
SUBURBAN POLICE OFFICER
JOB ANALYSIS
Twin Cities Metropolitan Area
December 1977



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ACQUISITIONS

December 1977

This report was prepared for the Metropolitan Council and the Metropolitan Area Management Association (MAMA) by Arthur Young and Company. Funding for this study was provided by the Minnesota Governor's Commission on Crime Prevention and Control in grant #2305717975, Suburban Police Officer Selection Standards Research Project.

For additional copies of this report or more information regarding this study, please contact the Metropolitan Council's Public Safety Planning Program, 300 Metro Square Building, St. Paul, Minnesota 55101 (612/291-6386).

ARTHUR YOUNG & COMPANY

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Mr. William Mavity
Criminal Justice Program Manager
Metropolitan Council
300 Metro Square Building
St. Paul, MN 55101

Dear Mr. Mavity:

We have completed work on the Metropolitan Suburban Police Officer Job Analysis sponsored by the Metropolitan Area Management Association. Our report is contained in two volumes:

Volume I: Technical Report, and

Volume II: Appendices to Technical Report.

These volumes describe the objectives, methods, results, and implications of this important project.

If you have any questions concerning the information contained in this report, please contact Dr. Mark Lifter or Mr. Phillip Allivato of our firm.

Very truly yours,

Arthur Young & Company

ACKNOWLEDGEMENTS

Completion of so complex and extensive a study as the Metropolitan Suburban Police Officer Job Analysis required the cooperation and support of literally hundreds of individuals. While many helped, those whose assistance was essential are noted here.

Special thanks are due to the 110 city managers and police administrators who helped, initially, to conceive and plan the project, and finally, to provide for their police department's participation.

Credit for an effective working relationship between client and consultant must go to the Personnel Selection Standards Committee of the Metropolitan Area Management Association, the Committee's Chairperson, Larry Thompson, City Manager of Wayzata, Minnesota, and William Mavity of the Metropolitan Council of the Twin Cities Area. Robert Hobert, the Committee's technical advisor, contributed substantially through his review and comment as the project progressed.

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Our appreciation is extended to our "data collectors", the members of our observer team, and particularly Mike Cooper, our excellent team coordinator.

Finally we must acknowledge the role played by the 285 police officers who submitted to our observations and interviews. The project shall be in debt to these men and women.

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EXECUTIVE SUMMARY

The following Executive Summary provides an overview of the accompanying Technical Report - Metropolitan Suburban Police Officer Job Analysis. This summary is organized to provide a general background to the project, to describe the research methods adopted, and to report key findings and conclusions of the study. More detailed information on the project phases summarized below may be obtained by referring to corresponding sections of the Technical Report.

Project Background and Objectives

The Metropolitan Suburban Police Officer Job Analysis represented one phase in a consortium effort by 55 Minneapolis/St. Paul area communities to develop and validate a system for selecting entry-level patrol officers. The project was funded through a grant by the Law Enforcement Assistance Administration. Responsibility for administrative direction and for monitoring of the project rested with the Metropolitan Council of the Twin Cities area and the Personnel Selection Standards Committee of the Metropolitan Area Managers Association. All research aspects of the project were carried out by Arthur Young & Company. One phase of a broader project, The Suburban Police Officer Selection Standards Study, this study was intended:

- A. To provide detailed description of the activities carried out by suburban metropolitan patrol officers including both day-to-day routine activities, as well as those critical, emergency, or threatening kinds of activities that occur on a less frequent basis.
- B. To determine the specific behaviors or processes that are involved in successful completion of these activities.
- C. To determine the more and less important activities performed by patrol officers, with an orientation toward future development of a patrol officer performance effectiveness measure.

d. To use this information to develop a job specification for the suburban metropolitan patrol officer; that is, a list of the knowledges, skills, abilities, and personal or physical characteristics required to perform the duties of a patrol officer.

A subsequent phase of the Selection Standards Study would use the results of this study as the basis for developing a trial battery of selection devices -- written tests, oral interview procedures, group or individual assessment-oriented exercises, physical performance measures, minimum qualification standards, etc. -- to be evaluated through a formal selection procedure validation study.

The Research Design and Data Collection Procedures

Prior to the current project, a multi-disciplinary team representing the areas of psychology, sociology, physiology, cardiology, and law completed a detailed survey of previous work in the area in police officer job analysis and selection procedure validation. Noting both the strong and weak points in earlier studies, the research team developed a detailed plan for the conduct of the Metropolitan Suburban Police Officer Job Analysis.

Comprised of three stages, the research design provided a plan for:

Stage 1 Collection and analysis of information regarding the duties of suburban metropolitan patrol officers. The research design called for development of a formal sampling plan to guide job analysis activities among the 55 participating departments, and outlined the requirement for four different data collection methods (Field Observation, Post Shift Interviews, Incident-Oriented Interviews, and Electrocardiogram Monitoring) to obtain a picture of both day-to-day and infrequent, yet critical, aspects of police work. In order to implement Stage 1 of the design, a system of data-gathering procedures was developed, and a team of 11 job analysts was assembled.

Stage 2 Determination of knowledge, skill, ability, and personal characteristic requirements of patrol officer performance. The research design called for assembly of a team of subject-area experts to review the job analysis results and to develop a list of those attributes essential to effective

patrol officer performance, and that should be assessed as part of the selection process.

Stage 3 Determination of the relative importance of police officer activities. The design called for a representative cross-section of police professionals, adult, youth, and minority citizens, and city administrators to describe the relative importance of the police activities documented through job analyses. This information would be used in a subsequent phase of the project to develop a performance appraisal measure for carrying out validation research on a trial set of selection procedures.

The Research Sample and Data Collection Activities

In order to insure that the consortium nature of the project, not mask unique job activities, and hence, unique job requirements within certain locations or types of departments, a procedure was developed for classifying individual departments along factors that might affect the work of patrol officer incumbents. Four classes of departments were developed, based on their relative distance from the metropolitan area and the number of sworn officers comprising the department. Certain demographic and crime data related to these two department characteristics suggested that differences in job content might be observed. Data collection activities were focused on collecting sufficient numbers of job analyses from each department classification to permit appropriate statistical comparisons of interdepartmental differences. A detailed survey sampling plan was used to insure a representative picture of patrol work for each classification group, department, day of the week, and patrol shift.

Data collection activities provided job analysis data on 285 patrol officers including eight female officers. Job analysts spent over 775 hours in the company of patrol officers during regular patrol shifts. Over 60 of the officers involved volunteered to wear electrocardiogram monitors to provide a detailed picture of the stress and energy expenditure requirements during a patrol shift. In addition, Post-Shift Interviews with officers conducted immediately after checkout, provided detailed descriptions of the activities occurring over an additional approximately 725 hours of patrol work. Finally, interviews with 94 officers provided information regarding the

critical, emergency, or threatening incidents experienced over the past year of patrol work.

Observations and Post-Shift Interviews, of day-to-day patrol activity, then, covered approximately 1500 hours sampled across all patrol shifts, days of the week, and department locations. During this time, job analysts documented and provided detailed behavioral descriptions of 4824 individual patrol activities. Interviews exploring the critical, emergency, or threatening aspects of patrol work provided descriptions of an additional 1321 activities.

Data collected by the above methods were analyzed according to a two-step model. First, the basic types of activities performed by patrol officers, their frequency duration, and percentage of total work time required were determined. Next, data was analyzed to determine the underlying behaviors or processes involved in performing these activities.

Police Activities

Results of the job analysis indicated that:

- a. Departments within the four-group classification did not differ substantially in terms of police activities performed. Officers of large departments tended to perform slightly more activities per unit of time. However, this difference amounted to only about two activities per shift beyond the number performed in smaller departments. The basic types of activities performed were not different across the four groups.
- b. The activities performed by male and female officers did not differ significantly. Although the female officer sample was small, review of job analysis results showed that the basic aspect of police work performed by male and female officers were similar.
- c. The basic activities of suburban metropolitan police officers were comprised of routine patrol, administrative activities, response to service calls, and traffic enforcement. Although these general areas accounted for a major part of patrol time and activity, the job analysis also documented that providing emergency service, performing arrests, checking out suspicious situations, identifying physical/safety hazards, as well as preliminary and follow-up investigation activities, each occurred once or more per average patrol week.

d. Critical, emergency, or threatening activities most frequently occurred in the context of providing emergency medical service or in handling family/neighbor disputes. However, additional "critical incidents" were reported across a wide variety of basic police activity indicating that a broad range of patrol work can assume, albeit on an infrequent basis, the features of an emergency or threatening situation. On the average, a patrol officer might be expected to become involved in such an incident about once per month.

e. Job analyses indicated that a majority of police activities involve interaction with others most often another police officer. In one of three activities, however, interaction with a citizen is involved. This interaction generally involves the officer in providing either written or oral information to the party involved. In addition, most activities are carried out in a routine or repetitive type of context. About one one ten involves dealing with a highly emotional situation.

Police Behaviors

Analyses of the behaviors or processes involved in performing police activities indicated that:

a. The behaviors or processes involved in performing patrol activities were generally similar within the four department classifications and for male and female officers.

b. The overall picture of patrol work at a behavioral level suggested major emphasis on observational and information-gathering activity, working with information to reach a decision, and providing information to other individuals. Little demand for physical activity was observed.

c. When the total set of patrol activities was broken down into specific activity areas, the overall list of behaviors or processes most critical to police performance lengthened demonstrating the increased behavioral demands of certain types of activity -- e.g., provision of emergency services, performing arrests, and response to certain types of service calls. Development of individual lists of the behaviors performed in specific areas of police activity, regardless of the frequency of activities within each area, and merger of the lists into a composite behavioral specification provided an expanded set of

required patrol behaviors. This expanded list showed that many of the physical behaviors not apparent from an overall analysis appeared to be critical in the performance of certain, less frequent activities.

Electrocardiographic Monitoring

Fifty-five usable recordings of cardiac functioning during patrol shifts were obtained. Cardiac data were interpreted by a university-based cardiologist, with the primary method of analysis involving examination of the relationship of various patrol activities or events to observed heart rate.

Results indicated that only about 10 activities per month were associated with marked (121 or more beats-per-minute) heart response. Thus, the heart monitoring procedure did not provide evidence of substantial heart stress in the course of day-to-day police activity. While the most appropriate basis for determining heart stress would consist of monitoring during critical or emergency situations, the relatively low frequency of such activities tends to make such a study economically infeasible.

Relative Importance of Police Activities-

A "representative panel" of 253 adult and youth citizens, patrol and senior command officers, and city managers drawn from each department classification assessed the relative importance of 71 police activities defined during the job analysis study. The objective was to obtain information that could subsequently be used to develop appropriate measures of patrol officer job performance reflective of the important aspects of the police job.

Results indicated that panelists made substantial distinctions in describing the relative importance of various activities. The average ratings ranged from 2.5 to 10.7 on an 11 - point scale. Results across department classifications were, for practical purposes, similar. When the importance ratings by each panel membership group were compared, a number of small, though substantially significant, differences were found. Most of these differences consisted of:

a. Police officers and chiefs rating an activity as more important than the remainder of the panel.

b. Youths rating an activity higher than the remainder of the panel.

In terms of the overall importance rating across the entire representative panel, the following activities were considered most important under the general activity areas of:

Administrative and Non-patrol Activities-

Participation in regular departmental training.

Routine Patrol Activities-

Appear in court to prosecute cases handled or citations written.

Responding to Service Calls-

Handle report of prowler/trespassing/peeping tom.

Handle report of fighting, disorderly conduct, or mischevious conduct.

Respond to burglar alarm.

Provide back-up to responding officer

Respond to report of serious crime.

Providing Emergency Service-

Respond to emergency, non-routine service call.

Provide emergency medical service

Rescue drowning victim.

Handle crowd at demonstration, protest, picket line, emergency scene.

Performing Arrests at Scene of Crime/Accident-

Place individual under arrest.

Preliminary Crime/Accident Investigation-

Search crime/accident scene for physical evidence.

Guard crime/accident scene for witnesses and interview witnesses.

In summary, the most important areas of patrol officer work related to service call response, providing emergency service, performing arrests, and preliminary investigation. Thus, even though these activities occur with relatively low frequency, as shown by Field Observation and Post-Shift Interviews, they comprise important job-relevant tasks that must be considered in specifying job requirements and methods of measuring police performance.

Establishing Knowledge, Ability, Personal and Physical Characteristics

Requirements

A team of 11 subject area experts, including psychologists, police training and administrative experts, cardiology, physiology, and legal consultants reviewed the results of the job analysis. Based on this review, this "Expert Panel" developed a list of the attributes (knowledges, abilities, personal and physical characteristics) essential to effective patrol officer performance, and better obtained in the workforce through pre-employment selection procedures than through formal training once on the job. The panel was required to document or justify the basis for each requirement by reference to specific activities of behaviors which the job analysis showed to be part of patrol work.

Results of the panel's judgements suggested a number of specific abilities that should be assessed in selecting patrol officers. These included:

Written Communication Abilities-

Ability to write concise, understandable sentences.

Ability to write legibly.

Ability to express in writing that which has been observed or heard personally.

Ability to express in writing that which has been related by another person.

Ability to copy information from one source to another (copy drivers license number on citation, transcribe information from one report to another, etc).

Ability to depict an object or event in a drawing or in schematic form (draw depiction of accident scene, draw map for citizen, etc).

Oral Communication Abilities-

Ability to understand spoken messages.

Ability to express thoughts orally in a clear, understandable manner.

Ability to explain complicated information in simple language.

Ability to extract important information during oral communications (listening ability).

Ability to project one's voice clearly.

Mathematical Abilities-

Ability to add and subtract.

Ability to multiply and divide.

Ability to work with fractions, decimals, or percentages.

Information Processing and Problem Solving Abilities-

Ability to plan an appropriate course of action to reach an objective.

Ability to make sound decisions "on the spot".

Ability to recognize specific signs or symptoms which indicate a larger or broader problem or situation.

Ability to compare information from several sources for similarities and differences.

Ability to develop alternative explanations or causes for situations or events.

Factual Recall Abilities-

Ability to recall factual information (for example, laws, suspects' descriptions, license numbers, etc.).

Ability to remember visual information (photograph, pictorial display, building layout, map, etc.).

Ability to remember specific details of a past event (accident, arrest, condition of building, etc.).

Learning Ability-

Ability to learn new information quickly.

Ability to perform a complex learned series of movements rapidly in the proper sequence.

In addition, a number of personal characteristics were determined to be essential to successful performance, and appropriate for consideration in pre-employment screening procedures. These included:

Willingness to Perform Despite Danger or Discomfort-

Willingness to expose self to physical danger.

Willingness to perform despite physical discomfort.

Assertiveness or Aggressiveness-

Willingness to use physical force against others.

Extroversion (outgoing, enthusiastic, willingness to deal with strangers).

Willingness to be assertive and aggressive.

Willingness to challenge people who are behaving suspiciously.

Cooperativeness, Lack of Prejudice-

- .Willingness to work in cooperation with others.
- Openness to different types of people.
- Willingness to view people objectively without prejudice.

Decisiveness, Acceptance of Responsibility-

- Willingness to accept responsibility for own actions.
- Tendency to seek responsibility.
- Willingness to make decisions without specific instructions.

Interest in Learning and Self-Development-

- Willingness to improve self.
- Interest in learning new skills or acquiring new information.

Honesty and Integrity-Interest in Police Work-Dependability-Emotional Stability, Tolerance of Stress-

- Tendency for evenness of mood, optimism and cheerfulness, rather than showing fluctuations in mood and pessimism.
- Ability to perform effectively under emotional stress.

Finally, several physical attributes were determined to be relevant for consideration in pre-employment screening. These included:

Demonstration of Weight in Proportion to Height According to Accepted Medical Standards-Hearing Acuity-

- Ability to recognize differences in sound patterns (auto engine sounds, voice differences, different caliber firearm discharges, etc.).

Color and Depth Perception-

- Ability to identify and distinguish colors.
- Ability to judge distances between self and objects, or between objects (depth perception).

Strength and Conditioning-

- Ability to maintain a high level of physical exertion for an extended period.
- Ability to exert forces equivalent to lifting over 100 pounds.

Coordination and Balance-

Ability to coordinate movement of hands and arms.

Ability to coordinate the movement of limbs based on visual input.

Ability to maintain body balance in unusual contexts (climbing, crawling, crossing barriers, etc.).

While the experts' review of a list of job knowledges indicated that most were essential to effective job performance, all but two were assessed as better approached through recruit training. The two knowledges determined most appropriate for consideration in the general "knowledge" requirement of a completed screening process were High School Education, and the specific knowledge of physical defense tactics. There was disagreement among the experts on the later requirement, and evidence that their rating of this knowledge requirement actually reflected a requirement that the ability to perform such tactics, once learned, was the underlying basis for their judgement.

Implications for Designing Pre-Employment Selection Procedures-

The goal of the Suburban Police Officer Selection Standards Study is to develop valid, job-related selection procedures for use in screening patrol officer candidates. The results of the current study provide the first step toward this goal by clearly documenting the duties of the patrol officer position. Results of the job analysis have provided:

- a. A detailed description of the types of activities performed by patrol officers, their frequency, duration and their relative importance as viewed by a cross-section of the community that is served through the performance of these activities.
- b. An understanding of the behaviors of processes that go into performance of the various police activities including both the cognitive and physical dimensions necessary to job performance.
- c. A comprehensive list of basic abilities, personal characteristics, and physical attributes that appear related to effective performance.

The next phase of the project will involve:

- a. Thorough consideration of the findings and meaning of the job analysis.

b. Determination of the types of selection procedures and standards technically and cost-effectively best suited to measuring the abilities, personal characteristics, and physical attributes required to successfully carry out patrol officer activities and behaviors.

c. Development and try-out of the necessary selection procedures and standards.

d. Investigation, development, and analysis of reliable and valid measures of patrol officer effectiveness; that is, criterion development.

e. Selection and conduct of appropriate strategies for validation (criterion-related, content, or construct) of the selection procedures and standards to meet professional and legal guidelines and regulations.

f. Development of administrative and technical procedures for effective use of the new police selection system.

