. Electronic correspondence containing the informed consent was sent, via Survey Monkey, to the research sample. The informed consent form aligned with Walden University's Center for Research Quality template and doubled as the invitation to participate in the research study.

A total of 145 invitations to participate in the study were sent to police chiefs and the highest-ranking department officials of state, county, and municipal police departments in a mid-Atlantic state. Participants who accepted the invitation clicked "begin survey." Participants who opted not to participate were redirected away from the survey. I reviewed the questionnaire completion rate every two weeks. After four weeks, the response rate of the selected respondents was assessed. When the minimum response rate was not met, I sent reminder e-mails to nonrespondents. Multiple reminders were sent to the research sample. To maintain the integrity of the data collection process and ensure the minimum number of responses was obtained, I extended the study beyond the specified time frame because a total of 13 responses had been obtained over a 3-month period from February 2018 to April 2018. In order to potentially increase the participation and response rates, I sought a community partner. Law enforcement diversity organizations and third-party audience pools were contacted to increase responses for the research study per the approved research protocol. The executive directors of two law enforcement diversity organizations were contacted to disseminate the questionnaire to the chiefs and highest-ranking officials of state, county, and municipal police departments in the mid-Atlantic state.



Eventually, one law enforcement diversity organization agreed to assist in disseminating the questionnaire via email to their organizational database of chiefs and highest-ranking officials in the mid-Atlantic state. The questionnaire was circulated on three separate occasions. Because the minimum response rate was not obtained from respondents in the initial data collection stage, the study was opened to all the counties in the mid-Atlantic state. An IRB change of procedures form was submitted to reflect the collaboration undertaken with a community partner and approved. An additional 20 responses were obtained from working with the law enforcement diversity organization over a 4-month period from May 2018 to August 2018. After seven months of data collection, a total of 32 responses were received. Six responses were removed due to incompleteness, leaving 26 completed responses for data analysis. After an extensive amount of time in data collection and alternative attempts to obtain the minimum response rate, the questionnaire was closed for analysis. The respondents who provided their contact information, which was optional, were e-mailed a thank you letter for participating in the research study.

### **Demographics**

The participants were identified by targeting state, county, and municipal law enforcement agencies in a mid-Atlantic state that had more than 50 arrests in prostitution and commercialized vice. The only prequalifying criterion for participation was that the respondents were the chiefs or highest-ranking officials of a state, county, or municipal law enforcement agency in the mid-Atlantic state. The participants were not selected based on gender, race/ethnicity, education, or years of experience. Table 2 presents the

participants by agency title, agency type, and years in their position as chief or highest-ranking official. To maintain the confidentiality of the respondents, the participants were assigned numbers 1-26 based on their completion of the survey.

Table 2

*Demographics of Respondents*

Respondent	Agency Title	Agency Type	Years In Position
1	Chief	Municipal	7
2	Chief	Municipal	1
3	Highest-ranking Official	Municipal	3
4	Highest-ranking Official	Municipal	34
5	Chief	Municipal	11
6	Chief	Municipal	6
7	Chief	Municipal	24
8	Chief	Municipal	2
9	Chief	Municipal	1
10	Chief	Municipal	3
11	Chief	Municipal	9
12	Chief	Municipal	20
13	Chief	Municipal	21
14	Chief	Municipal	2
15	Highest-ranking Official	Municipal	4
16	Chief	Municipal	7
17	Chief	Municipal	5
18	Highest-ranking Official	Municipal	4
19	Chief	Municipal	4
20	Chief	Municipal	24
21	Chief	Municipal	8
22	Chief	Municipal	30
23	Chief	Municipal	4
24	Chief	Municipal	2
25	Highest-ranking Official	Municipal	22
26	Chief	Municipal	2

### **Data Analysis**

The questionnaire enabled participants to provide answers, via the provided link, to questions measuring department policy, department training, department investigative units, and perceptions of human trafficking. Farrell et al.'s (2008) questionnaire was used to ascertain which institutional isomorphic pressures formalized human trafficking investigations in a mid-Atlantic state. The respondents' answers were reviewed individually to ensure the questionnaire had been completed and to inhibit any discrepancies in the data analysis. Incomplete questionnaires were removed. After reviewing all of the responses, the information was exported from Survey Monkey and uploaded to the SPSS version 24 for further statistical analysis.

Independent and dependent variable labels were created. Questionnaire responses were coded and aligned with Farrell et al.'s (2008) study. Coding data for analysis organizes data and enables the researcher to understand and generalize the research variables, concepts, and themes being measured (Creswell, 2009). String variables were created to account for text responses. Multiple linear regression analysis was initially selected as an approach for exploring the relationship between institutional isomorphic pressures and human trafficking investigations. Since logistic regression analysis was used in Farrell et al.'s 2008 study, the same method of analysis was used. Logistic regression predicts the probability of an observation falling into one of two categories (Laerd Statistics, 2015). Thus, a logistic regression analysis was conducted to predict the probability of human trafficking investigations occurring when isomorphic pressures were present.

All assumptions for the logistic regression were tested. The dichotomous categories of the dependent variable and nominal independent variables were mutually exclusive and exhaustive (see Laerd Statistics, 2015). To ensure the accuracy of the results, I verified that the minimum number of cases for data analysis was met. The data set consisted of 26 respondents, which exceeded the minimum requirement of 15 cases per variable for analysis. To test for multicollinearity, continuous variables were transformed into their natural logs and interaction terms were generated. The linearity of the continuous variables with respect to the logit of the dependent variable was assessed via the Box-Tidwell procedure. All the continuous variables were found to be linearly related to the logit of the dependent variable.

### **Data Validity and Reliability**

The credibility, validity, and reliability of the data collected and analyzed for this study were maintained. The respondents were selected using nonprobability purposive sampling as outlined in Chapter 3. However, purposive sampling from the original set of counties did not meet the minimum sample size required, so the study was opened to all police departments in the mid-Atlantic state.