The knowledge, ability, personal and physical characteristics judged by the expert panel to be essential to effective patrol officer performance and amenable to pre-employment selection rather than training suggest that certain types of selection procedures and standards should be considered in developing a patrol officer selection system for the suburban communities. Listed below, for example, are the general categories of requirements and what might be one (of perhaps several) method(s) of assessment for selection:

<u>Job Requirement Area</u>	<u>Possible Selection Method</u>
Written Communication Abilities	Written Examination
Oral Communication Abilities	Interview
Mathematical Abilities	Written Examination
Information Processing and Problem Solving Abilities	Written Examination
Factual Recall Abilities	Written Examination
Learning Abilities	Written Examination
Willingness to Perform Despite Danger or Discomfort	Interview
Assertiveness or Aggressiveness	Assessment Center Procedures
Cooperativeness, Lack of Prejudice	Interview
Decisiveness, Acceptance of Responsibility	Assessment Center Procedures

Honesty and Integrity	Background Investigation
Interest in Police Work	Interview
Dependability	Background Investigation
Emotional Stability, Tolerance of Stress	Psychological Evaluation
Weight in Proportion to Height	Medical Examination
Hearing Acuity	Medical Examination
Color and Depth Perception	Medical Examination
Strength and Conditioning	Physical Performance Testing
Coordination and Balance	Physical Performance Testing

While the choice of selection method for each job requirement area is preliminary, the preceding example illustrates the type of consideration which must be undertaken in the next project phase on a much more thorough and intensive basis. Project work in the next phase also must involve evaluation of the technical, economic, practical, and legal feasibility of job requirements identified by the expert panel. Similarly thoughtful deliberation will be necessary in the development of appropriate criterion measures of patrol officer performance, and in the choice of suitable validation strategies.

Application of the considerations described above to development and validation of entry-level selection procedures and standards should result in achievement of the original goal of the members of the Metropolitan Area Management Association - the "validation of job-related, non-discriminatory police selection standards" in the suburban communities of the Twin Cities. When implemented, the resulting police selection system should effectively serve both citizens - through the provision of high-quality, effective police service - and candidates for police service - through assurance that evaluation and selection is based on a job-related, merit-oriented, and fair selection system.

INTRODUCTION

This report describes a comprehensive job analysis study of suburban police officers. The project, entitled Metropolitan Suburban Police Officer Job Analysis, was conducted by Arthur Young & Company during the period from approximately August 1976 to August 1977. Funded primarily by a Law Enforcement Assistance Administration grant, the job analysis focused on patrol officers employed in fifty-five suburban municipalities surrounding the "Twin Cities" of Minneapolis and St. Paul, Minnesota.

The Metropolitan Police Officer Job Analysis was the second phase in a project consisting of three phases - the Suburban Police Officer Selection Standards Study. In the first phase, a "Research Design Team" was formed to review the research literature and "state of-the-art" in police officer selection. The major product of Phase I was development of a detailed research design for the purpose of conducting a police officer job analysis. Phase II, the current study, involved the refinement and implementation of the job analysis research design. Although not yet underway, the third phase of the Suburban Police Officer Selection Standards Study will consist of the development and validation of procedures and standards for use in selecting entry-level suburban police officers. This report, then, focuses on Phase II of the overall research program.

Purpose and Objectives

The purpose of the Suburban Police Officer Selection Standards Study is the "validation of job-related, non-discriminatory police selection standards" in the suburban communities of the Twin Cities (Research Design Committee, 1976, p. 1, see Appendix A). With respect to the Phase II job analysis study, the principal objectives were:

- 1) A precise definition of the duties, tasks, and functions of a Suburban Metropolitan Police Officer.
- 2) Determination of the aptitudes, skills, knowledges, and other personal characteristics that are required to perform the functions of a Suburban Metropolitan Police Officer.

3. A determination of the importance of each of the duties, tasks, or functions to the overall performance of a Suburban Metropolitan Police Officer (Research Design Committee, 1976, p. 1).

Achievement of these objectives was meant to provide information needed to proceed with the third study phase. Determination of the attributes or qualities needed to perform police functions will enable the development of procedures to assess candidates for police service on job-relevant aptitudes, skills, knowledges, and personal characteristics. Determination of the nature and importance of tasks and responsibilities will provide the basis on which to develop measures or criteria of patrol officer performance. These effectiveness measures will be employed in evaluating the validity of the various selection procedures developed during Phase III.

Project History

Legally defensible, valid, and effective police officer selection procedures have become of increasing interest to public officials across the United States. In the suburban communities surrounding Minneapolis/St. Paul, city managers and police administrators similarly noted the absence of validity evidence for the selection standards and procedures used to assess candidates for police service. In addition, suburban officials noted the substantial duplication of effort involved in testing and evaluating what were frequently the same candidates in several different municipalities. The fact that candidates frequently took the same tests on repeated occasions in the same or different communities was also noted.

These observations led the city managers, through their local professional organization - the Metropolitan Area Management Association (MAMA), to investigate the feasibility of developing valid selection procedures for use throughout the suburban metropolitan communities. To begin this formidable task, MAMA established a special committee, the Personnel Selection Standards Committee to organize the necessary research project. At this time, MAMA also enlisted the assistance of the Metropolitan Council, a regional governmental agency in the Twin Cities' area, to provide administrative direction and coordination.

The Research Design Team

Early in its deliberations, the Personnel Selection Standards Committee recognized the need for expert assistance in defining the research project. Therefore, a "Research Design Team" was formed in November, 1975 to conduct a detailed review and analysis in the area of police officer selection. Team members included a consulting psychologist, attorney, civil rights specialist, sociologist, industrial-organizational psychologist, physiologist, and physician specializing in cardiology.

Each team member reviewed the literature in his/her area of expertise and submitted a report. The titles and authors of these reports are:

Summary of Literature Reviews for Suburban Police Selection Standards Study. Robert Hobert, Ph.D.

Report of Legal Consultants: A review and analysis of current federal and state civil rights and equal opportunity legal requirements relating to the eligibility and selection of persons for employment as police officers. Clayton LeFevere

A review of Federal, State, and Local Civil Rights Laws that Pertain to Employing Protected Group Class Individuals. James Beard

Suburban Police Personnel Activities - Description and Evaluation: A Literature Review. Paul Reynolds, Ph.D.

The Assessment and Prediction of Police Performance: A brief review and critique of the performance criterion literature pertaining to aptitude, personality, and biographical predictor information. John Campbell, Ph.D.

Phase I Report on Physical Standards. Jacqueline Shick

Physical and Medical Standards for Selection of Police Officers: Phase I. Review of the Literature. Arthur S. Leon, M.D.

Recommended Medical Standards for Suburban Police Officers. Arthur S. Leon, M.D.

Physical Ability Tests for Police Officer Candidates. Arthur S. Leon, M.D.

Laboratory Tests Required for Medical Screening
of Police Officer Candidates. Arthur S. Leon, M.D.

Ambulatory Monitoring of Physiological Functions.
Arthur S. Leon, M.D.

The result of the Research Design Team's work was a comprehensive summary of previous research, development, and legal evaluation of police officer selection procedures. This summary was used to obtain a picture of the research methods and procedures found most useful and informative in other police selection studies, and to highlight potential areas for improving on previous research.

The most relevant component of the Research Design Team's review with respect to the current project was that of earlier police job analysis studies. The Research Design Team documented previous findings concerning the most frequent and important aspects of police work. In addition, a number of problem areas in earlier work were noted. For example, it was noted that research methods based on observation of police officers during the performance of their job yielded a different picture of police work than obtained when officers or their supervisors completed questionnaire-based job analysis surveys. For example,

"The results of the observational studies suggest an image of a career civil servant, operating within a bureaucratic system with occasional episodic demands for attention to minor issues, interpersonal disputes, interviewing victims after property crimes and infrequent attention to crisis or emergency situations." (Summary of Literature Reviews for Suburban Police Selection Standards Study, p. 26). Hobert, R.D.

"Results of (questionnaire survey) job analyses suggest an image of the alert, physically fit officer that is constantly challenged by the need to act with discretion and judgement as he works to protect the citizens from crime and assist in the emergencies, working within the laws and procedures of his organization."

In addition, it was noted that:

1. Job analyses (questionnaire surveys) fail to provide a precise description of the frequency of occurrence or relative importance of different characteristics or work activities.

2. Job analyses are heavily dependent on information provided by police personnel who tend to emphasize "action" demands.

3. Where observation of officers is involved, the time spent observing is frequently of limited duration.

These and other apparently conflicting descriptions of police work, and weaknesses in earlier research designs led the Research Design Team to develop a detailed workplan for the job analysis to be carried out as part of the Suburban Police Officer Selection Standards Study. A subsequent section of this report provides a detailed description of the research design. Implementation and, where appropriate, refinement of this research design was the objective of the research study conducted by Arthur Young & Company. This report provides a summary of the work carried out to meet this objective.

Organization of the Report

The following sections of this report (Volume I) have been organized to provide a detailed summary of the study's research design, the instrumentation developed as part of the data-gathering phase of the project, the data collection activities, results of the job analysis, and development of a specification for the job knowledge, abilities, personal and physical characteristics required to perform effectively as a Twin Cities suburban metropolitan patrol officer. In addition, a comprehensive appendix (Volume II) is included to provide the reader with all research materials and detailed summaries developed as part of this study.

JOB ANALYSIS RESEARCH DESIGN

Overview

The workplan developed by the Research Design Team was comprised of three major stages:

Stage 1-Collection and analysis of job-descriptive information through several job analytic methods.

Stage 2-Review of the job analysis results by a panel of subject area experts for the purpose of specifying those knowledges, abilities, personal and physical characteristics required to perform the job of suburban metropolitan police officer.

Stage 3-Review of the basic police activities resulting from the job analysis by a group of citizens and police personnel to determine the relative importance of the various activities.

The output of the three stages was to be a list of the characteristics (knowledge, abilities, person and physical characteristics) required to perform patrol work, and a ranking of the more and less important activities performed by patrol officers. These sets of information would be used in Phase III of the Police Officer Selection Standards Study to develop the trial set of selection measures (predictors) and the job performance measure criterion to be used in evaluating the validity of the trial predictors.

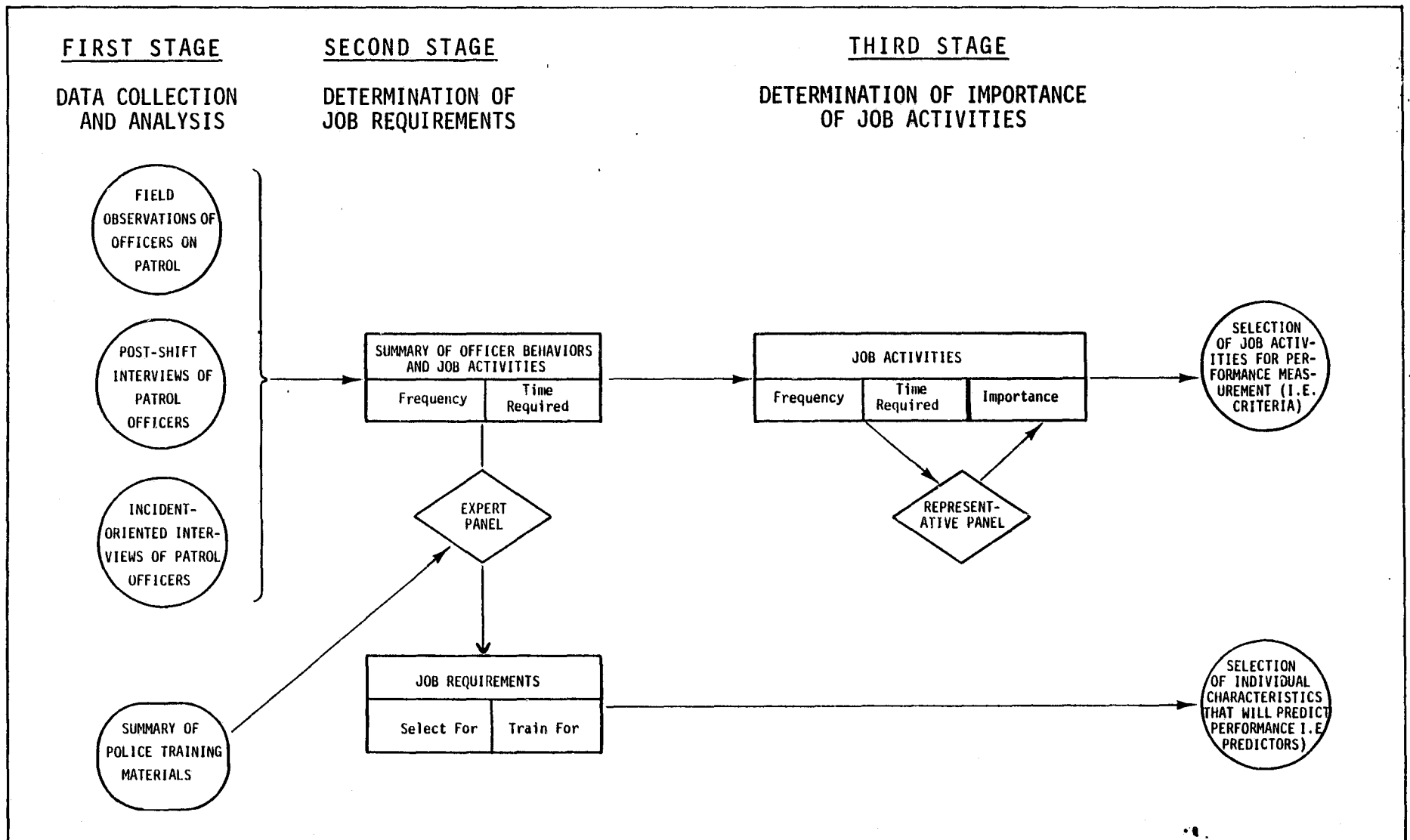
Exhibit I provides a summary of the three-stage research design. Each stage in the design is described in more detail below.

First Stage Workplan - Data Collection and Analysis

The first stage of the project consisted of collecting the job analysis data that would be used in later stages to specify job requirements and to determine the relative importance of various jobs.

The research design required completion of a number of tasks preparatory to the actual data collection.

POLICE OFFICER JOB ANALYSIS
Research Design



The Department Classification Study

The research design called for development of a "Department Classification System" as one of the initial project tasks. The objective of the classification scheme was to provide a structure for examining possible differences in the content of patrol officer work in the various participating municipalities. Since many departments were small, and because so many departments were involved in the project, it was not feasible to explore job differences on a department-by-department basis. Therefore, grouping of departments into a number of major classifications was used on a basis for this comparison.

The classification was based on specific organizational and demographic measures that, in the absence of actual job descriptive data, might be expected to affect the nature of patrol officer work; e.g., special department services provided, area crime incidence, department growth rate, distance from metropolitan area, etc. A later section of this report outlines the development and results of this classification study.

The Sampling Plan

Prior to the job analysis, it was necessary to develop a sampling plan specifying the number of patrol officers who would participate in the study from specific departments and department classifications. This plan was required to insure that appropriate numbers of job analyses were obtained from the various departments and classifications to provide a representative picture of suburban metropolitan police activity. The plan was also necessary to assure enough observations within each department classification to carry out statistical evaluation of the job analysis results for each classification independently. The sampling plan, summarized in a later section of the report, was based on drawing data from each department and classification to satisfy specific sampling criteria, such as the expected precision of numerical estimates of activity frequency and duration.

The Data Collection Methods

The Research Design Team noted in reviewing the police job analysis literature that the general picture of police work obtained was to some degree a function of the job analysis method adopted. Field observational methods often yielded a picture of a civil servant, with little evidence of the dynamic action-oriented kinds of activities portrayed when questionnaire surveys were used as the primary data collection method.

To avoid possible bias in the job analysis results due to specific data collection methods, a multi-method approach to the data gathering was designed.

Field Observations. One-third of the job analyses were based on a method in which the job analyst accompanied a patrol officer during the course of a full eight-hour shift. Every activity performed by the officer was recorded and described through a series of detailed data-gathering instruments. This method provided a picture of the typical day-to-day activities carried out by suburban metropolitan patrol officers.

Post-Shift Interviews. An additional one-third of the job analyses were based on the analysts' interviewing a patrol officer immediately after completion of a patrol shift. The interview was used to record the activities performed during the preceding eight-hour shift. This method offered the economy of describing activities performed during an eight-hour shift through approximately two hours of interview time. A potential disadvantage was that of the officer possibly reporting only selected events of the previous shift. As described later, the interview procedure was developed to reduce the possibility of such bias.

Incident-Oriented Interviews. Since data provided by the preceding two methods were referenced to a single eight-hour shift, and since the total data collection effort was to be comprised of about 1600 hours of patrol time, it was possible that infrequent, yet critical aspects of police work would be overlooked. For this reason, an additional interview procedure was developed to obtain descriptions of the frequency and nature of the critical, emergency, or threatening situations faced by patrol officers.

Electrocardiogram Monitoring. The three data collection methods described above were used to document the types of activities and behaviors comprising police work. It was decided that a measure of energy expenditure, stress, or other dimensions related to physical job demands should also be obtained. For this reason, officers participating in the Field Observations were asked to wear a portable ECG monitor throughout the shift. Review of the ECG record provided an indication as to the degree of cardiac demands encountered in day-by-day patrol activities.

Review of Basic Police Officer Training Program. A final source of information for the job analysis was the Minnesota Basic Police Officer Training Program (see Appendix B). The content of this training program was reviewed to obtain information regarding the special knowledge and skills required for successful completion of recruit training.

The five data sources described above were selected to provide a representative picture of the functions performed, the behavioral requirements, and the physical activities involved in patrol work. By independent analysis of information obtained through each method, it was believed that an accurate composite of suburban metropolitan patrol work could be obtained. This information would be used, in time, to determine the essential knowledges, abilities, personal and physical characteristics required to perform effectively as a patrol officer.

Second Stage - Determination of Job Requirements

The second stage of the research design called for assembling a panel of subject area experts to review the results of the job analysis. The experts included psychologists, police administrators, police training specialists, public administrator, physiology and cardiology experts, and legal counsel. This group was to review the job analysis findings and determine the basic job knowledge, skill, ability, and personal characteristic requirements (KSAPCs) to be assessed in the selection program to be developed in a later phase of the study. This subsequent phase of the project would translate the

basic KSAPCs requirements into specific selection tests, interview procedures, minimum entry standards, or other predictors of job performance to be considered in validating an overall procedure for officer selection.

Third Stage - Determining the Importance of Job Activities

The third stage of the project required that a group of individuals be identified who were representative of the citizens in communities served by the participating departments. This "representative panel", composed of police officers and administrators, city management, young and adult citizens, and minority group members, would be required to review the list of basic police activities developed in the job analysis. Members of the panel would then indicate their opinions regarding the relative importance of the various activities.

The panel's judgement regarding activity importance would be documented for later use in developing a police officer job performance measure. This measure would be used to relate measures of officers' performance on important aspects of their jobs to their scores on the trial selection procedures and, thereby, to determine those selection devices which best predict job performance.

The preceding sections have provided a brief summary of the overall research design. Subsequent sections of this report document the procedures followed in carrying out specific components of the design and report the results obtained in each stage of the project.

Data Collection Instruments and Procedures

The research design outlined above called for three methods of job analysis -- Field Observation, Post-Shift Interview, and Incident-Oriented Interview-- and two levels of job analysis-- recording the police activities performed and documenting the behaviors required to complete each activity. Because of the complexity of this design, it was important to provide the job analysts with data collection instruments that would be easy to use and that would provide all the information required to describe the work of suburban metropolitan patrol officers. It was decided that where appropriate, the same data collection instruments should be used under more than one job analysis method. Additionally, it was felt that, due to the complexity of the job analysis procedures, administrative guides should be prepared wherever possible to assist the job analysts. The following sections of this report provide a detailed description of the data gathering procedures followed under each of the three data collection methods. In outlining the data gathering procedures, the instrumentation developed for use under each method is described.

Field Observation

The Field Observation method required that job analysts view, record, and describe in detail all activities occurring during an eight hour patrol shift. To provide a common frame of reference for all analysts, and to insure that the large amounts of data generated by this method could be processed quickly and objectively, several data collection instruments were required.

The Police Activity Coding System

It was essential when two job analysts observed the same kind of activity that they label it similarly. For example, if issuance of a traffic citation by an officer was recorded as "Speeding ticket" by one observer and as "Traffic enforcement" by another observer, it would be difficult to determine without "having

been there" whether the basic activity observed by the two analysts was the same. Without a structure for labeling the activities observed, then, the job analysts would be left to develop their own idiosyncratic methods for classifying and reporting police activities.

The Police Activity Coding System was developed to help avoid this problem. A review of previous work in the area of police job analysis was undertaken to develop a comprehensive list of activities that might occur during a patrol shift. Based on this review, and early pilot work in this project, a list of 71 police activities was developed (see Exhibit II). Using the Police Activity Coding System, the analyst was able to observe an activity, scan the list for the activity label that best fit the incident, and record the activity's occurrence by the appropriate code number. If a suitable label was not found in the coding system, an option for coding the activity as "other" was provided. As described below, the nature of activities coded "other" was summarized in detail on another data-gathering instrument.

A second advantage of the coding system was its use as a framework for reporting the results of the job analysis (see later sections of this report). The grouping together of specific activities into ten major activity clusters provided a convenient method for reporting results in terms of both specific activities and more general work areas.

Observer's Log Sheet

The observer was required to register all police activities occurring throughout an eight-hour shift. The Observer's Log Sheet shown in Exhibit III was developed to assist in recording this data. Prior to beginning the patrol shift, the observer collected the background information called for at the top of the form. Subsequently the observer logged every activity, according to its coding system

SUBURBAN POLICE OFFICER JOB ANALYSIS

Police Activity Coding System

I. ADMINISTRATIVE AND NONPATROL ACTIVITIES	1 - 8	VII. PRELIMINARY CRIME/ACCIDENT INVESTIGATION	51 - 54
II. ROUTINE PATROL ACTIVITIES	9 - 22	VIII. FOLLOWUP CRIME/ACCIDENT INVESTIGATION	55 - 59
III. RESPONDING TO SERVICE CALLS	23 - 33	IX. IDENTIFYING PHYSICAL AND SAFETY HAZARDS	60 - 64
IV. PROVIDING EMERGENCY SERVICE	34 - 42	X. ENFORCING TRAFFIC LAWS	65 - 71
V. CHECKING OUT SUSPICIOUS SITUATIONS	43 - 46	XI. OTHER ACTIVITIES	72
VI. PERFORMING ARRESTS AT SCENE OF CRIME/ACCIDENT	47 - 50		

I. ADMINISTRATIVE AND NONPATROL ACTIVITIES

1. Roll call
2. Check in/Check out
3. Rest period
4. Inspect patrol vehicle for required equipment, fuel, etc.
5. Repair and maintain equipment/vehicle
6. Complete routine, non-patrol paperwork (leave requests, overtime request, benefits forms, etc.)
7. Participation in regular departmental training
8. Participate in citizen information or education activities

II. ROUTINE PATROL ACTIVITIES

9. Plan patrol route for upcoming shift
10. Patrol residential area by auto
11. Patrol business district by auto
12. Patrol public areas by auto (schools, parks, etc.)
13. Leave car to inspect location
14. Maintain stationary patrol (nontraffic)
15. Talk with business persons or residents about potential problems on patrol route
16. Call in license number or stop vehicle to make routine motor vehicle check
17. Transport or deliver money and other materials
18. Guard prisoners in hospital, court, etc.
19. Appear in court to prosecute cases handled or citations written
20. Serve warrants, summonses, subpoenas
21. Provide assistance to stranded motorists
22. Process lost/stolen/found property

III. RESPONDING TO SERVICE CALLS

23. Handle report of arguments/disputes among family/neighbors
24. Handle report of prowler/trespassing/peeping tom
25. Handle report of fighting, disorderly conduct, or mischevous conduct
26. Handle report of intoxicated (liquor, drugs) person
27. Handle report of noise complaints
28. Handle missing/found person call
29. Handle report of traffic accident
30. Respond to burglar alarm
31. Provide back-up to responding officer
32. Respond to report of serious crime (e.g. shooting, breaking and entering, robbery, assault, rape, homicide, etc.)
Note specific crime on A/BDF
33. Other response to service call. (Note nature of service on A/BDF)

IV. PROVIDING EMERGENCY SERVICE

34. Respond to emergency, non-routine service call (red light, siren, etc.)
35. Direct traffic at scene of accident
36. Establish roadblock
37. Drive persons to hospital
38. Provide emergency medical service (first aid) at scene of accident/crime
39. Rescue drowning victim
40. Control or extinguish fire
41. Handle crowd control at parades, fairs, etc.
42. Handle crowd at demonstration, protest, picket line, emergency scene, etc.

V. CHECKING-OUT SUSPICIOUS SITUATIONS

43. Stop and interrogate suspicious persons, vagrants, possible runaways
44. Observe and report potential trouble spots and congregations of people
45. Investigate and report attractive nuisances
46. Update file of trouble areas/persons. Note and record changes in the people, buildings, and other features of patrol route

VI. PERFORMING ARRESTS AT SCENE OF CRIME/ACCIDENT

47. Place individual under arrest (search, give rights, question, etc.)
48. Administer test for intoxication at scene
49. Transport arrested person to station
50. Process arrested person (fingerprint, book, lock-up, etc.)

VII. PRELIMINARY CRIME/ACCIDENT INVESTIGATION

51. Search crime/accident scene for physical evidence
52. Guard crime/accident scene and evidence until other law officers arrive
53. Survey crime/accident scene for witnesses and interview witnesses
54. Interrogate suspects

VIII. FOLLOW-UP CRIME/ACCIDENT INVESTIGATION

55. Assist detectives in follow-up investigation as assigned
56. Search records bureau for photos and criminal histories
57. Take statements/confessions
58. Participate in "raid" to serve warrant
59. Perform stake-out surveillance of persons or places

IX. IDENTIFYING PHYSICAL AND SAFETY HAZARDS

60. Investigate and arrange removal of abandoned/stolen vehicle
61. Handle cases of dead/injured animals
62. Inspect construction sites, places of entertainment, restaurants for code, health, safety violations
63. Inspect and report fire hazards
64. Inspect and report public safety hazards (broken water mains, gas mains, power lines, street lights, defective streets, etc.)

X. ENFORCING TRAFFIC LAWS

65. Write traffic citation or warning for moving, mechanical or safety violation
66. Maintain stationary/moving radar unit
67. Maintain stationary/moving patrol for speed, red light, or other violations (without radar unit)
68. Enforce meter parking/issue citations
69. Provide escort for funerals/oversize loads
70. Participate in traffic chase
71. Search file of traffic warnings to determine need for citation

XI. OTHER ACTIVITIES

72. Use this number to classify any activity not fitting the above classification. Describe the activity in detail on the A/BDF

SUBURBAN POLICE OFFICER JOB ANALYSIS

EXHIBIT III

Observer's Log Sheet

CHECK ONE Observation _____ Post Shift Interview _____

OFFICER (Name) _____

OFFICER CODE NUMBER _____

OFFICER DESCRIPTION:

AGE (Years) _____ SEX (Circle One) M F

RACE (Circle One) W BL SSA AI OR

YEARS WITH FORCE _____

OBSERVER'S NAME _____ NO. _____

DATE _____ DAY OF WEEK _____

TIME SHIFT BEGUN _____ ENDED _____ SHIFT (Circle One):

LOCATION _____ DEPT. CLASS _____ 1 2 3

WEATHER CONDITIONS DURING SHIFT: (Check as many as appropriate)

CLEAR _____ SNOW _____

RAIN _____ ICE _____

FOG _____ STORM CONDITIONS _____

ANY UNUSUAL CONDITIONS OCCURRING DURING COURSE OF SHIFT OTHER THAN PATROL-RELATED ACTIVITIES:

Log No.	Activity Code	Activity Duration (Minutes)	A/BDF Completed?	A/BDF Sheet No.	Checklist/ Fill-in Type Report?	Written/ Narrative Type Report?
1.	_____	_____	_____	_____	_____	_____
2.	_____	_____	_____	_____	_____	_____
3.	_____	_____	_____	_____	_____	_____
4.	_____	_____	_____	_____	_____	_____
5.	_____	_____	_____	_____	_____	_____
6.	_____	_____	_____	_____	_____	_____
7.	_____	_____	_____	_____	_____	_____
8.	_____	_____	_____	_____	_____	_____
9.	_____	_____	_____	_____	_____	_____
10.	_____	_____	_____	_____	_____	_____
11.	_____	_____	_____	_____	_____	_____
12.	_____	_____	_____	_____	_____	_____
13.	_____	_____	_____	_____	_____	_____
14.	_____	_____	_____	_____	_____	_____
15.	_____	_____	_____	_____	_____	_____
16.	_____	_____	_____	_____	_____	_____
17.	_____	_____	_____	_____	_____	_____
18.	_____	_____	_____	_____	_____	_____
19.	_____	_____	_____	_____	_____	_____
20.	_____	_____	_____	_____	_____	_____

Log No.	Activity Code	Activity Duration (Minutes)	A/BDF Completed?	A/BDF Sheet No.	Checklist/ Fill-in Type Report?	Written/ Narrative Type Report?
21.	_____	_____	_____	_____	_____	_____
22.	_____	_____	_____	_____	_____	_____
23.	_____	_____	_____	_____	_____	_____
24.	_____	_____	_____	_____	_____	_____
25.	_____	_____	_____	_____	_____	_____
26.	_____	_____	_____	_____	_____	_____
27.	_____	_____	_____	_____	_____	_____
28.	_____	_____	_____	_____	_____	_____
29.	_____	_____	_____	_____	_____	_____
30.	_____	_____	_____	_____	_____	_____
31.	_____	_____	_____	_____	_____	_____
32.	_____	_____	_____	_____	_____	_____
33.	_____	_____	_____	_____	_____	_____
34.	_____	_____	_____	_____	_____	_____
35.	_____	_____	_____	_____	_____	_____
36.	_____	_____	_____	_____	_____	_____
37.	_____	_____	_____	_____	_____	_____
38.	_____	_____	_____	_____	_____	_____
39.	_____	_____	_____	_____	_____	_____
40.	_____	_____	_____	_____	_____	_____

number, registered the duration of the activity, indicated whether a detailed behavioral description of the activity was completed (see later section of the report for details), and noted whether performance of the activity required completion of a simple checklist, preparation of a detailed narrative report, or both.

The report preparation entry on the log sheet was added as a result of early instrumentation pilot test. It was noted that report preparation was not as much an individual police activity, as it was the terminal step in a majority of activities. By associating the incidence of report preparation with the specific activity codes entered in the first column of the log sheet, it was possible in subsequent stages of the analysis to document the specific areas of police work where report preparation was performed.

Observer's/Interviewer's Note Sheet

As each activity occurred, the job analyst recorded the activity code number on the log sheet, and then commenced detailed note taking to describe all aspects of the activity. The form shown in Exhibit IV was used for this purpose. Taking of detailed notes to describe each activity was required to provide a reference source when the analyst later prepared a detailed behavioral description of the activity, since in some cases activities occurred in such rapid succession that completing a full behavioral description of an activity immediately after its occurrence required the analyst to ignore the next-occurring activity. Using a clipboard and a 14 X 17 inch version of the Observer's/Interviewer's Note Sheet, the analysts were able to record the key aspects of each activity that occurred during the shift.

Review of the note sheets and their comparison with the associated behavioral descriptions also provided a means for reviewing the credibility of individual analysts' work.

OFFICER NO. _____

PAGE NO. _____

SUBURBAN POLICE OFFICER JOB ANALYSIS

Observer's/Interviewer's Note Sheet

LOG NO. _____

TIME BEGUN _____ TIME COMPLETED _____

ACTIVITY NAME _____

NOTES:

LOG NO. _____

TIME BEGUN _____ TIME COMPLETED _____

ACTIVITY NAME _____

NOTES:

LOG NO. _____

TIME BEGUN _____ TIME COMPLETED _____

ACTIVITY NAME _____

NOTES:

LOG NO. _____

TIME BEGUN _____ TIME COMPLETED _____

ACTIVITY NAME _____

NOTES:

Activity/Behavior Description Form

The purpose of the Police Activity Coding System was to attach general labels to the types of activities performed by suburban patrol officers. As indicated earlier, a second requirement of the job analysis was a development of a detailed description of the behaviors or processes that were associated with completion of these activities. The Activity/Behavior Description Form (A/BDF) was developed to meet this requirement.

The A/BDF (see Exhibit V) provided a means for describing a given police activity according to five general characteristics:

- A. Getting Information Needed to Perform The Activity -
Where, and by what methods the patrol officer obtains the information he needs to perform a given activity. The A/BDF lists 27 possible behaviors or processes the officer might use to obtain needed information.
- B. Working With Information To Reach A Conclusion -
How the officer works on information to reach a conclusion or decide on a course of action. The A/BDF lists 12 information processing activities that might be used in completing a given activity.
- C. Physical Activities -
The overt physical activities the officer displays in completing a given activity, including movement, lifting, pulling, or physical contact with other individuals. The A/BDF lists 28 physical activities that might be used to complete a given activity.
- D. Providing Information to Others -
The means an officer uses to provide information to others. The A/BDF lists 19 methods by which an officer might provide information to other people.
- E. Environmental Context -
The setting in which the activity is carried out, including the physical environment (weather conditions, etc.) and the interpersonal context (threatening, emotional, etc.) The A/BDF lists 29 contextual factors in which the activity might have occurred.

In describing the behavioral component of each activity the job analysts reviewed the 115 items comprising the A/BDF and decided whether each item described a behavior or process that was critical to completion of the activity, a minor part of

Activity/Behavior Description Form

EXHIBIT V

LOG NUMBER _____
 Officer's Code _____
 Date _____
 Activity Start _____
 Activity Finish _____
 OFFICER ACTIVITY LABEL _____
 ACTIVITY CODE _____

DESCRIPTION OF ACTIVITY:

To what degree were each of the following behaviors or processes a part of this activity?

- 3 - A critical part. This behavior/process was a major aspect of the overall activity
- 1 - A minor part. The behavior/process occurred, but was not a key component of the activity
- Blank - Not part of the activity

I. GETTING INFORMATION NEEDED TO PERFORM THE ACTIVITY -

1. ___ Read verbal materials.
2. ___ Read quantitative materials.
3. ___ Get information from pictorial or graphic materials.
4. ___ Get information from a mechanical device or tool.
5. ___ Observe a visual display or other device (CRT, gauges, dashboard, etc.).
6. ___ Observe an object(s) or person(s) within arm's reach.
7. ___ Observe an object(s) or person(s) beyond arm's reach.
8. ___ Listen to a verbal statement or report (other than radio dispatch).
9. ___ Observe an ongoing event or set of behaviors.
10. ___ Smell an object(s).
11. ___ Listen for sounds from an object(s) or person(s).
12. ___ Touch an object(s).
13. ___ Estimate or measure the distance between objects, or between self and object.
14. ___ Recognize a person seen in the past or in a photo.
15. ___ Identify a person based on a verbal description.
16. ___ Review notes taken at an earlier time.
17. ___ Recall factual information obtained at an earlier time.
18. ___ Remember specific details of a past event.
19. ___ Recognize differences in sounds or patterns of sounds.
20. ___ Estimate the speed of a moving object(s).
21. ___ Estimate the number of objects or persons.
22. ___ Estimate the size of an object(s) or person.
23. ___ Estimate time elapsed between events.
24. ___ Estimate the time required to complete an activity.
25. ___ Estimate the condition or quality of an object(s) or person(s).
26. ___ Determine the physical position of objects.
27. ___ Measure objects visually to determine and evaluate similarities or differences.

II. WORKING WITH INFORMATION TO REACH A CONCLUSION -

38. ___ Consult with a superior before proceeding.
39. ___ Determine the appropriate action in a clear situation.
39. ___ Determine the appropriate action in an ambiguous situation.
31. ___ Carefully plan a course of action in advance (e.g., start of shift or earlier).
32. ___ Plan a course of action "on the spot" (e.g., 5 minutes or less before the action).
33. ___ Combine information from more than one source to reach a conclusion.
34. ___ Analyze or break down information to improve understanding.
35. ___ Determine whether physical force was required against another person.
36. ___ Perform mathematical calculations involving counting, adding, or subtracting whole numbers.
37. ___ Perform mathematical calculations involving multiplication or division of whole numbers.
38. ___ Perform mathematical calculations involving decimals, fractions, or percentages.
39. ___ Compare information obtained orally with physical evidence to determine accuracy of report.