The questionnaire provided insight into which institutional isomorphic pressures formalize human trafficking investigations in a mid-Atlantic state for 26 municipal police departments. Although Farrell et al.'s (2008) study was conducted on a national scale, the current study provides insight into the formal processes of municipal police departments investigating human trafficking. The results of this study yielded similar results to those of Farrell et al.'s study. The findings of this study are based upon the data collected from

26 police chiefs and highest-ranking officials from municipal law enforcement agencies in a mid-Atlantic state. The results of this data may be useful to municipal law enforcement agencies in other states, but they are not representative of all the municipal police departments in the mid-Atlantic state measured.

### **Results**

Respondents were asked to respond to a 13-item questionnaire that measured coercive, mimetic, and normative isomorphic pressures. Because there are many factors related to whether an agency investigates human trafficking at the bivariate level, a series of logistic regression analyses were performed to test the independent effects of coercive, mimetic, and normative isomorphic pressures, respectively. The results are presented in the same order along with the interpretation of the logistic regression analyses.

#### **Coercive Isomorphism**

Coercive isomorphism consists of legal mandates instituted by government entities or issues presented by special interest groups (Burruss & Giblin, 2014; Carter, 2016; DiMaggio & Powell, 1983; Scott, 2014). This study was focused on the legislation that urged the development of policy and procedural practices to be implemented by law enforcement agencies. To this end, the respondents were asked whether their department had a formal procedure, protocol, or policy in place that provided instructions for law enforcement on how to identify and respond to human trafficking cases as well as victim assistance. Answers to the question were coded 0 for *no* and 1 for *yes*. Out of a total of 26 responses, 16 (61.5%) answered *yes* and 10 (38.5%) answered *no*. A binomial logistic regression analysis was performed to determine the effects of coercive isomorphism

(formal policy, procedure, or protocol) on the likelihood that the respondents investigate human trafficking. There was no statistically significant relationship between formal policy, procedure, and protocols and human trafficking investigations,  $X^2(1) = 2.091$ ,  $p = .148$ ; Table 3 shows the results of the logistic regression analysis.

Table 3

*Coercive Isomorphism and Municipal Human Trafficking Investigations in A mid-Atlantic State*

	B	SE	Wald	df	p	Odds Ratio	95% Confidence Interval	
							Lower	Upper
PPP	7.19	.842	2.02	1	.156	.303	.058	1.58
Constant	.310	.397	.610	1	.435	1.36		

*Note.* PPP = policy, procedure, or protocol

### **Mimetic Isomorphism**

When organizations model or borrow practices from a similar organization, it is known as mimetic isomorphism (Carter, 2016; DiMaggio & Powell, 1983; Giblin & Burruss, 2014). Previous studies (Bailey & Wade, 2014; California Human Trafficking Work Group, 2012; Katz, 2001) have highlighted the use of specialized units and task forces comprised of state, county, and municipal police departments to combat crime. Specialized investigative units enable police departments to provide an effective investigative response. For this study, the respondents were asked whether there was a dedicated human trafficking group, unit, or officer that investigated human trafficking cases within their department. Approximately 19.2% ( $n = 5$ ) of the respondents indicated they had a specialized human trafficking unit and 80.8% ( $n = 21$ ) did not have a

specialized trafficking unit. Additionally, the respondents were asked whether their agency used a task force during an investigation and, if so, to indicate which organizations were represented on the task force. The responses indicated that 57.7% ( $n = 15$ ) of the participants used a task force to investigate human trafficking cases, while 42.3% ( $n = 11$ ) indicated that they did not. These results are similar to those of Farrell et al. (2008), who found that 77% of the respondents were a part of a task force. Table 4 depicts which agencies were included in the interagency task forces of municipal police departments in the mid-Atlantic State.



Table 4

*Interagency Task Force Units in A mid-Atlantic State (n = 26)*

Task Force Organization	Percent
Community Organizations, U.S. Attorney, Municipal law enforcement, Immigration and Customs Enforcement, District/County/State Attorney	3.8% (1)
District/County/State Attorney	11.5% (3)
FBI or other Federal Law Enforcement Organization, District/County/State Attorney, State police	3.8% (1)
Immigration and Customs Enforcement, State Police, District/County/State Attorney	3.8% (1)
Municipal Law Enforcement, District/County/State Attorney	7.7% (2)
Municipal Law Enforcement, FBI or Other Law Enforcement, District/County/State Attorney	3.8% (1)
Municipal Law Enforcement, Immigration and Customs Enforcement, FBI or Other Federal Law Enforcement, District/County/State Attorney	3.8% (1)
Municipal Law Enforcement, Immigration and Customs Enforcement, Sheriff's Department	3.8% (1)
Municipal Law Enforcement, Immigration and Customs Enforcement, State Police, FBI or Other Federal Law Enforcement, Community Organizations, Victim Service Provider, Victim Advisor	3.8% (1)
Municipal Law Enforcement, State Police, Sheriff's Department, FBI or Other Federal Law Enforcement, District/County/State Attorney	3.8% (1)
Municipal Law Enforcement, State Police	3.8% (1)
U.S. Attorney, Municipal Law Enforcement, Immigration and Customs Enforcement, State Police, Sheriff's Department, District/County/State Attorney, Community Organization	3.8% (1)
<i>Other:</i> Department Licensed Social Worker	3.8% (1)
Police officers fluent in Mandarin Chinese who have assisted with the task force throughout the region	3.8% (1)

*\*\*Note. Nine respondents indicated their agency did not utilize or participate in interagency task forces*

A logistic regression was performed to understand whether utilization of a specialized human trafficking unit or task force and investigat human trafficking. There was no statistically significant relationship between departments utilizing a specialized human trafficking unit or task force and human trafficking investigations  $X^2(2) = .080, p = .399$ . Table 5 depicts the results of the logistic regression analysis.