III. PHYSICAL ACTIVITIES INVOLVED IN COMPLETING THE ACTIVITY -

40. ___ Drive an automobile at normal speed.
41. ___ Drive an automobile under high speed or other emergency conditions.
42. ___ Maneuver a vehicle in a tight spot.
43. ___ Withdraw and point a firearm.
44. ___ Discharge a firearm.
45. ___ Use a baton or night stick to subdue a suspect.
46. ___ Restrain the movements or activity of another person.
47. ___ Use hand-to-hand fighting.
48. ___ Remain in a sitting position.
49. ___ Move to and maintain a standing position for less than five minutes.
50. ___ Climb an object vertically.
51. ___ Jog less than 50 feet.
52. ___ Jog more than 50 feet.
53. ___ Run at full speed less than 50 feet.
54. ___ Run at full speed more than 50 feet.
55. ___ Lift an object/person weighing between 10 and 50 pounds.
56. ___ Lift an object/person weighing between 50 and 100 pounds.
57. ___ Lift an object/person weighing more than 100 pounds.
58. ___ Move or pull an object/person weighing between 10 and 50 pounds.
59. ___ Move or pull an object/person weighing between 50 and 100 pounds.
60. ___ Move or pull an object/person weighing more than 100 pounds.
61. ___ Maintain body balance to prevent falling (other than walking or standing).
62. ___ Swim less than 50 feet.
63. ___ Swim more than 50 feet.
64. ___ Jump a span of 4 or more feet.
65. ___ Perform minor maintenance on a vehicle.
66. ___ Stand for a long period of time (2 hrs. or more).
67. ___ Walk for a long period of time (2 hrs. or more).

IV. PROVIDING INFORMATION TO OTHERS -

68. ___ Give a simple oral report.
69. ___ Transcribe information from one source to another document.
70. ___ Give a formal speech or presentation.
71. ___ Explain a law or regulation to another person.
72. ___ Explain a point to a group of 2 or more people.
73. ___ Give a complex oral report.
74. ___ Give signs or signals from a distance using hands and arms.
75. ___ Operate a typewriter.
76. ___ Use a police radio.
77. ___ Provide information by filling in a check list.
78. ___ Use a telephone to provide information.
79. ___ Use paper and pencil to draw a picture or schematic.

Was information provided to:

80. ___ Another patrol officer.
81. ___ A superior officer.
82. ___ A citizen.
83. ___ A complainant or complainant's representative.
84. ___ A suspect.
85. ___ An accident/crime victim.
86. ___ A legal representative (attorney, judge, prosecutor, etc.).

V. ENVIRONMENTAL CONTEXT IN WHICH THE ACTIVITY WAS PERFORMED -

87. ___ The majority of the time outdoors.
 88. ___ In high temperature (greater than 86° F).
 89. ___ In moderate temperature (50° - 79° F).
 90. ___ In cool temperature (20° - 49° F).
 91. ___ In cold temperature (less than 20° F).
 92. ___ In darkness.
 93. ___ In twilight.
 94. ___ In daylight.
 95. ___ In light rain.
 96. ___ In heavy rain.
 97. ___ In light snow.
 98. ___ In heavy snow.
 99. ___ In slippery/icy road conditions.
 100. ___ In heavy winds (more than 30 m.p.h.).
 101. ___ In moderate winds (13 to 30 m.p.h.).
 102. ___ The majority of the time inside an automobile.
 103. ___ The majority of the time inside a building or other structure.
 104. ___ In presence of one person.
 105. ___ In presence of 2 to 3 persons.
 106. ___ In presence of 4 to 10 persons.
 107. ___ In presence of more than 10 persons.
 108. ___ During verbal abuse.
 109. ___ During threatened physical attack without weapons.
 110. ___ During threatened physical attack with weapons.
 111. ___ In a highly emotional situation (death, serious accident, or dispute involving highly emotional citizens).
 112. ___ In a routine repetitive context.
- Was the officer required to make a decision and take a course of action:
113. ___ At a later time.
 114. ___ Within a few minutes.
 115. ___ Instantaneously.

the activity, or not part of the activity. In addition to completing the A/BDF checklist, the analysts were required to edit their notes and to provide a narrative description of the activity on the A/BDF form.

Two reference sources were prepared to assist analysts in preparing the A/BDF. The Administrative Guide for the Activity/Behavior Description Form (see Appendix C) provided a summary of the purpose and administrative use of the A/BDF, as well as examples indicating the kinds of police activities that might result in endorsing certain A/BDF items. The Guide for Writing Activity Descriptions (see Appendix D) was provided to assist analysts in writing their narrative activity summaries.

The research design required that analysts complete an A/BDF for each "unique" activity occurring during the patrol shift. For example, if a patrol officer stationed at an intersection observed a red light violation, stopped the offender and wrote a citation, a unique activity occurred. An A/BDF would be completed to describe this activity. If, later in the shift, the officer again observed a red light offense and again wrote a citation, the A/BDF would not be completed. The two activities were essentially the same. Although the second activity would be recorded on the Observer's Log Sheet, a new A/BDF would not be necessary.

If, however, the second red light incident differed in some important way from the first (e.g., the offender attempted to outrun the officer and a high-speed chase follows), a new A/BDF would be required. It was up to the observer's discretion to decide whether a new activity was sufficiently different from a previous one to merit a new A/BDF. Observers were encouraged to complete an A/BDF if there was any question as to the "uniqueness" of a given activity.

In general, A/BDF's were completed after the officer had completed the entire patrol shift. However, when "quiet" periods occurred during the shift, the observers were instructed to fill the time by editing the narrative activity descriptions and completing the A/BDF's.

The Cardiac Monitoring Device

Officers participating in the Field Observation were asked to wear portable electrocardiogram recorders throughout the shift. These devices were used to monitor heartrate, cardiac stress, and to detect heart abnormalities. Job analysts were trained in the proper method for attaching and removing ECG electrodes and operating the portable recorder. Results of the ECG were recorded on a cassette tape and processed by the University of Minnesota Psysiology Laboratory. By referencing the "hook-up" of the ECG to the Observer Log Sheet, it was possible to correlate cardiac functioning to specific activity occurrences.

Post-Shift Interviews

Data-gathering instruments used during the Post-Shift Interviews were the same as those used in the Field Observation method with the addition of one form described below.

Preliminary Outline for Post-Shift Interview.

Pilot testing of the Post-Shift Interview method indicated that officers returning from patrol duty were cooperative and interested in providing detailed descriptions of the activities performed over the previous eight hours. However, as the interview progressed into the second hour, the officers began to "speed up" the interview by reporting less and less detail about the activities. For this reason, activities occurring late in the shift tended to obtain less detailed descriptions.

To avoid this problem, the Preliminary Outline was developed (see Exhibit VI). This form was used during the first few minutes of the interview to document all activities that occurred

over the full eight-hour shift. In some cases, the officer's patrol log was actually used. Once the outline was developed, the interviews focused attention on the first activity, and obtained a detailed description using the Observer's/Interviewer's Note Sheet. The analyst then focused on the second activity, and proceeded through the entire activity outline in the same manner.

Following the interview, the analyst used the Preliminary Outline and the interview notes to complete a Log Sheet following the same procedure used in Field Observation. An A/BDF was then completed for each "unique" activity described during the interview. The output of the Post-Shift Interview, then, was the same as that generated by the Field Observation method-- a summary of all activities having occurred during the previous shift (log sheet), and a detailed behavioral description of each unique activity (A/BDF).

Incident-Oriented Interview

The research design called for collection of data on all critical, emergency, or threatening incidents experienced over the past year by a sample of 100 officers. These data were collected through personal interviews with the officers sampled. Special data gathering instruments required by this phase of the project included the following.

Guide to Incident-Oriented Interviews

Pilot interviews indicated that officers shared a fairly restricted definition of a "critical incident"; that is, only the most severe types of situations were reported under this heading. For this reason, a guide was developed for the analysts' use in providing examples of the activities that fit the designation of critical, emergency, or threatening within the context of this project (see Appendix E).

Incident-Oriented Interview Form

The procedure for the incident-oriented interview was much the same as that for the Post-Shift Interview. The primary difference lay in time frame and the selectivity in type of activities reported. The interviewer first obtained required background information and completed a general outline of all critical incidents having occurred during the previous year using the Incident-Oriented Interview Form shown in Exhibit VIII. Next the Note Sheet described above was used to obtain a detailed description of each incident. Following the interview, an A/BDF was completed on each "unique" incident reported during the interview.

Each of the data collection procedures described above and its supporting instrumentation was focused on providing the same kind of information-documentation of basic police activities performed by Twin Cities Suburban Metropolitan Officers and description of the behaviors and processes associated with performance of these activities. Later sections of the report describe the results obtained in analyzing information gathered through each of the methods and instruments described above.

SUBURBAN POLICE OFFICER JOB ANALYSIS

EXHIBIT VI

Preliminary Outline for Post-Shift Interview

OFFICER'S REPORT OF ACTIVITIES PERFORMED:

	<u>TIME BEGAN</u>	<u>TIME COMPLETED</u>	<u>BRIEF DESCRIPTION OF ACTIVITY</u>
1.	_____	_____	_____
2.	_____	_____	_____
3.	_____	_____	_____
4.	_____	_____	_____
5.	_____	_____	_____
6.	_____	_____	_____
7.	_____	_____	_____
8.	_____	_____	_____
9.	_____	_____	_____
10.	_____	_____	_____
11.	_____	_____	_____
12.	_____	_____	_____
13.	_____	_____	_____
14.	_____	_____	_____
15.	_____	_____	_____
16.	_____	_____	_____
17.	_____	_____	_____
18.	_____	_____	_____
19.	_____	_____	_____
20.	_____	_____	_____

(Use reverse side for additional activities)

SUBURBAN POLICE OFFICER JOB ANALYSIS

EXHIBIT VII

Incident-Oriented Interview

Officer (Name) _____

Officer Code Number _____

Officer Description:

Age (Years) _____ Sex (Circle one) M F

Race (Circle one) W BL SSA AI OR

Years With Force _____

Observer's Name _____ No. _____

Date _____ Day of Week _____

Location _____ Dept. Class _____

Officer's Report of Incidents:

	<u>Activity Code</u>	<u>Date</u>	<u>Brief Description of Activity</u>
1.	_____	_____	_____
2.	_____	_____	_____
3.	_____	_____	_____
4.	_____	_____	_____
5.	_____	_____	_____
6.	_____	_____	_____
7.	_____	_____	_____
8.	_____	_____	_____
9.	_____	_____	_____
10.	_____	_____	_____
11.	_____	_____	_____
12.	_____	_____	_____

THE JOB ANALYSTS

Selection of the Job Analyst Team

As outlined in an earlier section of the report, the research design required that field observations be carried out on a sample of 100 eight-hour patrol shifts. In addition, post-shift and incident-oriented interviews (approximately 2 hours in duration) were required on an additional 100 cases, respectively. In all, nearly 1,200 hours of job analyst time was anticipated to collect the required data. Additional time anticipated for completion of information-gathering forms following the observations or interviews resulted in a projection of more than 1,500 hours job analyst time. (In fact, nearly 2,500 hours of analyst time were registered before the data was collected.

Because of the major time requirement, it was decided to select and train a team of job analysts. The consultants contacted the University of Minnesota placement office and provided a description of the background and qualifications necessary for selection as a job analyst. Referrals from the placement office were interviewed to assure their interest in the project and to determine the compatibility of the project time frame with their academic schedules.

Eleven students were selected to comprise the job analyst team: 6 males and 5 females. The team was made up of six advanced undergraduates (third or fourth year) and five graduate-level students. The analysts were drawn from social science and business administration majors. It was decided that students majoring in these areas (i.e., psychology, sociology and business) would be best suited to serve as job analysts because of their academic backgrounds in field research methods. One job analyst was identified to act as team coordinator, responsible for scheduling individual analysts, liaison with participating departments, and collection and monitoring of job analysis forms from the team members. This analyst was selected for his coordinative role on this basis of his prior supervisory and management experience.

Training the Job Analysts

The Research Design Committee Report specified that:

"It will be necessary for the consultant to develop procedures for carefully training both interviewers and field observers ..."

Because of the complexity of the data collection methods, and because each analyst would be required to perform field observations and interviews, it was decided to conduct a full-day training session to familiarize the job analysts with all phases of the data collection (See Appendix F for an outline of the training session).

The initial step in the training program involved a recap of all project work prior to the time of the training session. The job analysts were presented a review of the nature of test validation and the role of equal employment opportunity considerations in the design of selection systems. The methodology to be implemented in the job analyses was discussed and the role of the job analysts was reviewed.

Following the general orientation, the analysts were provided with copies of all data collection instruments, and were led, step-by-step, through a discussion of each form, its purpose, and how it was to be completed. Support materials such as the Administrative Guide for the Activity/Behavior Description Form, the Guide for Writing Activity Descriptions, and the Guide to Incident-Oriented Interviews were reviewed in detail to insure that all analysts understood the data collection procedures for observations, post-shift interviews, and incident-oriented interviews.

The final stage of the training program consisted in the consultants providing the job analyst team with written examples of several police activities collected through earlier post-shift interviews (see Appendix G). Members of the team read each narrative summary, classified the activity according to the Police Activity Coding System, and completed an A/BDF for the activity. Following completion of each example, individual analyst's judgments were recorded on a master sheet, and disagreements were discussed with the group. The training session concluded with a demonstration of the

procedure to be used in attaching the electrocardiogram to patrol officers selected for ECG monitoring.

Monitoring the Initial Data Collection

Each job analyst was paired with an experienced analyst (based on earlier participation in the instrument pilot test) during the initial data collection session. In addition, job analysis instruments completed in initial stages of the project were reviewed closely for completeness and correct recording procedures by the team coordinator and Arthur Young & Company consultants.

Follow-up Training Session/Progress Meetings

A second, one-half day training session was held after approximately one week's data collection. This session was comprised primarily of discussion of unique situations encountered by the analysts that were difficult to fit into the classification scheme. Several additional classifications were developed to solve this problem.

A second follow-up session was conducted approximately midway through the project. The purpose of this session was to assure that the analyst team was conducting the observations and interviews as prescribed, and to determine whether unique police activities might require further expansion of the Activity Coding System. The progress of individual analysts was reviewed to determine whether assigned observations and interviews were being conducted on schedule, and whether data collection forms were being completed during, or immediately after, the observation or interview.

Monitoring the Job Analyst Team

Throughout the course of the project, the team coordinator maintained close contact with each job analyst to schedule visits to participating departments and to assure timely and accurate completion of all data-gathering forms. As a result of close monitoring, it became apparent that one of the analysts was not completing the data-gathering forms immediately after the observation or interview was completed. After discussion with the individual, it was decided that the analyst should conduct no further data gathering.

PILOT TEST OF INSTRUMENTATION AND PROCEDURES

Prior to the actual data collection activities, a pilot test of the data gathering methods and instrumentation was carried out. The primary purpose of the pilot test was to evaluate the relative ease and the efficiency of the complex data recording procedures. In addition, actual experience in the data gathering activities would provide the consultants with useful information about practical problems that might be encountered by the job analysts. This information would prove useful in the later job analyst training sessions.

Two participating departments were selected as sites and were visited on February 17, 1977 for the pilot test: Golden Valley and Columbia Heights. At each location, an Arthur Young & Company consultant, accompanied by one of the project's job analysts, conducted a Field Observation, Post-Shift Interview, and Incident-Oriented Interview. All data collection was carried out as though actual job analyses were being conducted. Problems in recording information or summarizing data on the instruments were noted.

Following the field pilot tests, an additional review session was conducted by the consultants and four of the project job analysts. This session consisted of group members reading identical narrative descriptions of a police activity prepared by the consultants. Each member of the group then completed all required data recording procedures using the Observer's Log Sheet and the A/BDF as though the activity had been observed or reported during an interview.

After all forms had been completed, the group compared the resulting job descriptive data for consistency in classification of the activities described in the narratives and for agreement in completion of the A/BDF. This procedure was repeated throughout a four-hour review session, and potential areas for comparing the instrumentation or administrative guides were noted.

As a result of the pilot tests, a few minor modifications were made in the data-gathering forms. A number of police activities were redefined, and the two entries on the A/BDF referring to report writing procedures were added to replace report writing as a specific

police activity. The concept of the Observer's/Interviewer's Note Sheet was added to replace a standard note pad.

Since these changes were minor in scope, the data collection forms shown in the previous section of the report were the forms as modified through pilot testing, and not the original forms.

Results of the pilot test, then, indicated that the job analysis methods and data collection procedures could be used to obtain useful descriptions of police officer work. Contact with officers who participated in the pilot test indicated interest in the project and willingness to cooperate in the data collection. The next step in the project consisted of selecting and training the full job analyst team.

THE DEPARTMENT CLASSIFICATION STUDY

Purpose of the Department Classification Study

A consortium study like the Metropolitan Suburban Police Officer Job Analysis provides an opportunity for many small agencies to pool resources and, thereby, to share in a development and validation effort economically or technically infeasible within individual municipalities. A potential hazard in consortium research, however, rests in the fact that features unique to certain participants may be overlooked when the municipalities are considered as a group. Aspects of police work that are unique to certain departments, and which might imply the need for different approaches to police officer selection, can be overlooked if job analysis results are examined only for the overall research sample. For this reason, a preliminary step in the police officer job analysis consisted in developing a department classification plan that could be used as a basis for examining whether regional differences in police activities might require regional differences in police selection processes.

The objective in developing a department classification scheme was to insure that possible differences in the content of patrol officer jobs in various jurisdictions would be addressed in the collection of job analysis data. Since actual job description data was not available in the initial stages of the project, the proposed classification system was based on hypotheses regarding factors that might affect job content. For this reason, a number of organizational and demographic factors, as well as current crime statistics, were collected on the various departments. These measures were used to examine whether the departments were similar or different on variables that might affect the duties and responsibilities of their respective patrol officers.

Determination of department classifications or groupings of departments served two important purposes at subsequent stages of the project. First, use of the classifications allowed the development of a plan for sampling patrol officers such that the samples

are representative of their specific classification and, together, representative of the entire set of departments. Second, the classifications provided a framework for reporting the job analysis findings and for examining the similarities and differences in police work among the various department classifications. The following sections of this report describe the research methods, data analysis, and results of the department classification study.

Description of Data Collection Methods

The method for carrying out the department classification and sampling analysis was based on the approach provided in the Research Design Committee Report. The approach anticipated use of census reports and interviews with individual police administrators as sources of data for the analysis. Such data was expected to provide a basis for dividing the departments into two to five groups for sampling purposes.