Table 5

*Mimetic Isomorphism and Municipal Human Trafficking Investigations*

	B	SE	Wald	df	Sig	Odds Ratio	95% Confidence Interval	
							Lower	Upper
Specialized Human Trafficking Unit (SHTU)	-0.59	1.040	.003	1	.955	.943	.123	7.24
Task Force	-.213	.823	.067	1	.796	.808	.161	4.05
Constant	.449	.929	.233	1	.629	1.566		

### **Normative Isomorphism**

Normative isomorphism pressures encompass the professionalization of an organization through the exchange of ideas and information (Carter, 2016; DiMaggio & Powell, 1983; Giblin & Burruss, 2014; Roy & Seguin, 2000). The respondents were asked questions regarding training, types of human trafficking, challenges in combating human trafficking, the sources of information used to identify human trafficking, and the types of crimes an agency will encounter.

### **Prevalence of Human Trafficking**

The respondents were asked to identify the prevalence of human trafficking and were provided with the following definition from Farrell et al.'s data collection instrument (2008):

- Human trafficking—the recruitment, harassing, transportation, provision, or obtaining of a
- Person for one of three following purposes: 1) labor or services through the use of force,
- Fraud, or coercion for the purpose of subjection to involuntary servitude, peonage
- Debt bondage, or slavery; or 2) a commercial sex act through the use of force, fraud, or
- Coercion, or 3) if the person is under 18 years of age, any commercial sex act, regardless of whether any form of coercion is involved.

The respondents were asked how prevalent the following types of human trafficking are within their jurisdictions. Answers to the question were on a scale ranging from 1 (*widespread*) to 5 (*unsure*). Table 6 shows the responses from the participating chiefs and highest-ranking officials.

Table 6

*Prevalence of Human Trafficking Within Jurisdiction (n = 26)*

	Widespread	Occasional	Rare	Nonexistent	Unsure	Total
Labor Trafficking (OCONUS)	3.8% (1)	15.4% (4)	53.8% (14)	19.2% (5)	7.7% (2)	100% (26)
Labor Trafficking (CONUS)	3.8% (1)	19.2% (5)	34.6% (9)	30.8% (8)	11.5% (3)	100% (26)
Sex Trafficking (OCONUS)	7.7% (2)	26.9% (7)	34.6% (9)	23.1% (6)	7.7% (2)	100% (26)
Sex Trafficking (CONUS)	7.7% (2)	30.8% (8)	38.5% (10)	19.2% (5)	3.8% (1)	100% (26)

The results indicate that 35%-54% of the chiefs and highest-ranking officials of the municipal law enforcement agencies perceived that sex and labor trafficking were rare problems in their jurisdictions. However, there was no statistically significant relationship between the perception of the prevalence of human trafficking and human trafficking investigations,  $X^2(4) = 3.166, p = .635$ . Table 7 displays the results of the logistic regression analysis.

Table 7

*Logistic Regression for Human Trafficking Within Jurisdiction*

	B	SE	Wald	df	Sig.	Odds Ratio	95% Confidence Interval	
							Lower	Upper
Labor Trafficking (OCONUS)	.977	.925	1.115	1	.291	2.656	.433	16.28

(table continues)

Labor Trafficking (CONUS)	-1.523	1.040	2.144	1	.143	.218	.028	1.674
Sex Trafficking (OCONUS)	-.179	.832	.046	1	.829	.836	.164	4.270
Sex Trafficking (CONUS)	.585	1.000	.342	1	.559	.1.795	.253	12.75

### Challenges in Investigating Human Trafficking

Chapter 2 highlighted the challenges police agencies encountered when investigating human trafficking cases. In the questionnaire, the respondents were asked if they have had trafficking cases or if a case was to arise in the future, how challenging would it be for their agencies to overcome the following problems of addressing human trafficking? Answers to the questions were on a scale ranging from 1 (*very challenging*) to 5 (*unsure*). Table 13 displays the results from the participating respondents.

Table 8

#### *Challenges for Municipal Law Enforcement Agencies in A mid-Atlantic State (n=26)*

	Very Challenging	Occasionally Challenging	Seldom Challenging	Never Challenging	Unsure	Total
No Legislation	3.8% (1)	7.7% (2)	19.2% (5)	53.8% (14)	15.4% (4)	100% (26)
Lack of Awareness	3.8% (1)	46.2% (12)	23.1% (6)	26.9% (7)	0% (0)	100% (26)
Lack of Support	3.8% (1)	3.8% (1)	23.1% (6)	69.2% (18)	0% (0)	100% (26)
Inability to Identify Victims	11.5% (3)	30.8% (8)	23.1% (6)	34.6% (9)	0% (0)	100% (26)
Lack of Resources	11.5% (3)	30.8% (8)	23.1% (6)	34.6% (9)	0% (0)	100% (26)

Occasional challenges that leaders of municipal law enforcement organizations in the mid-Atlantic state face are: a lack of awareness 46.2% ( $n = 12$ ), the inability to identify victims 30.8% ( $n = 8$ ), and a lack of resources (30.8% ( $n = 8$ )). Yet, there was no statistically significant relationship between challenges investigating human trafficking and human trafficking investigations,  $X^2(5) = 4.603$ ,  $p = .430$ . Table 9 depicts the results of the logistic regression analysis.

Table 9

*Logistic Regression for Challenges for Municipal Law Enforcement and Human Trafficking Investigations*

	B	SE	Wald	df	Sig.	Odds Ratio	95% Confidence Interval	
							Lower	Upper
No Legislation	-.510	.560	.830	1	.362	.600	.200	1.799
Lack of Awareness	-.834	.635	1.724	1	.189	.434	.125	1.508
Lack of Support	1.449	.874	2.751	1	.097	4.258	.769	23.595
Inability to Identify Victims	.327	.559	.342	1	.559	1.386	.464	4.146
Lack of Resources	-.201	.491	.167	1	.682	.818	.312	2.142

### Sources of Information

Respondents were asked how likely it was that each of the sources of information would be used to uncover human trafficking in the communities they serve. Answers ranged on a scale from 1 (*very likely*) to 5 (*unsure*). Table 10 demonstrates the results from the participating respondents.