The initial step in the data collection process was to select a set of variables that could reasonably be expected to influence either the types or the frequencies of job activities within participating departments. Exhibit VIII provides a summary of the variables selected for this purpose. The most recent data for each of these variables was obtained from available published reports. Appendix H provides an index of the sources utilized.

After compiling data available through published sources, a questionnaire survey was conducted. The survey was designed to gather specific data on department organization characteristics and personnel policies not available from published data sources. The questionnaire was mailed to each department's police administrator. A copy of the questionnaire is provided in Appendix I.

Next, follow-up interviews were conducted in forty-three departments over a ten-day period. The interviews were organized to accomplish several purposes. First, individual administrators were provided an opportunity to identify any characteristics of their own departments, or other departments in the metropolitan area, which they perceived as important or unique. In addition the completed questionnaire was reviewed to assure the completeness and accuracy of responses.

EXHIBIT VIII

VARIABLES SELECTED FOR CLASSIFICATION ANALYSIS
OF SUBURBAN POLICE DEPARTMENTS

Police Department Organization
and Services:

Type Department Organization
Types of Non-Police Services
Types of Contract Services
 Provided or Used
Man-Hours of Contract Services
 Provided
Patrol Area Assignment Methods
Criteria for Patrol Shift Man-
power Assignments
Number of Officers Assigned by
 Patrol Shift

Police Department Personnel
Characteristics:

Number Officers, Total Sworn
Number Officers, Supervisory
Number Officers, Patrol
Number Officers, by Type of Non-
 Patrol Functions
Number Officers Hired in Last Year
Civil Service Status of Officers
Union Status of Officers
Types of Personnel Selection
 Methods Used
Types of Personnel Selection
 Standards Used
Number Patrol Officers by Race
 and Sex
Change in Number of Officers,
 1970-75
% Change in Number of Officers,
 1970-75
Number of Sworn Officers/1,000
 Population

Crime Incidence Statistics:

Crime Rate/10,000 Population, Total
 Offenses
Crime Rate/10,000 Population, Part I
 Offenses
Crime Rate/10,000 Population, Part II
 Offenses
Number Reported Crimes by Part I
 Offense Types
Number Reported Crimes by Part II
 Offense Types

Community Population Characteristics:

Estimated Population, 1976
% Population Change, 1970-75
% Minority Population, 1970
% Population Age 16-18, 1970
% Population Age 19-24, 1970
Median Age, 1970
Land Area in Acres
Population Density/Acre

Community Housing and Economic
Characteristics:

% Low or Moderate Income Housing
Total Number of Housing Units
% Single Family Housing
Number Major Shopping Centers
Average Family Income
Metropolitan Development Ring

A final objective of the interview was to identify problems that might be encountered later in the project in conducting job analysis observations and interviews with police officers. Areas covered included such questions as overtime pay for off-duty interviews, ride-along policies or restrictions, and preparation of officer lists for sample selection.

Because of schedule conflicts, interviews could not be conducted in 15 of the 55 police departments. In addition, 10 departments did not return the survey questionnaire. Exhibit IX provides a summary of all contacts with individual departments, and indicates the departments in which interviews were not conducted or where the questionnaires were not returned.

Demographic and Community Characteristics of the Participating Departments

Before carrying out analyses to develop the classification scheme, responses to the survey questionnaire were summarized across all locations to obtain an aggregate profile of the organizational, personnel, and demographic characteristics of Twin Cities metropolitan suburban police departments. Tables 1 through 9 present the results of this analysis.

In general, police services among participating departments are provided by police departments operating as a separate department of city government (see Table 1). In 9 cases, or 20% of all respondents, police services are provided within the framework of a Public Safety Department or a Consolidated Law Enforcement Center. Of the six communities with Public Safety Departments, only the City of Burnsville did not report a separate division responsible only for police services. In Burnsville, public safety officers are responsible for police, fire, and other related services. In three cases, several communities reported having joined together to maintain a single police department to provide services to all communities (Consolidated Law Enforcement Centers).

Tables 2 and 3 indicate that patrol officers (i.e., full time sworn officers assigned to patrol duties) in the participating departments were primarily white males. Of the 724 total patrol officers in the 45 responding communities, only 16 (2.2%) were female and 2 (0.3%) were racial minorities. Of the 45 departments, 13, or 29%, reported at least one minority or female patrol officer.

SUBURBAN POLICE OFFICER JOB ANALYSIS STUDY
SUMMARY OF POLICE DEPARTMENT CONTACTS

EXHIBIT IX

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<u>Community</u>	<u>Questionnaire</u>	<u>Interviewed</u>	<u>Questionnaire Follow-Up Made</u>
Chaska	X		X
Blaine	X	X	
Columbia Heights	X	X	
Coon Rapids	X	X	
Fridley	X	X	
Spring Lake Park	X	X	
Chaska	X	X	
Apple Valley	X	X	
Burnsville	X	X	
Eagan	-	-	X
Farmington	X	X	
Hastings	-	-	X
Inver Grove Heights	X	X	
Lakeville	X	-	X
Mendota Heights	X	X	
Rosemount	-	-	X
South St. Paul	X	X	
West St. Paul	-	-	X
New Prague	-	-	X
Prior Lake	X	X	
Shakopee	X	X	
Cottage Grove	X	X	
Forest Lake	-	-	X
Newport	X	X	
Oakdale	X	X	
St. Paul Park	X	X	
Stillwater	X	X	
Bloomington	-	-	X
Brooklyn Center	X	X	
Brooklyn Park	X	-	X
Champlin	-	-	X
Crystal	X	X	
Eden Prairie	X	X	
Edina	X	X	
Golden Valley	X	X	
Hopkins	X	X	
Maple Grove	X	X	
Minnetonka	X	X	
Mound	X	X	
New Hope	X	X	
Orono	X	X	
Plymouth	X	X	
Richfield	X	X	
Robbinsdale	X	-	X
St. Anthony	X	-	X
St. Louis Park	X	X	
South Lake Minnetonka	X	-	X
Wayzata	X	X	
Arden Hills	X	X	
Maplewood	X	X	
Mounds View	-	-	X
New Brighton	X	X	
North St. Paul	X	X	
Roseville	X	X	

TABLE 1

TYPES OF DEPARTMENT ORGANIZATIONS REPORTED

Type of Organization	Number
Police Department	36
Public Safety Department	6
Consolidated Law Enforcement Center	3

NOTE: Data based on 45 departments reporting.
See text for departments not reporting.

TABLE 2

FULL-TIME PATROL OFFICERS EMPLOYED AS OF
SEPTEMBER 15, 1976

Race	Sex		Total
	Male	Female	
White	706	16	722
Black	0	0	0
Indian	0	0	0
Other	<u>2</u>	<u>0</u>	<u>2</u>
Total of 45 departments reporting race and sex distribution	708	16	724
All departments (55) (including those not reporting race and sex)	***	***	889

TABLE 3

DEPARTMENTS WITH FEMALE AND
MINORITY PATROL OFFICERS

Department	Number Females	Number Minorities
Brooklyn Center	2	0
Brooklyn Park	0	1
Eden Prairie	1	0
Edina	1	0
Golden Valley	1	0
Hopkins	1	0
Maplewood	1	0
New Brighton	1	0
New Hope	1	0
Richfield	3	0
Roseville	1	0
Shakopee	2	0
St. Louis Park	1	1

TABLE 4

NON-POLICE ACTIVITIES OR FUNCTIONS PERFORMED
ON A ROUTINE BASIS BY SWORN OFFICERS

Activity	Number of Departments	Percent
Civil Defense Training	15	33.3%
Fire Protection Services	3	6.7
Fire Protection Services	1	2.2
Emergency Medical Services	41	91.1
Inspection for Ordinance Code Violations	23	51.1

NOTE: Data based on 45 departments reporting.
See text for departments not reporting.

Table 4 shows that with the exception of Emergency Medical Services (EMS), department officers do not generally perform non-police job functions on a routine basis. Over 90% of the departments reported that EMS was performed by their officers. Inspections for local code or ordinance violations and Civil Defense Training were the next most frequently reported non-police functions.

Although 33 or about 70% of the responding departments reported sworn officers assigned to specialized, non-patrol functions, these individuals represent less than 9% of the total 939 sworn patrol and command officers (see Table 5). Table 6 provides more detailed analysis of the non-patrol specialty areas to which department personnel are assigned. The most frequently reported assignment was Crime Investigation and Clearance with 28 or 62% of the departments having at least one officer working full time in that area. Police-School Liaison and Records Management were other functions to which officers were assigned on a relatively frequent basis.

General patrol practices of the departments surveyed primarily involve assignment of officers to geographical areas or sectors to be covered during a particular shift. As shown in Table 7, only about 30% of the departments follow the procedure of determining and assigning patrol coverage at the beginning of a shift. In determining the number of patrol officers assigned to a given shift, the primary practices of the departments include considering time of day and crime incidence statistics.

Departments within the suburban area appear to have relatively similar personnel practices relating to selection procedures and standards. As shown in Table 8, the primary difference in selection procedures between the departments is in the use of written personality and physical agility tests; otherwise the departments uniformly report using (or not using) specific selection procedures.

Table 9 summarizes the use of various entry-level selection standards. While departments are uniform in not applying minimum height standards, considerable interdepartmental differences are noted in education, age, and prior arrest standards.

TABLE 5

DISTRIBUTION OF DEPARTMENTS BY
NUMBER OF OFFICERS ASSIGNED FULL TIME
TO SPECIALIZED JOB FUNCTIONS

Number of Specialists	Number of Departments	Total Number of Officers	% of Officers in Speciality
0	14	187	0.0%
1	12	222	7.9
2	9	176	10.2
3	3	66	13.7
4	5	157	12.7
5	2	63	15.9
6 or more	<u>2</u>	<u>68</u>	<u>20.6</u>
Total	47	939	8.9%

NOTE: Data based on 47 departments reporting.

TABLE 6

NUMBER OF DEPARTMENTS WITH FULL-TIME OFFICERS
ASSIGNED TO SPECIALIZED NON-PATROL FUNCTIONS

Function	Departments	
	Number	Percent
Radio Dispatch	2	4.4%
Records Control and Management	11	24.4
Police - School Liaison	16	35.6
Planning and Budget	7	15.6
Recruitment and Training	5	11.1
Crime Scene Evidence	4	8.9
Crime Investigation	28	62.2
Crime Prevention	8	17.8
Juvenile Officer	2	4.4

NOTE: Data based on 47 departments reporting.

TABLE 7

PATROL ASSIGNMENT PRACTICES

Practice	Departments	
	Number	Percent
Assignment of Officers to Geographic Areas -		
Predefined sectors	27	61.4%
Random assignment by shift supervisor	13	29.5
Both	4	9.1
Determining Number of Officers Assigned to Shift -		
Time of day	33	73.3%
Day of week	19	42.2
Crime statistics	30	66.7
Dispatching statistics	17	37.8

NOTE: Data based on 45 departments reporting.
See text for departments not reporting.

TABLE 8

PROCEDURES CURRENTLY USED TO SELECT
PATROL OFFICERS

Procedure (a)	Number of Departments		Percent Using
	Use	Do Not Use	
Weighted Application Blank	15	30	33.3%
Background Investigation	45	-	100.0
Written Ability or Aptitude Test	42	3	93.3
Written Personality Test	25	20	55.6
Interviews (individual)	39	6	86.7
Oral Board	45	-	100.0
Psychological Exam	44	1	97.8
Physical Exam	43	2	95.6
Physical Agility	30	15	66.7
Biographical Inventory	9	36	20.0

NOTE: Data based on 45 departments reporting.
See text for departments not reporting.

(a) Selection procedures governed by Civil Service regulations in 23 (51 percent) of departments reporting.

TABLE 9

DEPARTMENT SELECTION STANDARDS

Standard	Departments Following Standard	
	Number	Percent
Education -		
High School or Equivalent	31	68.9%
One-year College (45 Credits)	1	2.2
Advanced Degree (2 Years)	10	22.2
College Degree (4 Years)	1	2.2
No Education Standard Reported	2	4.5
Age -		
18 Years	8	17.8%
20 Years	2	4.5
21 Years	25	55.4
Range (20 to 35 Years)	8	17.8
No Age Standard Reported	2	4.5
Height -		
No Height Standard Reported	41	91.0%
5 Feet, 6 Inches	2	4.5
5 Feet, 8 Inches	2	4.5
Weight -		
Proportion to Height	20	44.4%
No Weight Standard Reported	25	55.6
Residency Requirement -		
Yes	6	13.3%
No	29	64.4
Within Driving Distance	10	22.3
Prior Arrests -		
Automatic Disqualification	15	33.3%
Judged Case-by-Case	11	24.4
No Standard or Not Reported	19	42.3

NOTE: Data based on 45 departments reporting.
See text for departments not reporting.

Police Department Classification System

As the first step in developing the department classification system, measures of several demographic and departmental characteristics were examined for interrelationship.

Preliminary analyses suggested that department size (number of patrol officers) was related to a number of organizational and demographic measures. Smaller departments tended to provide more non-police services (Civil Defense Training, Fire Protection, Inspection for Ordinance Violations, etc.). Larger departments tended to report greater use of full-time specialists (Radio Dispatch, Police-School Liaison, Crime Scene Investigation, etc.). In addition, smaller departments generally showed a higher growth rate in the number of sworn officers.

Each of the above factors might affect the content of patrol officers' jobs. For example, provision of fire protection or inspection services in smaller departments might imply job duties additional to those noted in large police-service-only departments. For this reason, it was decided to use department size as one variable on which to base the classification system.

Departments also differed on a number of measures when grouped in terms of metropolitan area developmental rings.¹ Since only five small departments were located in outer Development Ring 4, this group was collapsed with Development Ring 3. When departments were classified according to Inner Suburb (Ring 2) verses Developing Suburb or Outlying Area (Rings 3 and 4), differences on a number of measures were noted. Inner Suburb departments tended to show lower growth rates in number of officers and lower rates of population change. Developing and Outlying areas showed higher average departmental growth rate and higher population change.

¹Development Framework Data Report. Public Fiscal Profile of the Twin Cities Metropolitan Area, February 1976.

Preliminary analyses, then, showed that both department size and developmental ring location were related to factors that might affect the content of patrol officer positions. In order to determine whether both factors should be considered in developing the classification system, it was decided to carry out more detailed analysis of department and demographic factors, based on a joint classification of departments according to size and development ring. Departments were divided into two groups, based on those jurisdictions reporting 15 or fewer patrol officers and those reporting 16 or more patrol officers. The selection of 15 officers as a dividing point was based on examining the distribution of the number of patrol officers reported across all 55 departments, and establishing a division that best distinguished between the two groups on possible job-related factors listed above. The resulting division resulted in 32 small and 18 large departments (see Exhibit X).

As noted above, the developmental ring classification yielded two groups; Inner Suburbs and Developing Suburbs or Outlying Areas. Exhibit XI shows that 24 departments were classified as Inner Suburbs and 31 as Developing Suburbs or Outlying Areas. Joint classification according to both size and location, that is, Small-Inner Suburb, Small-Developing Suburb/Outlying, Large-Inner Suburb, and Large-Developing Suburb/Outlying, yielded the breakdown of departments shown in Exhibit XII.

The four classifications were summarized as follows:

<u>Classification</u>	<u>Number of Departments</u>	<u>Total Number of Patrol Officers</u>
I. Large, Inner Suburb	11	300
II. Large, Developing Suburb/ Outlying Area	7	161
III. Small, Inner Suburb	13	119
IV. Small, Developing Suburb/ Outlying Area	<u>24</u>	<u>177</u>
	55	757

Table 10 shows the average number of sworn patrol officers within each of the four classifications.

ALLOCATION OF DEPARTMENTS BY NUMBER OF PATROL OFFICERS

Departments with 15
or Less Patrol Officers

Anoka
Apple Valley
Arden Hills
Champlin
Chaska
Columbia Heights
Cottage Grove
Eagan
Eden Prairie
Farmington
Forest Lake
Hastings
Hopkins
Inver Grove Heights
Lakeville
Maple Grove
Mendota Heights
Mound
Mounds View
New Brighton
New Hope
Newport
New Prague
Oakdale
Orono
North St. Paul
Prior Lake
Robbinsdale
Rosemount
Shakopee
Spring Lake Park
South Lake Minnetonka
St. Anthony
St. Paul Park

Stillwater
Wayzata
West St. Paul

Departments with More Than 15

Blaine
Bloomington
Brooklyn Center
Brooklyn Park
Burnsville
Coon Rapids
Crystal
Edina
Fridley
Golden Valley
Maplewood
Minnetonka
Plymouth
Richfield
Roseville
South St. Paul
St. Louis Park
White Bear Lake

ALLOCATION OF DEPARTMENTS BY INNER SUBURBS
VERSUS DEVELOPING SUBURBS AND OUTLYING AREAS

Inner

Bloomington
Brooklyn Center
Columbia Heights
Crystal
Edina
Fridley
Golden Valley
Hopkins
Maplewood
Mendota Heights
Moundsview
New Brighton
New Hope
Newport
North St. Paul
Richfield
Robbinsdale
Roseville
South St. Paul
Spring Lake Park
St. Anthony
St. Louis Park
St. Paul Park
West St. Paul

Developing Suburbs and
Outlying Areas

Apple Valley
Anoke
Arden Hills
Blaine
Brooklyn Park
Burnsville
Chaska
Champlin
Coon Rapids
Cottage Grove
Eagan
Eden Prairie
Farmington
Forest Lake
Hastings
Inver Grove Heights
Lakeville
Maple Grove
Minnetonka
Mound
New Prairie
Oakdale
Orona
Plymouth
Prior Lake
Rosemount
Shakopee
South Minnetonka
Stillwater
Wayzata
White Bear Lake

ALLOCATION OF DEPARTMENTS BY CLASSIFICATION AND NUMBER OF PATROL OFFICERS

I. Large Department, Inner Suburbs

Bloomington	45
Brooklyn Center	24
Crystal	18
Edina	31
Fridley	20
Golden Valley	23
Maplewood	30
Richfield	26
Roseville	20
St. Louis Park	38
South St. Paul	<u>25</u>
	300

III. Small Department, Inner Suburbs

Columbia Heights	13
Hopkins	14
Mendota Heights	7
Mounds View	7
New Brighton	13
New Hope	13
Newport	7
North St. Paul	8
Robbinsdale	9
Spring Lake Park	5
St. Anthony	7
St. Paul Park	4
West St. Paul	<u>12</u>
	119

II. Large Department, Developing Suburb or Outlying Area

Blaine	20
Brooklyn Park	21
Burnsville	24
Coon Rapids	31
Minnetonka	29
Plymouth	18
White Bear Lake	<u>18</u>
	161

IV. Small Department, Developing Suburb or Outlying Area

Anoka	14
Apple Valley	9
Arden Hills	5
Chaska	5
Champlin	5
Cottage Grove	7
Eagan	14
Eden Prairie	8
Farmington	4
Forest Lake	5
Hastings	7
Inver Grove Heights	10
Lakeville	10
Maple Grove	7
Mound	9
New Prague	3
Oakdale	8
Orono	7
Prior Lake	6
Rosemount	4
Shakopee	7
Stillwater	8
South Lake Minnetonka	10
Wayzata	<u>5</u>
	177

TABLE 10

AVERAGE NUMBER OF PATROL OFFICERS
BY DEPARTMENT CLASSIFICATION

Location	Department Size	
	Large	Small
Inner Department	27.3 (11)	9.1 (13)
Outer Department	23.0 (7)	7.4 (24)

NOTE: Numbers in parentheses indicate number of Departments in each classification.