Table 10

*Sources of Information Used to Identify Human Trafficking Cases in A mid-Atlantic State  
(n = 26)*

	Very Likely	Likely	Somewhat Likely	Not Likely	Unsure	Total
Calls for service	42.3% (11)	38.5% (10)	11.5% (3)	7.7% (2)	0% (0)	100% (26)
Alerts from advocacy groups/victim service	19.2% (5)	30.8% (8)	30.8% (8)	19.2% (5)	0% (0)	100% (26)
Tips from Community	19.2% (5)	57.7% (15)	7.7% (2)	11.5% (3)	3.8% (1)	100% (26)
Tips from informants	19.2% (5)	26.9% (7)	30.8% (8)	23.1% (6)	0% (0)	100% (26)
Media reports	3.8% (1)	19.2% (5)	23.1% (6)	46.2% (12)	7.7% (2)	100% (26)
During the course of an investigation into other crimes	38.5% (10)	46.2% (12)	15.4% (4)	0% (0)	0% (0)	100% (26)
Missing Person Reports	3.8% (1)	57.7% (15)	15.4% (4)	23.1% (6)	0% (0)	100% (26)
Referrals from inspectional or regulatory services	3.8% (1)	42.3% (11)	46.2% (12)	7.7% (2)	0% (0)	100% (26)

Departments are most likely to learn of human trafficking cases from tips from the community, missing person reports, during the course of another investigation, referrals from another agency, and calls for service. However, there was no statistically significant relationship between sources of information and human trafficking investigations,  $X^2(7) = 12.857, p = .521$ . Table 11 shows the results for the sources of information used to identify human trafficking cases in the mid-Atlantic State.

Table 11

*Logistic Regression for Sources of Information Used to Identify Human Trafficking*

	B	SE	Wald	df	Sig.	Odds Ratio	95% Confidence Interval	
							Lower	Upper
Calls for service	-1.128	1.022	1.219	1	.270	.324	.044	2.398
Alerts from advocacy groups/victim service	-.128	.717	.032	1	.858	.880	.216	3.586
Tips from Community	-.036	.691	.003	1	.959	.965	.249	3.737
Tips from informant	-.026	.674	.001	1	.969	.974	.260	3.647
Media reports	-.961	.705	1.857	1	.173	.382	.096	1.524
During the course of an investigation into other crimes	.905	1.044	.752	1	.386	2.472	.320	19.118
Missing Persons Reports	-2.309	1.084	4.532	1	.033	.099	.012	.833
Referrals from inspectional	1.329	1.392	.912	1	.340	3.779	.247	57.871



or regulatory  
services

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### Crimes Encountered by Municipal Agencies

The respondents were asked what the likelihood was that they would encounter various types of crime over the next 12 months. The answers ranged on a scale from 1 (*very likely*) to 5 (*unsure*). Table 12 shows the outcomes from the participating respondents.

Table 12

*Crimes Municipal Agencies Will Encounter in A mid-Atlantic State (n = 26)*

	Very Likely	Likely	Somewhat Likely	Not Likely	Unsure	Total
Hate Crime	11.5% (3)	11.5 (3)	46.2% (12)	30.8% (8)	0% (0)	100% (26)
Sexual Assault	30.8% (8)	34.6 (9)	23.1% (6)	11.5% (3)	0% (0)	100% (26)
Kidnapping	11.5% (3)	19.2% (5)	69.2% (18)	0% (0)	0% (0)	100% (26)
Robbery	42.3% (11)	15.4% (4)	11.5% (3)	30.8% (8)	0% (0)	100% (26)
Murder	7.7% (2)	15.4% (4)	15.4% (4)	61.5% (16)	0% (0)	100% (26)
Assault & Battery	46.2% (12)	26.9% (7)	19.2% (5)	7.7% (2)	0% (0)	100% (26)
Labor Trafficking	3.8% (1)	15.4% (4)	80.8% (21)	0% (0)	0% (0)	100% (26)
Sex Trafficking	3.8% (1)	11.5% (3)	26.9% (7)	57.7% (15)	0% (0)	100% (26)

Interestingly, 80.8% ( $n = 21$ ) of the respondents indicated they were somewhat likely to encounter labor trafficking over the next twelve months. This contrasts with the

perception that human trafficking is a rare occurrence within the respondents' jurisdictions. There was no statistically significant relationship between crimes encountered and human trafficking investigations,  $X^2(7) = 10.608, p = .446$ . Table 13 depicts the results of the logistic regression analysis.

Table 13

*Logistic Regression for Crimes Municipal Agencies Will Encounter*

	B	SE	Wald	df	Sig.	Odds Ratio	95% Confidence Interval	
							Lower	Upper
Hate Crime	.429	.831	.266	1	.606	1.536	.301	7.785
Sexual Assault	-1.087	1.075	1.022	1	.312	.337	.041	2.773
Kidnapping	-1.809	1.350	1.795	1	.180	.164	.012	2.310
Robbery	.253	.668	.144	1	.705	1.288	.348	4.769
Murder	.747	.874	.732	1	.392	2.112	.381	11.699
Assault & Battery	.095	.924	.011	1	.918	1.100	.180	6.734
Labor Trafficking	-.674	1.764	.146	1	.702	.510	.016	16.173
Sex Trafficking	-1.178	.948	1.547	1	.214	.308	.048	1.972

### **Department Receives Training**

Respondents were asked whether officers of their departments received training on how to identify and respond to human trafficking cases. The answers were coded 0 for *no* and 1 for *yes*. All 26 respondents indicated that officers within their agency received training on how to identify and respond to human trafficking cases. Officers received training via their respective agencies, new recruit training, roll call briefings, publications, online/web-based training, regional conferences, national conferences, and

off-site professional training. The results indicate that a variety of education and training opportunities are available to assist members in obtaining knowledge relevant to investigating human trafficking. But there was no statistically significant relationship between department training and human trafficking investigations,  $X^2(1) = .000, p = .000$ . Table 14 shows the logistical regression analysis for normative isomorphic pressures. Table 15 shows the type of training received by each department. Table 16 shows the source of the training received.

Table 14

*Logistic Regression for Municipal Departments that Receive Training*

	B	SE	Wald	df	Sig.	Odds Ratio	95% Confidence Interval	
							Lower	Upper
Departments Receive Training	.310	.397	.610	1	.435	1.364		

Table 15

*Type of Training Received in a Mid-Atlantic State (n = 26)*

Training Received	Percent
In Service Training	11.5% (3)
In Service Training, New Recruit Training, Regional Conferences, Off Site Professional Training	3.8% (1)
In Service Training, New Recruit Training, Roll Call Briefing	3.8% (1)
In Service Training, New Recruit Training, Roll Call Briefing, Online/Web Based Training Program	3.8% (1)
In Service Training, Online/Web Based Training Program, Regional Conferences	3.8% (1)
In Service Training, Publications	7.7% (2)
In Service Training, Roll Call Briefing	3.8% (1)
In Service Training, Roll Call Briefing, Off Site Professional Training	3.8% (1)
In Service Training, Roll Call Briefing, Online/Web Based Training Program	3.8% (1)
In Service Training, Roll Call Briefing, Publications, Online/Web Based Training Program	3.8% (1)
In Service Training, Roll Call Briefing, Regional Conferences	3.8% (1)
In Service Training, New Recruit Training	3.8% (1)
In Service Training, New Recruit Training, Publications, Online/Web Based Training Program, Regional Conferences, Off Site Professional Training	3.8% (1)
In Service Training, New Recruit Training, Roll Call Training, Publications	3.8% (1)
In Service Training, New Recruit Training, Roll Call Training, Publications, Regional Conferences	3.8% (1)

*(table continues)*

In Service Training, New Recruit Training, Roll Call Training, Publications	3.8% (1)
In Service Training, New Recruit Training, Roll Call Training, Publications, Regional Conferences	3.8% (1)
In Service Training, Publications, Off Site Professional Training	3.8% (1)
In Service Training, Roll Call Briefing, Regional Conferences, Off Site Professional Training	3.8% (1)
New Recruit Training, Publications, Online/Web Based Training Program, Off Site Professional Training	3.8% (1)
New Recruit Training, Publications, Off Site Professional Training	3.8% (1)
New Recruit Training, Roll Call Briefing, Off Site Professional Training	3.8% (1)
Offsite Professional Training	3.8% (1)
Regional Conferences, Off Site Professional Training	3.8% (1)
Roll Call Briefing, Publications, Online/Web Based Training, Regional Conference, Off Site Professional Training	3.8% (1)
<i>Other:</i> Training By Another Law Enforcement Agency	3.8% (1)

Table 16

*Source of Training in a Mid-Atlantic State (n = 26)*

Source of Training	Percent
Community Based Agency/Service Provider	7.7% (2)
Department of Justice Curriculum	11.5% (3)
Department of Justice Curriculum, Independent Consultant/Trainer	3.8% (1)
Statewide Curriculum	26.9% (7)
Statewide Curriculum, Community Based Agency/Service Provider	3.8% (1)
Statewide Curriculum, Community Based Agency/Service Provider	3.8% (1)
Statewide Curriculum, Department of Justice Curriculum	19.2% (5)
Statewide Curriculum, Department of Justice Curriculum, Community Based Agency/Service Provider	3.8% (1)
Statewide Curriculum, Department of Justice Curriculum, Independent Consultant/Trainer	3.8% (1)
Statewide Curriculum, Department of Justice Curriculum, Regional Community Policing Institute (RCPI)	3.8% (1)
Statewide Curriculum, Independent Consultant/Trainer	3.8% (1)
Statewide Curriculum, Independent Consultant/Trainer, Community Based Agency Service Provider	3.8% (1)
Statewide Curriculum, Community Based Agency/Service Provider	3.8% (1)
County Prosecutors Office	3.8% (1)

### Agency Size and Type

Agency size and type were included in this research study. It was imperative to assess whether the agency size and type effect human trafficking investigations. All the respondents indicated that they were the chief or highest-ranking official for a municipal law enforcement agency in the mid-Atlantic State. The agency sizes ranged between 9 to 147 officers of municipal law enforcement agencies. There was no statistically significant relationship between agency size and type and human trafficking investigations,  $X^2(1) = 1.935, p = .428$ . Table 17 illustrates the regression analysis.

Table 17

#### *Logistic Regression Analysis Agency Size*

	B	SE	Wald	df	Sig.	Odds Ratio	95% Confidence Interval	
							Lower	Upper
Agency Size	.017	.013	1.659	1	.198	1.017	.991	1.043

### Summary

The goal of this research was to understand what institutional isomorphic pressures formalize human trafficking investigations in a mid-Atlantic State. After collecting and analyzing the data provided, it was revealed that there was no statistically significant relationship between coercive, mimetic, and normative isomorphic pressures and human trafficking investigations for municipal police departments in a mid-Atlantic state. In this chapter, I discussed how the research participants were recruited and how data was collected and analyzed. In the next chapter, I present an explanation of the

findings in relation to the theoretical framework and recommendations for future research.



## Chapter 5: Discussion, Conclusions, and Recommendations

### **Introduction**

Globally, men, women, and children are victims of human trafficking. The purpose of this study was to understand what institutional isomorphic pressures formalize human trafficking investigations in a mid-Atlantic state. Because of the nature of human trafficking, there is a need to examine the coercive, mimetic, and normative isomorphic pressures that influence law enforcement investigations. The findings of this study extend the knowledge of understanding law enforcement response to human trafficking. Although this study does not contain a diverse respondent pool, the results do provide an understanding of municipal police departments response to human trafficking. This chapter includes an interpretation of the key findings and their relation to the theoretical framework, discussion of the study limitations, recommendations, and implications.