CONTINUED

1 OF 6

Evaluating the Classification System

As described above, both department size and development ring were related to a number of factors that might affect the content of patrol officer jobs. As the next step in the analysis, it was necessary to examine whether the more detailed system of four classifications actually improved on the two-group classification of Small vs. Large and Inner vs. Developing Suburb/Outlying. If classifications were observed to differ on factors that might affect the content of patrol officer positions, then the more complex, four-classification system would be necessary.

Table 11 suggests that the four classification system improved on the simpler two group classification system in describing differences among the 55 departments. For example, the average percentage change in number of officers was equal in Classification II, Large-Developing Suburbs/Outlying, and Classification IV, Small-Developing Suburb/Outlying. However, the four classification system showed that 11 of the 23 classification IV departments had been established since 1970, while all departments in the three remaining classifications had been established prior to that time. Large-Inner Suburb (Classification I) departments and Small-Developing Suburb/Outlying (Classification IV) departments averaged approximately the same number of non-police services, while Large-Developing Suburb/Outlying (Classification II) and Small-Inner Suburb (Classification III) departments both reported a higher average number of non-police services. Reports of the number of full-time special functions were highest within Classification I departments and lowest within Classification IV jurisdictions. Crime rates differed among the four classifications, with large departments reporting higher rates, and large-developing departments reporting highest incidence of crime.

The ratio of land area (acres) in the jurisdiction to number of patrol officers also differed across the four classifications. Inner suburb departments reported nearly equivalent ratios, whether large or small. However, developing suburbs and outlying areas were associated with more than twice as high a land area-to-officer ratio within small than with larger departments. Finally,

TABLE 11

DIFFERENCES AMONG THE FOUR CLASSIFICATIONS OF AVERAGE CLASS VALUES OF SELECTED MEASURES

Measure	Classification			
	I. Large Department, Inner Suburb (11 Departments)	II. Large Department, Developing Suburb/Outlying Area (7 Departments)	III. Small Department Inner Suburb (13 Departments)	IV. Small Department, Developing Suburb/Outlying Area (24 Departments)
Number of Non-police Services Provided*	2.0	2.8	2.2	1.8
Number of Special Functions with Full-time Officer Assigned*	4.0	2.8	1.8	1.9
Percentage Change in Sworn Officers*	13.4%	50.8%	19.2%	47.3%
Number of Departments Established Since 1970	--	--	--	11
Percent Population Change	6.9%	20.7%	9.4%	20.2%
Crime Rate - Part I (crimes per 10,000)	49.8	55.6	47.4	40.3
Crime Rate - Part II (crimes per 10,000)	40.4	62.8	45.0	44.0
Crime Rate - Total (crime per 10,000)	90.2	118.4	92.4	84.3
Average Land Area (acres) per Patrol Officer	300.8	728.1	287.2	1461.6
Percent Minority Population	.97	.68	.72	.39

*Data based on 45 departments reporting.

the average percentage of minorities in the departments' jurisdiction was highest among Classification I departments and lowest within Classification IV.

Summary of Analyses on the Classification System

Results of the classification analyses indicated that the system of four department classifications described differences among the 55 jurisdictions that might affect the content of patrol officers' jobs. The provision of non-police services, full-time staffing of special functions, department growth rate, crime incidence, and the ratio of land area in the jurisdiction to the number of patrol officers all suggest potential differences in the duties and responsibilities of officers in the four groups. It was decided, therefore, to retain the four-classification system in developing the job analysis sampling plan.

In the next section of our report, the sampling approach is explained and the details of the sampling plan are provided.

DEVELOPMENT OF THE SAMPLING PLAN

Purpose of the Department Sampling Plan

On the basis of the classification scheme described in the previous section, a sampling plan was developed to meet the requirements of the research design. This plan involved stratified random sampling with unequal probabilities of selection,² and provided for the participation of each of the 55 suburban departments.

The two dimensions of the proposed classification system - department size and development ring - represent, in sampling terms, two stratification variables. Use of these stratification variables made it possible to divide the total population of patrol officers into distinct, presumably more homogeneous, subpopulations called strata. In the present study, then, each of the four classifications represent a stratum. Samples were selected from each stratum separately.

There were three major advantages to the stratification approach:

1. Stratification can help to improve the "representativeness" of the sample to the population in the stratum. In addition, the precision of findings for the total sample is improved to the degree that the variation between strata exceeds the variation within strata.
2. Stratification allows the use of different rates of sample selection in each strata.
3. Stratification allows the researcher to examine findings within each stratum and to compare findings between

²Warwick, D. & Lininger, C. The Sample Survey: Theory and Practice. New York: McGraw-Hill, 1975.

strata. This is relevant in the present study because the job analysis findings within each classification were, at least initially, the subject of separate review and comparison.

Overall Sampling Plan

The overall sampling plan for the Metropolitan Suburban Police Officer Job Analysis is shown in Table 12. Displayed in the Table is each classification (stratum), the number of departments in each classification, the number of patrol officers and the percent of patrol officers in each group compared to the total patrol officers in the 55 departments surveyed. These percentages range from 15.7% in Classification III (small departments, inner suburbs) to 39.6% in Classification I (large departments, inner suburbs).

The number of patrol officers needed from each classification for field observation, post-shift interviews, incident-oriented interviews, and representative panel participation are listed under Desired Sample Yield. The yields were controlled initially on the basis of the research design which called for 100 field observations, 100 post-shift interviews, 100 incident-oriented interviews, and 32 participants in the representative panels. The first step, then, in structuring the proposed sample was to assign officers to the representative panel in the same proportion as patrol officers in each classification were to total patrol officers. Thus, representative panel assignments comprised 15 officers from Classification I, 7 officers from Classification II, 4 officers from Classification III, and 6 officers from Classification IV. An additional requirement in the sampling design was the need to have sufficient cases within the smaller classifications so that results in each group would be reasonably reliable and precise to allow analysis separately appropriate (see point 3 above). Balanced against this requirement was a desire to avoid an excessively high rate of participation within the departments in Classification III.

TABLE 12

OVERALL SAMPLING PLAN --
METROPOLITAN SUBURBAN POLICE OFFICER JOB ANALYSIS

<u>Classification</u>	<u>Number of Departments</u>	<u>Number of Patrol Officers</u>	<u>Percent of Total Patrol Officers</u>	<u>Desired Sample Yield</u>			<u>Representative Panel</u>	<u>Total Officers Involved</u>	<u>Percent of Total Officers</u>
				<u>Field Observations</u>	<u>Post-Shift Interviews</u>	<u>Incident-Oriented Interviews</u>			
I. Large department, inner suburbs	11	300	39.6%	45	45	45	15	150	50.0%
II. Large department, developing suburb or outlying area	7	181	21.3%	20	20	20	7	67	41.6
III. Small department, inner suburbs	13	119	15.7%	15	15	15	4	49	41.2
IV. Small department, developing suburb or outlying area	24	177	23.4%	20	20	20	6	66	37.3
	—	—	—	—	—	—	—	—	—
Total	55	757	100.0%	100	100	100	32	332	

Consideration of these two factors resulted in specifying a minimum classification sample of 45 officers. Forty-five sets of job analysis data were considered sufficient to yield meaningful results for Classification III. Total proposed participation in the study for Classification III departments, then, was 49 officers, including four officers selected for participation in the representative panel. The resulting rate of participation in comparison to total officers in Classification III, 41.2%, was the second highest rate among the classifications.

The desired sample yields in Classifications I, II and IV were determined by the proportion of the number of patrol officers in each classification to total patrol officers, excluding those in Classification III. The proportions for Classification I, II, and IV were .523, .245, and .231, respectively. Multiplication of these proportions by the remaining desired sample for field observation, post-shift interviews, and incident-oriented interviews of 255 (300 minus 45) resulted in the planned sample yield shown in Table 12. Rates of participation for Classification I, II, and IV are also provided and approximate 45%.

Sampling Plan for Each Classification

The sampling plans for each classification are shown in Tables 13 through 16. These tables display the number of patrol officers, including minorities and females, for each department in the classification. The proportion of each community's officers to the total officers in the classification is provided, as well as the desired sample yield for portions of the research design.

Allocation of the sample yields from each department was approximately equal for each of the research methodologies (field observation, post-shift interviews, and incident-oriented interviews). Since the planned sample was not always equally divisible by three, allocation of the remaining officer or officers to the three methodologies was randomized. In accordance with the research design, all minorities and females were assigned to field observation.

TABLE 13

SAMPLING PLAN FOR DEPARTMENT CLASSIFICATION I:
LARGE DEPARTMENTS, INNER SUBURBS

Department	Number of Patrol Officers			Percent of Total in Classification	Desired Sample Yield				Total Officers Involved	Percent of Total Officers
	Minorities	Females	Total		Field Observation	Post-Shift Interviews	Incident-Oriented Interviews	Representative Panel		
Bloomington	*	*	45	15.0%	7	7	7	2	23	48.8%
Brooklyn Center	0	2	24	8.0	4*	4	3	1	12	45.8
Crystal	0	0	18	6.0	2	3	3	1	9	50.0
Edina	0	1	31	10.3	5*	4	4	2	15	48.3
Fridley	0	0	20	6.7	3	2	4	1	10	50.0
Golden Valley	0	1	23	7.7	4*	4	3	1	12	47.8
Maplewood	1	0	30	10.0	4*	5	5	1	15	46.6
Richfield	0	3	26	8.7	4*	3	4	2	13	46.1
Roseville	1	0	20	6.7	3*	3	3	1	10	50.0
St. Louis Park	1	1	38	12.6	6*	6	5	2	19	47.3
South St. Paul	0	0	25	8.3	3	4	4	1	12	48.0
Total	3	8	300	100.0%	45	45	45	15	150	50.0%

* Includes Minority and/or Female Patrol Officers

** Minority and Female Distribution Not Reported

TABLE 14

SAMPLING PLAN FOR DEPARTMENT CLASSIFICATION II:
LARGE DEPARTMENTS, DEVELOPING SUBURBS AND OUTLYING AREAS

Department	Number of Patrol Officers			Percent of Total in Classification	Desired Sample Yield			Rep. Panel	Total Officers	
	Minorities	Females	Total		Field Observations	Post-Shift Interviews	Incident Interviews		No.	%
Blaine	0	0	20	12.4	3	2	2	1	8	40.0%
Brooklyn Park	1	0	21	13.0	2*	2	3	1	8	38.1
Burnsville	0	0	24	15.0	3	3	3	1	10	41.7
Coon Rapids	0	0	31	19.2	4	4	4	1	13	41.9
Minnnetonka	0	0	29	18.0	3	4	4	1	12	41.3
Plymouth	0	0	18	11.2	3	2	2	1	8	44.4
White Bear Lake	**	**	18	11.2	2	3	2	1	8	44.4
	—	—	—	—	—	—	—	—	—	—
Total	1	0	161	100.0%	20	20	20	7	67	41.6

* Includes Minority and/or Female Officers

** Minority and Female Distribution Not Reported

TABLE 15

SAMPLING PLAN FOR DEPARTMENT CLASSIFICATION III:
SMALL DEPARTMENTS, INNER SUBURBS

Department	Number of Patrol Officers			Percent of Total Officers In Classification	Desired Sample Yield				Total Officers Sampled	
	Minorities	Females	Total		Field Observations	Post-Shift Interviews	Incident Interviews	Rep. Panel	Number	Percent
Columbia Heights	0	0	13	10.9%	1	2	2	0	5	46.2%
Hopkins	1	0	14	11.8	2*	1	2	1	6	50.0
Mendota Heights	0	0	7	5.9	1	1	1	0	3	42.9
Mounds View	**	**	7	5.9	1	1	0	1	3	42.9
New Brighton	0	0	13	10.9	2	1	2	0	5	46.1
New Hope	0	0	13	10.9	1*	2	2	0	5	46.1
Newport	0	0	7	5.9	1	1	1	0	3	42.9
North St. Paul	0	0	8	6.7	1	1	1	0	3	50.0
Robbinsdale	0	0	9	7.6	1	1	1	1	4	44.4
Spring Lake Park	0	0	5	4.2	1	0	1	0	2	40.0
St. Anthony	0	0	7	5.9	1	1	1	0	3	42.9
St. Paul Park	0	0	4	3.4	1	1	0	0	2	50.0
West St. Paul	**	**	12	10.0	1	2	1	1	5	50.0
Total			119	100.0%	15	15	15	4	49	41.2%

* Includes minority and/or female officers

** Minority and female officer distribution not reported

TABLE 16

SAMPLING PLAN FOR DEPARTMENT CLASSIFICATION IV:
SMALL DEPARTMENT, DEVELOPING SUBURB OR OUTLYING AREA

Department	Number of Patrol Officers			Percent of Total Officers In Classification	Desired Sample Yield				Total Officers Sampled	
	Minorities	Females	Total		Field Observations	Post-Shift Interviews	Incident Interviews	Rep. Panel	Number	Percent
Anoka	0	0	14	7.9	2	1	2	0	5	35.7
Apple Valley	0	0	9	5.1	1	1	0	1	3	33.3
Arden Hills	0	0	5	2.8	1	0	1	0	2	40.0
Chaska	0	0	5	2.8	0	1	1	0	2	40.0
Champlin	**	**	5	2.8	0	1	1	0	2	40.0
Cottage Grove	0	0	7	4.0	1	1	0	0	2	28.6
Eagan	**	**	14	8.0	2	1	2	0	5	35.7
Eden Prairie	0	1	8	4.5	1*	1	0	1	3	37.5
Farmington	0	0	4	2.3	0	1	0	0	1	25.0
Forest Lake	**	**	5	2.8	0	1	1	0	2	40.0
Hastings	**	**	7	4.0	1	1	1	0	3	42.9
Inver Grove Heights	0	0	10	5.6	2	0	1	1	4	40.0
Lakeville	0	0	10	5.6	1	1	1	1	4	40.0
Maple Grove	0	0	7	4.0	1	1	1	0	3	42.9
Mound	0	0	9	5.1	1	1	1	0	3	33.3
New Prague	**	**	3	1.7	0	1	0	0	1	33.3
Oakdale	0	0	8	4.5	1	1	1	0	3	37.5
Orono	0	0	7	4.0	1	1	1	0	3	42.9
Prior Lake	0	0	6	3.4	0	1	1	0	2*	33.3
Rosemount	**	**	4	2.3	0	1	0	0	1	25.0
Shakopee	0	2	7	3.9	1	1	1	0	3	42.9
Stillwater	0	0	8	4.5	1	0	1	1	3	37.5
South Lake Minnetonka	0	0	10	5.6	2	1	1	0	4	40.0
Wayzata	0	0	5	2.8	0	0	1	1	2	40.0
			177	100.0	20	20	20	6	66	37.3

* Includes minority and/or female officers

** Minority and female officer distribution not reported

Sampling Precision

The expected precision or error associated with the sampling plan was calculated according to the formula shown in Exhibit XIII. While speaking of the overall precision of an entire sample when multiple variables are involved is somewhat of an oversimplification, a general notion of the accuracy of findings in regard to a specific statistic can be provided. To accomplish this, it is assumed that the researcher's interest is in the accuracy of precision of a sample proportion when the proportion of interest in the population is 50-50. Use of the 50-50 proportion is conservative in the sense that it requires the largest sample size for a given degree of precision and confidence. In addition, it is assumed desirable that the sample statistics are within the desired precision in no less than 19 repeated samples of 20. This level of confidence (95%) is generally accepted in behavioral science research.

On the basis of these assumptions, the precision of the total sample and the classification subsamples were calculated and are presented in Table 17. The precision of the total sample of 300 officers is $\pm 2.2\%$. This result means that there are about 95 chances out of 100 that the population value lies within $\pm 4.6\%$ of the sample proportion. For example, if the observed sample proportion was .47, there would be 95 chances in 100 that the "true" population value lies between .448 and .492.

The precision of the subsamples for each classification ranges from 3.2% in Classification IV to 5.3% in Classification I. The degrees of precision for each classification and for the total samples are generally acceptable for most forms of field research.

Sampling Within Departments

Preceding sections of the report outlined the classification system on which the number of patrol officers sampled from each department was based. Sampling within departments was based on factors such as shift, day of week, and other relevant variables. All female and minority patrol officers were included in the sample.

FORMULA FOR CALCULATION OF THE PRECISION OF
THE TOTAL SAMPLE AND CLASSIFICATION SUBSAMPLES

$$\text{Standard Error of a Proportion} = \sqrt{\frac{p(q)}{n-1}} \left(\sqrt{\frac{N-n}{N}} \right)$$

Where: p = proportion of interest in population
 q = 1-p
 n = sample size
 N = population size

(The standard error of a proportion is multiplied by 1.96, the z value for the 95% level of confidence in the normal distribution, to obtain the precision.)

Source:

Tull, D. & Albaum, G. Survey Research: A Decisional Approach, New York: Intext Educational Publishers, 1973.

TABLE 17

PRECISION OF THE TOTAL SAMPLE AND CLASSIFICATION
SUBSAMPLES AT THE 95% LEVEL OF CONFIDENCE^a

Sample	Sample Size ^b	Precision
Total	300	<u>±</u> 2.2
Classification I: large department, inner suburb	135	<u>±</u> 3.2
Classification II: developing suburb or outlying area	60	<u>±</u> 5.2
Classification III	45	<u>±</u> 5.9
Classification IV	60	<u>±</u> 5.3

a Precision determined for estimating a population proportion of 50-50.

b Does not include sampling for representative panel.