### **Interpretation of Findings**

#### **Coercive Isomorphism and Human Trafficking Legislation**

Coercive isomorphism is defined as the formal and informal pressures exerted on organizations by other agencies on which they are dependent and by the cultural expectations of the society in which the groups function (Carter, 2016; DiMaggio & Powell, 1983; Gibling & Burruss, 2014; Scott, 2014). The coercive pressures measured in this study were: departmental policy, departmental protocol, and departmental procedure. Two-thirds of the respondents indicated they have a formal procedure, protocol, or policy for helping officers identify and respond to human trafficking cases. As a follow-up question, respondents were asked when their policy, procedure, or protocol was

implemented. Responses ranged from 2010 to 2018. Review of the mid-Atlantic state's antitrafficking legislation and supplemental directives, revealed that some departments did not form policies, protocols, or procedures immediately. Why some departments developed and implemented policies, protocols, and procedures before others was outside the scope of this study. However, the findings could explain Burruss & Giblin's (2014) rationale for organizations resisting the urge to change as a result of not having support from governing entities to implement policies and programs. The support that the municipal police departments needed to investigate human trafficking was outside the scope of this study but should be considered for future research studies.

The coercive pressures examined in this study align with the institutional isomorphic theoretical framework. Additionally, it shows that the municipal police departments of the mid-Atlantic state have an investigative blueprint to combat human trafficking. The formal policies, protocols, and procedures supported the societal expectation for law enforcement officers to identify human trafficking victims, investigate human trafficking cases, and apprehend human traffickers.

### **Normative Isomorphism and Human Trafficking Investigations**

Members of the law enforcement community rely on the sharing of knowledge and information to solve cases. The more an organization interacts with its institutional members, the more resources are exchanged that promote organizational efficiency (Matusiak et al., 2017). The exchange of information within professional groups and associations that professionalize an institution is normative isomorphism (Carter, 2016; DiMaggio & Powell, 1983; Giblin & Burruss, 2014; Roy & Seguin, 2000). The

normative isomorphic pressures examined in this study are: training, prevalence of human trafficking, challenges investigating human trafficking, sources of information, and crimes encountered.

### **Training**

The respondents unanimously indicated that their departments had received training on identifying and responding to human trafficking cases. In service training was identified as the most common training amongst the municipal police departments in the mid-Atlantic state. Yet, the results revealed various methods departments received training on conducting human trafficking investigations. The most frequent source of training was the mid-Atlantic state's statewide curriculum for investigating human trafficking. Whether more human trafficking cases were identified as a result of the training received was outside the scope of this research study. However, whether the training received increased the identification of human trafficking victims and the apprehension of traffickers could be explored in a future study. Such findings could affirm Renzetti et al.'s (2015) claim that specialized training increases the likelihood of identifying human trafficking cases.

### **Prevalence of Human Trafficking**

Human trafficking is hidden in plain sight. There was no difference in the perception of sex trafficking versus labor trafficking among the municipal police departments surveyed. Both forms of trafficking were perceived as a rare occurrence. These findings align with Farrell et al. (2008) which concluded that local law enforcement agencies perceived human trafficking to be nonexistent or rare occurrence.

Such perceptions could increase the risk of human trafficking victims not being identified. Additionally, the perception the human trafficking is a rare occurrence could be attributed to data misrepresenting the nature and scope of human trafficking (Nichols & Heil, 2015). For purposes of this study, the nature and scope of human trafficking were not assessed because it was outside the scope of this study.

### **Sources of Information and Crimes Encountered**

Community tips, missing person reports, and investigation of other crimes were sources of information that would be used to uncover human trafficking in municipal police departments in the mid-Atlantic state. Interestingly, respondents expressed that over the next 12 months they were likely to encounter labor trafficking, kidnapping, assault & battery, and robbery. Whether an investigation of the aforementioned crimes have resulted in the discovery of human trafficking cases was unknown. However, this corroborates Farrell et al.'s (2008), claim that different investigations, tips from the community, calls for service, and alerts from victim services were avenues to that uncovered human trafficking cases.

### **Challenges Investigating Human Trafficking**

Challenges that municipal police departments in the mid-Atlantic state encountered when investigation human trafficking cases are a lack of awareness, the inability to identify victims, and a lack of resources. The findings show that although departments have received training on identifying human trafficking cases, identifying victims remains an ongoing obstacle. These results support Farrell et al. (2008) and Clawson et al. (2006), which noted that a lack of victim cooperation, resources, training,

and policies and protocols were challenges in human trafficking investigations. Similarly, these findings assert Farrell et al. (2012) results that state and local law enforcement agencies have a difficult time allocating the resources to investigate human trafficking. Every police department has different organizational and operational needs. Nonetheless, challenges identified in this study do not differ from previous research studies. Therefore, future research could explore the investigative resources needed for municipal law enforcement agencies to overcome investigative challenges.

The normative isomorphic variables measured indicate a shared operational and organizational perspective on human trafficking for municipal police departments in a mid-Atlantic state. While efforts to increase training have improved, municipal police departments still lack the support and resources to effectively investigate human trafficking.

### **Mimetic Isomorphism and Human Trafficking Investigations**

When organizations model or borrow practices from similar organizations, this is known as mimetic isomorphism (Carter, 2016; DiMaggio & Powell, 1983; Giblin & Burruss, 2014). The results indicated that 20 of the 26 chiefs and highest-ranking officials had adopted a task force or specialized human trafficking unit to investigate human trafficking. Because various states have employed the task force method, it is possible that task forces have been adopted ceremoniously as a crime control model to investigate human trafficking. The Department of Justice Office of Justice Programs (2018) highlighted the advantages of human trafficking task forces as the following: the development of collaborative relationships, the leveraging of resources, effective

responses to combating crime, supportive networks, joint training opportunities, and promoting a unified message on human trafficking to the community.