CHARACTERISTICS OF THE RESEARCH SAMPLE

The data collection phase of the Suburban Metropolitan Police Officer Job Analysis commenced during March, 1977. The final department contact was made in May, 1977. During this period, the research team worked to complete field observations, post-shift interviews, and incident-oriented interviews in the 55 participating departments according to the sampling plan described earlier. This section of the report summarizes the degree to which the data collected satisfies the sampling plan and the Research Committee design.

Characteristics of the Officers Sampled

The Research Design Committee Report stipulated that all female and minority officers in the participating departments would be included in the sample. Contacts with department liaisons to schedule officers for observation or interview stressed that all female and minority officers should be included.

On completion of the data collection phase, the job analysts had observed seven female officers throughout the course of an eight-hour shift. One female officer participated in a post-shift interview. In total, then, eight female patrol officers were included in the final research sample.

Average ages of the male (32.5 years) and female (24.8 years) officers differed significantly ($F(1,188) = 9.89$, $p < .01$ for officers participating in Field Observation and Post-Shift Interviews). In addition, average tenure differed significantly ($F(1,188) = 7.77$, $p < .01$) for male (6.22 years) and female (1.62 years) officers. These results are not unexpected due to the relatively recent entry of females into police service.

No minority officers were identified for participation in the data collection activities.

Characteristics of the Sample by Method of Analysis and Department Classification

The original sampling plan called for completion of 100 Field Observations, 100 Post-Shift Interviews, and 100 Incident-Oriented Interviews. Table 18 shows that results of the data collection came close to this goal. Completion of 97 Field Observations, 94 Post-Shift Interviews, and 94 Incident-Oriented Interviews resulted in a total data base of 285 cases, 95 percent of the original goal.

Table 19 compares the number of observations and interviews called for by the original sampling plan within each of the four department classifications to the number of cases actually obtained within each group. The Table indicates that results of the data collection correspond closely to the original plan. The most marked deviation from the proposed sample size was encountered in the small, inner suburb departments. In this classification, 30 of the planned 45 cases (66.7%) were actually obtained. Eight cases fewer than planned were obtained within the small, outer suburban departments, and four cases more than planned were obtained from both inner and outer suburban, large departments.

Since the nature of police activity might vary with the time of day during which the officer works, it was important to assure that Observations and Post-Shift Interviews be sampled from each of the three general patrol shifts (day, afternoon, and night). While the original sampling plan did not specify the number of cases to be collected during each shift, a goal was set for approximately equal representation from each shift. Table 20 indicates that the data obtained was based on nearly uniform sampling across the three patrol shifts, for the total sample and for each department classification. Data presented in Table 20 is, of course, based on Field Observations and Post-Shift Interviews only, since the Incident-Oriented Interviews were not referenced to a particular classification.

The most noticeable deviation from uniform sampling across all shifts can be seen in the small inner and outer suburbs, where contacts during the third patrol shift were lower than within the other two classifications. It should be noted, however, that percentage differences across the three shifts in the former two classifications appear pronounced, partly due to the relatively small number of

BREAKDOWN OF TOTAL JOB ANALYSIS SAMPLE
BY OFFICER SEX AND ANALYSIS METHOD

SEX	Method		
	Observation	Post-Shift Interview	Incident-Oriented Interview
Male	90 (93.7%)	93 (98.9%)	94 (100.0%)
Female	7 (6.3%)	1 (1.1%)	0 (0.0%)
Total	97	94	94

NOTE: Percentages indicate relative frequency of males and females within each job analysis method.

SUMMARY OF JOB ANALYSIS SAMPLE BY
DEPARTMENT CLASSIFICATION AND DATA COLLECTION METHOD

CLASSIFICATION	JOB ANALYSIS METHOD			TOTAL
	OBSERVATION	POST-SHIFT INTERVIEW	INCIDENT INTERVIEW	
Large Department, Inner Suburb	49 (45)	43 (45)	47 (45)	139 (135)
Large Department, Outer Suburb	22 (20)	21 (20)	21 (20)	64 (60)
Small Department, Inner Suburb	9 (15)	12 (15)	9 (15)	30 (45)
Small Department, Outer Suburb	17 (20)	18 (20)	17 (20)	52 (60)
Total	97 (100)	94 (100)	94 (100)	285 (300)

NOTE: Values in parentheses indicate the number of cases called for by the original sampling plan.

TABLE 20

SUMMARY OF JOB ANALYSIS SAMPLE BY PATROL
SHIFT AND DEPARTMENT CLASSIFICATION

PATROL SHIFT	CLASSIFICATION								TOTAL N	SAMPLE PERCENT
	I. LARGE DEPT/ INNER SUBURBS PERCENT	II. LARGE DEPT/ OUTER SUBURBS PERCENT	III. SMALL DEPT/ INNER SUBURBS PERCENT	IV. SMALL DEPT/ OUTER SUBURBS PERCENT	N	N	N	N		
First Shift	35	38.0%	16	37.2%	8	38.1	13	37.1%	72	37.7%
Second Shift	27	29.3	12	27.9	8	38.1	13	37.1	60	31.4
Third Shift	30	32.6	15	34.9	5	23.8	9	25.7	59	30.9
Total	92	100.0%	43	100.0%	21	100.0%	35	100.0%	191	100.0%

NOTE: Data presented refer to Field Observation and Post-Shift Interviews only, since Incident-Oriented Interviews were not referenced to a specific patrol shift.

cases on which the percentages are computed. Contingency analysis of the data presented in Table 20 indicated no systematic relationship between department classification and the shift during which data were collected.

Another factor which might be related to the nature of police work is day of the week, weekends generally representing peak work periods. In order to assure that bias not enter the data due to over or undersampling of particular times of the week, observations and interviews were scheduled to obtain an even distribution of cases across days of the week. Table 21 indicates that Field Observations and Post-Shift Interviews were distributed across all days of the week. While slight deviations from equal distribution across all days of the week appear within certain department classifications, statistical analysis indicated that deviations were within levels expected due to chance alone.

Summary of the Sample Characteristics

The preceding results indicate that the sample of patrol officers on which job analysis data were collected corresponds closely to the requirements of the Research Design Committee and the original sampling plan. Ninety-five percent of the cases projected for participation in the study were obtained, with at least 94 percent of the cases targeted for each method of analysis being collected. Results indicate that the job analysis data should provide a representative cross-section of police activity, without bias due to over-or under-sampling from specific times of the day or week.

A possible bias not controllable within the scope of this study, however, might relate to seasonal variation in the nature of police work. The current study covered a relatively small percentage of the total work year. Fortunately, the period of data collection spanned a period of transition from winter to springtime weather. Although seasonal bias may be present; then, the period of data collection fell at a time of year best suited to reduce this bias, without adopting a longer term research design.

TABLE 21

SUMMARY OF JOB ANALYSIS SAMPLE BY DAY
OF WEEK AND DEPARTMENT CLASSIFICATION

DAY OF WEEK	CLASSIFICATION								TOTAL N	SAMPLE PERCENT
	I. LARGE DEPT/ INNER SUBURBS		II. LARGE DEPT/ OUTER SUBURBS		III. SMALL DEPT/ INNER SUBURBS		IV. SMALL DEPT/ OUTER SUBURBS			
	N	PERCENT	N	PERCENT	N	PERCENT	N	PERCENT		
Monday	14	15.2%	7	16.3%	2	9.5%	7	20.0%	30	15.7%
Tuesday	11	12.0	4	9.3	3	14.3	5	14.3	23	12.0
Wednesday	12	13.0	9	20.9	3	14.3	8	22.9	32	16.8
Thursday	12	13.0	7	16.3	4	19.0	4	11.4	27	14.1
Friday	13	14.1	5	11.6	3	14.3	4	11.4	25	13.1
Saturday	14	15.2	7	16.3	1	4.8	4	11.4	26	13.6
Sunday	16	17.4	4	9.3	5	23.8	3	8.6	28	14.7
Total	92	100.0%	43	100.0%	21	100.0%	35	100.0%	191	100.0%

NOTE: Data presented refer to Field Observation and Post-Shift Interviews only, since Incident-Oriented Interviews were not referenced to a particular patrol shift.

RESULTS OF POLICE ACTIVITY ANALYSES

The conceptual design for the Suburban Metropolitan Police Officer Job Analysis called for: (a) determining the types of police activities performed by patrol officers, (b) documenting the behaviors which enter into completion of these activities, and (c) using information regarding the activities performed and the behavioral requirements of the job to specify the knowledges, skills, abilities, personal attributes, and physical characteristics that should be assessed in selecting entry-level officers. The first level of analysis in this design called for a detailed analysis of the kinds of activities that comprise suburban metropolitan police work. The following section of the report summarizes the results of these analyses.

Results of Police Activity Analyses by Data Collection Method

Both the Field Observation and Post-Shift Interview methods were oriented toward obtaining a detailed description of all activities occurring during a single eight-hour patrol shift. The Incident-Oriented Interview, however, was intended to assess the nature of particular kinds of activities (critical, emergency, or threatening) over a time span of one year. Since the Observational and Post-Shift Interview methods sought comparable kinds of data on comparable time frames, job analysis results for the two methods might be pooled to obtain a more extensive data base from which to describe day-to-day police activities.

Before pooling results from the two methods of analysis, however, it was necessary to determine whether the two data collection procedures, in fact, provided comparable pictures of police work. It might be that the Field Observation method yields a picture of routine, repetitive kinds of patrol and administrative work, while the Post-Shift Interview method, through the officer's selective reporting of the previous shift's activities, might present a more active, dynamic

picture. If results of the two methods were found to yield different pictures of police work, then pooling of the two data sources might not be appropriate. For this reason, results of the two job analytic procedures were compared.

Table 22 shows the overall results of the Field Observation and Post-Shift Interview sessions. As indicated, the two job analysis methods yielded data on nearly 1,500 hours of patrol work, and documented 4,824 individual police activities.

Analysis of the data shown in Table 22 indicates that during Field Observations an individual, or distinguishably different, police activity occurred about 3.77 times per hour. The Post-Shift Interviews indicated about 2.64 activities per hour. One difference between the two methods of analysis, then, was that field observers reported more individual activities per patrol hour than were recorded through the Post-Shift Interviews. This result is not unexpected, since observers logged every activity occurring during the shift, regardless of duration. Officers participating in Post-Shift Interviews might not remember or report what they considered trivial activities. Another possible explanation for the difference in activity frequency is that observers logged a given activity, logged a new activity as the first was completed or interrupted, and then logged the original activity again if the officer returned his attention to that task after completing the intervening activity. Interviewers might tend to "run together" such events and, as a result, not report equal total numbers of activities over the course of a patrol shift.

While the absolute frequency of police activities differed for the two methods of analysis, both procedures provided the same picture of police activity in terms of relative frequency. Table 23 shows that nine of the ten most frequently occurring activities (in terms of occurrence per 100 patrol hours) determined by the Field Observation method were the same as the ten most frequently occurring activities reported through Post-Shift Interviews. Again, frequency per unit of time was lower for all activities under the Post-Shift Interview method. However, the central core of police work depicted by the two job analysis methods was the same.

TABLE 22

SUMMARY OF FIELD OBSERVATION AND POST-SHIFT
INTERVIEW SESSIONS

Method	Number of Cases	Total Patrol Time Covered (Hrs.)	Total Number Activities Recorded	Average Duration Per Activity (Min.)
Field Observation	97	761	2,872	15.90
Post-Shift Interview	<u>94</u>	<u>738</u>	<u>1,952</u>	22.70
Total	191	1,499	4,824	

TABLE 23

TEN MOST FREQUENTLY REPORTED POLICE ACTIVITIES
BY METHOD OF DATA ANALYSIS

Field Observation		Post-Shift Interview	
Activity	Frequency Per 100 Shift Hours	Activity	Frequency Per 100 Shift Hours
Patrol residential area by auto	59	Patrol residential area by auto	34
Patrol business district by auto	42	Patrol business district by auto	32
Rest period	28	Rest period	20
Write traffic citation or warning for moving, mechan- ical or safety violation	23	Write traffic citation or warning for moving, mechan- ical or safety violation	16
Maintain stationary/moving radar unit	18	Patrol-related paperwork	11
Patrol-related paperwork	17	Check in/check out	9
Maintain stationary/moving patrol for speed, red light or other violation	15	Maintain stationary/moving radar patrol	9
Check in/check out	12	Inspect patrol vehicle for required equipment, fuel, etc.	8
Repair and maintain equip- ment/vehicle	12	Repair and maintain equipment/ vehicle	8
Call in license number or stop vehicle to make rou- tine motor vehicle check	11	Maintain stationary/moving patrol for speed, red light, or other violation	7

NOTE: Frequency of occurrence rounded to nearest integer value.

To further examine the comparability of the two data gathering methods, the frequency per 100 shift hours for each of the 72 activities included in the Police Activity Coding System was computed for observational and interview results. The two columns of frequencies were then correlated to determine whether the relative frequencies of the 72 activities were comparable under the two methods of data collection. Results yielded a rank order correlation of .94, indicating that those activities reported as relatively more and less frequent were much the same under the two methods of analysis.

In summary, the two methods provided somewhat different indications of how much police officers do (in terms of the simple number of activities completed per shift), but provided much the same picture of what police officers do.

Since the two job analysis methods described the same activities as frequent and infrequent parts of patrol work, then, it was decided to pool data based on Observations and Post-Shift Interviews into a single data base. Subsequent analyses are based on this combined set of data.

Results of Police Activity Analyses by Department Classification

The present consortium study was comprised of departments varying in size, location relative to the metropolitan area, rate of development, local crime incidence, and a number of other demographic factors. It was this diversity among participating departments, and the possibility of correspondingly differing police activities and personnel requirements that led to development of the department classification plan described earlier.

The purpose of the classification plan was to provide a method for grouping departments together, based on the possibility that police work among departments within each group might be similar in nature, but might be different from the nature of police work within departments of other classifications. By using the classification system to insure that each department group was represented through sufficient numbers of job analyses, it was possible to determine whether, in fact, the

nature of police work varied due to differences in demographic factors among the various classifications. If no differences were noted in the nature of police work within the four classifications, then further development of knowledge, skill, ability, personal attribute, and physical characteristic requirements for police officer selection could be based on the total group of participating departments. The following discussion is based on analyses carried out to answer this question.

Table 24 presents a listing of the police activities most frequently performed within the four department classifications. (Appendix J provides data on activity frequency and duration for the entire set of 71 activities within each classification.) It is clear that business and residential patrol, and traffic enforcement comprise the core of police work in all department classifications.

While some differences can be noted in the frequency of specific activities across department groupings, Table 25 shows that when activities are grouped according to the major areas of the Police Activity Coding System the four classifications present highly similar pictures of police work. Routine patrol, administrative and nonpatrol activity, enforcement of traffic laws, response to service calls, and checking out suspicious persons ranked one through five, respectively, in frequency of occurrence for activities listed on the Police Activity Coding System within all department classifications. The major group of activities shown in the Table and classified as "Other" included:

- a) Transporting another officer to or from work,
- b) Return to the station to complete routine patrol-related paperwork,
- c) Handling miscellaneous complaints,
- d) Providing directions to a citizen.

The first two of these activities accounted for most activities labeled "Other".

The most notable difference among the four classifications was not in the type of activity performed, but in the number of activities performed per unit of time. Table 25 indicates that the

TABLE 24

COMPARISON OF DEPARTMENT SAMPLING CLASSIFICATIONS ACCORDING TO RANKING OF THE
MOST FREQUENTLY OCCURRING PATROL ACTIVITIES PER 100 SHIFT HOURS

MOST FREQUENT ACTIVITIES FOR TOTAL OFFICER SAMPLE	LARGE DEPT/ INNER SUBURB		LARGE DEPT/ OUTER SUBURB		SMALL DEPT/ INNER SUBURB		SMALL DEPT/ OUTER SUBURB	
	Rank	Rate	Rank	Rate	Rank	Rate	Rank	Rate
Patrol Residential Area by Auto	1	43	1	44	1	39	1	59
Patrol Business District by Auto	2	38	2	42	2	24	2	33
Rest Period	3	23	3	27	3	24	3	20
Write Traffic Citation or Warning for Moving, Mechanical, or Safety Violation	4	23	4	18	4	23	4	12
Maintain Stationary/Moving Radar Unit	6	13	5	14	5	17	8	8
Maintain Stationary/Moving Patrol for Speed, Red Light, or Other Violation (without radar unit)	5	16	12	6	*	*	9	7
Check-in and Check-out for Patrol Duty	9	10	6	13	6	11	5	9
Repair and Maintain Equipment/Vehicle	7	12	9	8	8	8	6	9
Inspect Patrol Vehicle for Required Equipment, Fuel	8	10	7	11	7	9	13	6
Call in License Number or Stop Vehicle to Make Routine Motor Vehicle Check	10	10	14	6	13	5	10	7
Stop and Interrogate Suspicious Persons, Vagrants, or Possible Runaways	12	7	10	6	*	*	17	4
Roll Call	11	8	8	8	*	*	*	*
Patrol Public Area by Auto	14	5	17	4	11	5	7	9
Leave Car to Inspect Location	16	5	*	*	10	6	12	6
Provide Assistance to Stranded Motorist	17	5	13	6	8	9	14	5
Handle Report of Fighting, Disorderly Conduct	15	5	16	5	16	4	15	4
Provide Back-up to Officer Responding to Service Call	13	6	11	6	*	*	*	*

NOTE: Activities showing an asterisk in the Rank column fall below the seventeen most frequently performed activities for that department classification. Activities showing an asterisk in the Rate column would be expected to occur less than once per 100 patrol hours.