A multidisciplinary human trafficking task force provides support and encourages a collaborative effort among local and federal law enforcement, prosecutors, and victim service advocates. However, findings support King (2013) claim that crime control models that work for some organizations may not work for others. The data have shown that municipal agencies implement models that are conducive to their organizational structures and resources. Furthermore, although the results indicate the use of a task force approach to investigating human trafficking, other models (i.e., specialized units) accomplish the same goal.

### **Limitations of the Study**

The respondents represented 11.3% of the police agencies in a mid-Atlantic state. The findings can be used as a baseline assessment for municipal police department's human trafficking investigative models; however, an in-depth study evaluating the efficacy of the current models should be explored. The findings from my research should not be generalized to municipal police departments nationwide. Although the results did not infer the existence of significant relationships between isomorphic pressures and human trafficking cases, they did provide an understanding of the formal structure of human trafficking investigations for municipal law enforcement agencies in a mid-Atlantic state.

My study reflects the perspectives of the chiefs and highest-ranking officials of municipal police departments in a mid-Atlantic state with varying years of service,

knowledge, and expertise. Therefore, implementation of formal structures related to human trafficking may differ. Furthermore, this study focused on law enforcement responses to human trafficking, and not all crimes investigated by a police department. The investigative strategies used to investigate human trafficking may vary for other crimes.

### **Recommendations**

The theoretical perspective of institutional isomorphism is used to explore an institution's environment, structure, and practices. Based on the responses from the chiefs and highest-ranking officials and previous research (see Scott, 2014), not all of the isomorphic pressures need to be present to yield organizational change. Although some agencies did not have a formal policy in place, other institutional isomorphic pressures were present that enabled them to investigate human trafficking to some degree. The mid-Atlantic state assessed in this study has recognized that human trafficking is an issue and is taking the appropriate steps to disrupt the ongoing cycle of victimization. However, even though policies are adopted by agencies, if resources are not provided to support them, organizations will not change (Burress & Giblin, 2014).

This quantitative research study was designed to understand what institutional isomorphic pressures formalize human trafficking investigations in a mid-Atlantic state. This research study can be replicated in other states to expand knowledge of the processes, perceptions, and challenges for municipal police departments investigating human trafficking. Municipal police departments may not currently have the resources to

combat human trafficking; however, research can provide them with an evidence-based investigative blueprint.

The results of this study were able to fill gaps in the knowledge regarding the isomorphic agents formalizing investigations for municipal police departments. Future research should include the perspectives of front-line officers. Front-line officers are responsible for applying policy, completing mandatory training, joining specialized units or task forces, and attending professional conferences where criminal trends and other crime control modes are discussed. Additionally, victim advocacy and community stakeholder perspectives should also be considered. This could promote or enhance a victim-centered investigative approach to investigate human trafficking.

### **Implications**

Human trafficking is a criminal phenomenon hidden in plain sight and constantly finding innovative means to avoid detection. In this regard, understanding the internal and external elements that formalize investigative practices can yield evidence-based training and pragmatic response models. This research study explored the formal processes and organizational components comprising municipal law enforcements' responses to human trafficking. This research shows that there is a need to evaluate the effectiveness of department policies and training.

The study also highlights a mid-Atlantic state's use of interagency task forces to combat human trafficking. While specialized units and task force models are beneficial from a human resources perspective, some municipal departments are not capable of implementing these models. This, in turn, continues the cycle of victimization. This study



encourages organizations to examine their investigative structure and the methods employed in order to develop the best practices necessary to combat human trafficking. For instance, few of these task forces included a victim service advocate or social worker. Ultimately, however, the study revealed that there is no one-size-fits-all model used to combat human trafficking. In addition, the institutional isomorphic pressures examined were not interdependent. This means that organizations can dissect the isomorphic elements and construct effective response models that focus on amending policies, increasing department training, or promoting interagency collaboration.

### **Conclusion**

The research aimed to identify institutional isomorphic pressures formalizing human trafficking investigations. Based on the analysis of Farrel et al. (2008), it can be concluded that department policy, department training, and an interagency task forces are formal elements of human trafficking investigations for the 26 municipal police departments in a mid-Atlantic state. Efforts to combat human trafficking domestically are improving. There has been an increase in the criminalization and awareness campaigns for human trafficking. Although the focus has primarily centered around sex and labor trafficking, other forms of trafficking also warrant exploration. This prompted me to explore how formal structures within police departments are developed; specifically, regarding human trafficking, since minimal information existed discussing its nature and prevalence in mid-Atlantic states.

Institutional theory provided a framework to examine and understand the isomorphic agents governing municipal police department investigative practices. The

data collected from this quantitative research study align with DiMaggio and Powell's (1983) assertions regarding the isomorphic pressures of the environmental factors that make organizations similar rather than different, and Scott's (2014) institutional pillars. The data collected from the chiefs and highest-ranking officials provide information regarding municipal police departments' responses to human trafficking. In this regard, the leadership within the police departments provided an organizational perspective. Municipal responses to investigating human trafficking consisted of policy, training, and interagency collaboration. However, the leadership expressed there were a lack of resources and awareness when investigating human trafficking cases. This study can have an impact upon the policies, protocols, and procedures currently being implemented to investigate human trafficking. The literature and data could be a catalyst to amend and evaluate the existing organizational practices of municipal police departments.

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## Appendix A: Permission to Utilize Developer Instrument

August 20, 2016

Dr. Amy Farrell  


Dear Dr. Farrell,

I am a doctoral candidate from Walden University writing my dissertation titled “The Impact of Institutional Isomorphism on a mid-Atlantic state Human Trafficking Investigations,” under the direction of my dissertation committee chairperson Dr. Matthew Jones. Your survey instrument aligns with the variables that I seek to explore in my study.

I respectfully request your permission to utilize your Understanding Law Enforcement Responses to Human Trafficking survey instrument. I will utilize this survey under the following conditions:

- 1) I will use this survey only for my research study and will not sell or use it with any compensated or curriculum development activities.
- 2) I will include the copyright statement on all copies of the instrument.
- 3) I will send my research study, copy of reports, and the like that make use of the survey.

If these are acceptable terms and conditions, please indicate so by signing one copy of this letter and returning it to me via e-mail:




I thank you in advance for your consideration to utilize your survey instrument.

Sincerely,

Regina M. Warren  
Doctoral Candidate  
School of Public Policy & Administration  
Walden University

I grant permission requested on the terms stated in this letter.

Signature



Date

9/15/2016

## Appendix B: Understanding Law Enforcement Response to Human Trafficking

## Questionnaire 1

For the purposes of this survey, *human trafficking* is defined as:

The recruitment, harboring, transportation, provision, or obtaining of a person for one of three following purposes:

- Labor or services, through the use of force, fraud, or coercion for the purpose of subjection to involuntary servitude, peonage, debt bondage, or slavery; or
- A commercial sex act through the use of force, fraud, or coercion; or
- If the person is under 18 years of age, any commercial sex act, regardless of whether any form of coercion is involved.

These definitions do not require that a trafficking victim be physically transported from one location to another, only that their services be extracted by force, fraud or coercion.

**Note:** Human trafficking is often mistakenly confused with smuggling; however, smuggling is voluntary while trafficking always involves force, fraud or coercion AND smuggling is always transnational whereas trafficking can occur across international borders, between states or between cities within a single state.

1) How prevalent are the following types of human trafficking within your jurisdiction?

Types of Human Trafficking	Prevalence of the Trafficking Problem				
	Widespread	Occasional	Rare	Nonexistent	Unsure
Labor trafficking of people who come from <u>outside</u> the US, including victims of forced labor or domestic servitude.					
Labor trafficking of people <u>within</u> the US, including victims of forced labor or domestic servitude.					
Sex trafficking of people who come from <u>outside</u> the US, including victims of commercial sex acts.					
Sex trafficking of people <u>within</u> the US, including victims of commercial sex acts.					

2) Is there a specialized human trafficking unit, group or officer within your agency that is assigned to oversee trafficking investigations?

- Yes
- No

3) Have any members of your department received training on how to identify and respond to human trafficking cases?

- Yes
  - No (if no, skip to question #7)
- 4) Approximately how many officers have received training?
- 5) What type of training have officers received? (check all that apply)
- In service training
  - New recruit training
  - Roll call briefing
  - Publications
  - Online / Web based training program
  - Regional conferences
  - National conferences
  - Off site professional training
  - Other (please specify): \_\_\_\_\_
- 6) What was the source of the training? (check all that apply)
- Statewide curriculum
  - Department of Justice (DOJ) curriculum
  - Regional Community Policing Institute (RCPI)
  - Independent consultant/trainer
  - Community-based agency/service provider
  - Other (please specify): \_\_\_\_\_
- 7) Do you have a formal procedure/protocol/policy in place that provides instructions for law enforcement on how to identify and respond to human trafficking cases as well as who to contact for victim assistance? (if available, please attach a copy of the policy to the completed survey)
- Yes
  - No (if no, skip to question #9)
- 8) What year was that procedure/protocol/policy put into place?
- 9) Does your agency utilize a task force during the course of an investigation? Such a task force might contain other law enforcement personnel, community-based agencies and service providers.
- No
  - Yes (please indicate which organizations are represented on your task force.)
  - U.S. Attorney
  - Municipal Law Enforcement
  - Immigration and Customs Enforcement
  - State Police
  - Department of Labor
  - Sheriffs Department

- FBI or other federal law enforcement
- District/County/State Attorney
- Community Organizations
- Victim Service Providers
- Victim Advisor
- Other: \_\_\_\_\_

10) If you have had trafficking cases or a case was to arise in the future, how challenging would it be for your agency to overcome the following problems of addressing human trafficking?

Problems to addressing human trafficking	Level of Frequency	
	Very challenging	Occasionally challenging
	Seldom challenging	Never challenging
	Unsure	
No state trafficking legislation in place		
Lack of awareness or concern about human trafficking within the community that you serve		
Lack of support for trafficking investigations among officers within your agency		
Inability to identify the existence of trafficking victims or a trafficking problem within the community that you serve		
Lack of resources within your agency to identify and investigate trafficking cases		

11) How likely is it that each of the following sources of information would be used to uncover human trafficking in the community that you serve?

Sources of Information	Likelihood of Occurrence				
	Very Likely	Likely	Somewhat Likely	Not Likely	Unsure
Calls for service					
Alerts from advocacy groups/victim service groups					
Tip from members of the community					
Tips from informant or co-conspirator					
Media reports					

During the course of investigation for other crimes (e.g. prostitution, drugs, domestic violence)

Missing Persons Reports

Referrals from inspectional services or other regulatory agencies

Other: \_\_\_\_\_

\_\_\_\_\_

12) What is the likelihood that your agency will encounter the following types of crime over the next 12 months? (NOTE: Human trafficking cases are included, and other types of violent crimes are included for comparison purposes).

Types of Crime	Likelihood of Occurrence			
	Very Likely	Likely	Somewhat Likely	Not Likely
	Unsure			
Other Violent Crimes				
Hate crime				
Sexual assault				
Kidnapping				
Robbery				
Murder				
Assault & battery				
Human Trafficking				
Labor trafficking				
Sex trafficking				

13) To date, have any members of your department ever investigated any human trafficking cases or made arrests that involve victims of human trafficking? (Investigation can include collecting evidence, interviewing witnesses, writing reports and following up on leads.)

- No
- Yes (please ensure that Questionnaire 2 is being completed by the appropriate designee.)

Please feel free to provide additional comments about human trafficking or this survey below. We appreciate your taking the time to complete this survey and we value any feedback that you may have regarding problem of human trafficking.<sup>1</sup>

<sup>1</sup> Farrell, A., McDevitt, J. & Fahy, S. (2008). Understanding and Improving Law, June” (2008). *Human TraffickingData Collection and Reporting Center Research and Technical Reports*. Paper 1. <http://hdl.handle.net/2047/d10015802>