TABLE 25

COMPARISON OF MAJOR POLICE ACTIVITIES BY
DEPARTMENT CLASSIFICATION

ACTIVITY GROUP	FREQUENCY OF OCCURRENCE PER 100 HOURS			
	I	Other Tables		
		II	III	IV
Administrative and Nonpatrol	64	68	58	46
Routine Patrol	113	111	96	132
Responding to Service Calls	41	38	39	26
Providing Emergency Care	4	3	5	2
Checking Out Suspicious Persons	9	9	7	5
Performing Arrest at Scene	3	4	4	1
Preliminary Crime/Accident Investigation	2	2	2	3
Follow-up Crime/Accident Investigation	3	4	5	5
Identifying Physical/Safety Hazard	2	4	2	5
Enforcing Traffic Laws	54	39	45	27
Other	<u>31</u>	<u>32</u>	<u>34</u>	<u>48</u>
Total	326	315	297	299

NOTE: Frequency of occurrence rounded to nearest integer value.

smaller departments (Classes III and IV) reported 297 and 299 total activities per 100 shift hours, while Classes I and II reported 326 and 315 activities per 100 shift hours, respectively. This difference translates to a "per hour" difference of about one-fifth activity, or just under two activities per eight-hour shift between the large and small departments.

As a final comparison of the four classifications, the frequencies per 100 shift hours for each of the 72 activities in the Police Activity Coding System were correlated across the four groups. Results showed an average rank order correlation of .87, indicating high comparability in the activities occurring frequently and, likewise, infrequently, among the four groups.

Results of Police Activity Analyses by Officer Sex

Police service represents a relatively new career option for women. Until recently, police work was a male occupation (except for certain traffic enforcement and administrative positions). This is reflected in the relatively younger age and shorter job tenure reported by the group of eight female officers participating in this study.

Since the purpose of this study was to provide job descriptive information from which uniform selection procedures could be developed, it was important to examine whether the work of female officers was sufficiently similar to that of male officers to merit use of the same selection methods for members of each sex. The analyses reported below were carried out to answer this question. It must be remembered, however, that only eight female officers participated in this study; providing data on about 68 hours of patrol time, and information on 232 individual police activities. Since the total work time covered and the number of activities recorded for female officers was small, results of these analyses must be interpreted with appropriate caution.

Appendix K provides a summary of all police activities observed or reported during interviews for the female officer group. Examination of these results shows that the activities comprising the

basic core of police work for the total officer sample (patrol, traffic enforcement, and administration) were also the primary activities performed by female officers.

At a less detailed level of analysis, Table 26 shows the overall frequency, time per occurrence, and percent of total work time accounted for by the major activity groups of the Police Activity Coding System. Results are shown for both the total research sample and the female officer group. Again, data indicating the average frequency, time per occurrence, and percent of total work time expended in each activity area must be interpreted cautiously for female officers, due to the small sample size. However, the Table indicates almost complete agreement among the two groups in terms of the types of activities that occur most and least frequently. On the average, female officers appeared to complete more activities per unit of time, as reflected by an overall average 371 activities per 100 shift hours, as compared to 314 activities per 100 hours for the total sample. It should be noted, however, that seven of the eight female officers participating in the study were members of the Field Observation sample. As reported earlier, the Field Observation technique generally resulted in reports of more activities per unit time than did the Post-Shift Interviews. The female officer total of 371 activities per 100 shift hours corresponds closely to the 377 activities per 100 hours for the total Field Observation sample.

It can be noted that female officers did not perform any arrests during the course of the data collection. It is possible that female officers are encouraged to avoid this potentially more dangerous aspect of police work, in favor of letting their male colleagues perform the activity. This explanation should be considered with caution, however. Performing arrests was an infrequent activity within the male officer group as well, where descriptions were provided on over 4,500 activities. Because arrests were so infrequent, it is possible that the smaller sample of 232 female activities was too small to obtain an accurate index of this activity's frequency.

TABLE 26

COMPARISON OF FEMALE POLICE OFFICER ACTIVITIES
TO TOTAL SAMPLE ACTIVITIES

ACTIVITY GROUP	FREQUENCY OF ACTIVITIES PER 100 SHIFT HOURS		TIME PER OCCURRENCE (MINUTES)		% OF TOTAL WORK TIME	
	Total Sample	Female Officers	Total Sample	Female Officers	Total Sample	Female Officers
Administrative & Non-patrol	61	71	19.0	19.3	19.8	22.5
Routine Patrol	114	139	20.9	16.6	40.6	37.5
Responding to Service Calls	37	39	17.4	15.8	11.0	10.0
Providing Emergency Care	3	5	19.5	16.5	1.1	0.8
Checking-out Suspicious Situations	8	13	8.1	12.0	1.1	1.5
Performing arrest at Scene	3	0	30.8	0.0	1.3	0.0
Preliminary Crime/Acci- dent Investigation	2	3	33.2	5.0	1.4	0.1
Follow-up Crime/Accident Investigation	4	5	25.7	11.5	1.7	0.6
Identifying Physical/ Safety Hazards	3	0	15.7	0.0	0.8	0.0
Enforcing Traffic Laws	44	66	13.5	9.6	10.2	10.2
Other	<u>35</u>	<u>30</u>	<u>18.3</u>	<u>20.4</u>	<u>10.8</u>	<u>9.8</u>
Total	314	371	18.65	17.00	100.0%	100.0%

To further evaluate the comparability of male and female police officer activities, a contingency table was constructed based on the frequency per 100 shift hours of the ten major activity areas for males and females. Results indicated that the distribution of activity frequencies across the various areas was independent of officer sex (Chi-square (9) = 8.23, $p > .50$).

The analysis of activities for male and female officers, then, suggested little difference in the nature of police work within the two groups. While slight differences were noted in the frequency or duration of certain activities or activity groups, the activities most frequently performed by male officers were those most frequently performed by female officers.

Results of Police Activity Analyses for the Total Sample

Based on results reported in the preceding sections, it was decided that:

- a) Differences in job analysis results based on the two data collection methods did not provide sufficiently different pictures of the activities carried out by suburban police officers to merit further treatment of Field Observation and Post-Shift Interview results as independent sets of data.
- b) Differences in the nature of police activities among the four department classifications were minor; with the primary difference being one of activity rate per unit of time, rather than one of activity type. Data for the four classifications could, therefore, be aggregated into a single group.
- c) Differences in the nature of police activities for male and female officers were minor, and did not merit treatment of the two sets of data independently.

For these reasons, it was decided to combine the job analysis information obtained through Field Observations and Post-Shift Interviews, from all department classifications, and for male and female officers into a single composite group of activity description. As noted earlier in Table 22, this total set of data represented contact with 191 officers, summarized nearly 1,500 hours of patrol time, and documented 4,824 individual police activities.

Appendix L presents the results of the police activity analysis for all Field Observations and Post-Shift Interviews. The Appendix reports the total number of times each activity occurred during data collection, the relative frequency of each activity as a percentage of all activities observed, and each activity's rate of occurrence per 100 shift hours. In addition, the average duration of each activity is shown, along with the percent of total work time accounted for by that activity.

Table 27 summarizes the activity analysis results shown in Appendix L for the major activity clusters. As noted earlier, routine patrol, administrative activities, response to service calls, and enforcement of traffic laws comprised the majority of suburban police activities: 81.6 percent of total work time and 81.5 percent of all police activities documented in the job analysis.

The frequency of occurrence and activity duration results for the major activity clusters indicate that an "average" patrol shift might appear as follows:

	<u>No. of Activities^a</u>	<u>Time Spent (Hrs.)</u>
Administrative Activities (including rest periods)	5	1.58
Routine Patrol	9	3.25
Response to Service Calls	3	.88
Enforcing Traffic Laws	4	.81
All Other Activities	5	1.48

^aNumber of activities per shift rounded to nearest whole number.

About three and one-quarter hours of an average shift were accounted for by patrol-type activities, over eighty percent of this time by routine residential or business district patrol. About one and one-half hour was accounted for by administrative activities, with about half of this time allocated to the meal periods or rest breaks.

TABLE 27

SUMMARY OF POLICE OFFICER ACTIVITIES BY MAJOR ACTIVITY TYPE

ACTIVITY GROUP	FREQUENCY OF OCCURRENCE		TIME PER OCCURRENCE	
	Total Observed	Frequency per 100 Shift Hours	Mean	% of Total Work Time
Administrative and Non-Patrol	937	61	19.0	19.8%
Routine Patrol Activities	1,749	114	20.9	40.6
Responding to Service Calls	568	37	17.4	11.0
Providing Emergency Service	52	3	19.5	1.1
Checking out Suspicious Situations	121	8	8.1	1.0
Performing Arrests at Scene	39	3	30.8	1.3
Preliminary Crime/Accident Invest.	37	2	33.2	1.4
Follow-Up Crime/Accident Investigation	61	4	25.7	1.8
Identifying Physical/Safety Hazards	49	3	15.7	1.0
Enforcing Traffic Laws	679	44	13.5	10.2
Other	<u>532</u>	<u>35</u>	<u>18.3</u>	<u>10.8</u>
Total	4,824	314	18.7	100.0%

NOTE: Total observed activities (4,824) is based on combined results of Field Observations and Post-Shift Interviews.

Response to service calls accounted for about one hour. Traffic enforcement, primarily stationary patrol, accounted for about one additional hour of patrol time.

All other police activities combined to account for the remaining approximately one and one-half hour of the eight-hour patrol shift. The single most time-consuming activity within this group was the completion of patrol-related paperwork not carried out at the time a specific activity occurred, but after the officer returned to the station. On average, this activity accounted for about twenty-five minutes of an average eight-hour shift. It should be noted that additional time was spent on patrol-related paperwork, generally at the scene of the activity. The twenty-five minutes allocated specifically to patrol-related paperwork at the station refers to completion of longer, narrative-type reports not easily prepared at the scene of an activity.

The preceding "profile" of an average patrol shift, naturally lists only those activities frequent enough to be expected to occur once or more per shift. While this presentation shows an "average shift", it ignores the more infrequent, but equally important aspects of police work. Examination of Table 27, for example, indicates that in addition to the frequent activities discussed above, an officer can expect during an average week to provide emergency service, check out suspicious situations, perform an arrest, identify physical/safety hazards, and participate in investigative activities. While less frequent than the activities discussed earlier, this latter set includes those kinds of activity that may place the heaviest demands on the officer (e.g., performing an arrest or providing emergency service). These less frequent aspects of police work may play a major role in suggesting appropriate selection criteria for entry-level officers. For this reason, their consideration must not be diminished due to low frequency of occurrence.

Summary of Police Activity Analyses

This section of the report summarized analyses carried out on police activity data obtained through Field Observations and Post-Shift Interviews. Based on these analyses, the following conclusions were drawn:

- a) The general pictures of police activity in the Twin Cities suburban metropolitan area provided by Field Observation and Post-Shift Interview methods were highly similar. Because Field Observations afforded the observer an opportunity to record every activity that occurred, and to distinguish intervening activities as separate from the context of the more general activities in which they occurred, the average Field Observation yielded a higher number of activities per shift than the interview method.
- b) Departments within the four-group classification developed early in the project did not differ substantially in terms of police activities performed. Officers of the larger departments tended to perform slightly more activities per unit of time. However, this difference amounted to only about two activities per shift beyond the number performed in smaller departments. The basic types of activities performed were not different across the four groups.
- c) The activities performed by male and female officers did not differ significantly. Although the female officer sample was small, review of job analysis results showed that the basic aspects of police work performed by male and female officers were similar.
- d) The overall picture of suburban metropolitan police activity was comprised of routine patrol, administrative activities, response to service calls, and traffic enforcement. Although these general areas accounted for a large part of patrol time and activity, the job analysis also documented that providing emergency service, performing arrests, checking out suspicious situations, identifying physical/safety hazards, as well as preliminary and follow-up investigation occurred once or more per average patrol week.

RESULTS OF POLICE BEHAVIOR ANALYSES

Results of the police activity analyses provided a detailed description of the type, frequency, and duration of activities documented through Field Observation and Post-Shift Interview methods. However, knowing the activities of patrol officers alone does not provide sufficient information to specify the knowledges, skills, abilities, and personal characteristics that should be considered in selecting new officers. Rather, it is desirable to focus on a given activity (e.g. handling a report of a family/neighbor dispute) and to determine the specific behaviors, as well as the perceptual and cognitive processes, that go into performing that activity. Such an analysis provides detailed information from which knowledge, skill, ability, and personal characteristic (KSAPC) requirements of the position can be estimated.

The purpose of the A/BDF was to provide a systematic method by which patrol officer activities could be broken down and described in terms of their defining behaviors and processes. This information could be used in later stages of the project to estimate the KSAPCs that appeared relevant to the performance of patrol officers, and which should be assessed in the selection program developed in subsequent project stages. This section of the report summarizes results of analyses carried out on the A/BDF data.

Plan of the Analyses

As described earlier, the data collection procedure required that an A/BDF summary be prepared for each "unique" activity observed in the course of a patrol shift or elicited through a Post-Shift Interview. As a result, the total number of A/BDF summaries analyzed here was less than the total number of activities recorded through Field Observation and Post-Shift Interviews. Further, the A/BDF data generated by the Incident-Oriented Interviews is treated in a later section

of the report and was not included as part of the data analysis described here. Finally, A/BDF Items 80 through 115, which referred to the environmental context in which the activities occurred, are analyzed independently in a later section of this report.

The total of 4,824 activities documented through Field Observations and Post-Shift Interviews yielded 2,722 A/BDF summaries, or A/BDFs on about 56 percent of all activities. (An additional 527 A/BDFs were prepared on the activities identified during the Incident-Oriented Interviews.) These data were analyzed to determine:

- a) whether the behavioral descriptions of police activities varied as a function of data collection method,
- b) whether behavioral descriptions varied across the different department classifications,
- c) whether the behaviors described as comprising the activities of female officers differed from those of male officers,
- d) whether different major areas of police activity were associated with different behavioral components.

Results of these analyses are reported below. The general approach in all analyses was to determine those behaviors or processes that played a critical role in the performance of police work. This core group of behaviors would serve as the primary input for determining the knowledge, skill, ability, and personal characteristic requirements of police work in a later stage of the project.

Behavior Analysis by Data Collection Method

Earlier analyses demonstrated that the same basic police activities were reported through Field Observation and Post-Shift Interview. However, the presence of a job analyst "on site" as the event occurred might have resulted in different behavioral descriptions being obtained through Field Observation than through Post-Shift Interviews. Therefore, prior to further examination or collapsing of the A/BDFs from Field Observations and Post-Shift Interviews, it was necessary to determine whether the two methods yielded comparable behavioral descriptions.

This analysis was based on examining each A/BDF behavior to determine the percentage of activities in which that behavior was described as critical to performance. These percentages were computed separately for activities described through Field Observations and Post-Shift Interviews. Results indicated that the percentage of all activities in which the A/BDF behavior was described as critical differed by less than one percent under the two methods of analyses for 60 of the 79 behaviors. The difference fell between one to two percent for an additional 15 behaviors, and between two and five percent for the remaining four behaviors.

When A/BDF items were ranked from those most frequently cited as critical, to those least frequently cited as critical, rankings for the two methods of analyses were nearly identical. Based on these results, it was decided that A/BDF descriptions provided through Field Observations and Post-Shift Interviews produced the same picture of the behavioral content of patrol work, and justified collapsing the two sets of data.

Behavior Analyses by Department Classification

Previous analyses indicated little difference in the types or frequencies of police activities performed within the four department classifications. This finding would suggest, then, that the behaviors or processes displayed in performing police work should be similar among the four classifications. Any differences in behavioral components would suggest that, generally, the same activities were being performed, but in different ways. This outcome would not be expected, for example, due to uniform training methods across classifications. However, since different behavioral requirements might imply different selection approaches, it was necessary to examine A/BDF data for the four classifications independently.

Results of these analyses indicated that when the 10 behaviors or processes cited most frequently as critical to activity performance were noted, seven were common across all four classifications. Of the 20 behaviors or processes most frequently cited as critical, 17 were common across all classifications. Exhibit XIV shows a list

BEHAVIORS OR PROCESSES MOST FREQUENTLY CITED AS
CRITICAL ACROSS ALL DEPARTMENT CLASSIFICATIONS

Observe an object(s) or person(s) within arm's reach.

Observe an object(s) or person(s) beyond arm's reach.

Listen to a verbal statement or report (other than radio dispatch).

Observe an ongoing event or set of behaviors.

Estimate the condition or quality of an object(s) or person(s).

Determine the physical position of objects.

Examine objects visually to determine and evaluate similarities or differences.

Determine the appropriate action in a clear situation.

Determine the appropriate action in an ambiguous situation.

Plan a course of action "on the spot" (e.g., 5 minutes or less before the action).

Combine information from more than one source to reach a conclusion.

Drive an automobile at normal speed.

Remain in a sitting position.

Move to and maintain a standing position (e.g., exit patrol car, etc.).

Give a simple oral report.

Transcribe information from one source to another document.

Use a police radio.

of these 17 core behaviors or processes. In all locations, the basic factors of observation, analyzing information, and decision-making were noted as most critical to successfully performing the job. Both oral and written communication also appeared as among the most critical behaviors. Physical behaviors, such as lifting, running, etc., were not observed among this core group of behaviors.

Results of the above analysis and those reported earlier under the police activity analyses can be viewed jointly as evidence that the basic police activities and the behaviors involved in completion of these activities were much the same within the four-group classification scheme. Had practically significant differences been noted, then the bases for establishing job-related selection procedures would have, accordingly, differed within the four groups. The above findings suggested that further consideration of the important activities and behaviors of suburban metropolitan patrol officers should focus on development of a single system applicable across all departments.

Overall Analysis of Police Behavior

The basic behaviors involved in the performance of police activities appeared similar, then, based on the two methods of data collection and for the four department classifications. Therefore, an overall composite A/BDF was developed to determine the degree to which various behaviors were reported as critical, minor, or not related to activity performance. This profile, based on A/BDF summaries of 2,722 individual activities, is shown in Table 28.

Examination of Table 28 indicates that 22 of the 79 behaviors or processes listed were described as critical parts of 10 percent or more of the activities. While a standard of 10 percent critical involvement is a clearly arbitrary rule for defining the basic core of required police behaviors, application of this rule to Table 28 results in a general profile of those behaviors or processes most frequently involved as critical aspects of police performance.

Shown in Exhibit XV, these most critical behaviors or processes are drawn from all four A/BDF sections. Heavy emphasis is placed on information gathering and information processing behaviors, with

Table 28
SUMMARY OF A/BDF PROFILE FOR:
ALL POLICE ACTIVITIES

BEHAVIOR	PERCENT OF TIME BEHAVIOR OCCURS		
	Does not occur	Occurs; is minor part	Occurs; is critical part
I. GETTING THE INFORMATION NEEDED TO PERFORM THE ACTIVITY			
1. Read verbal materials.	81.6%	8.9%	9.4%
2. Read quantitative materials.	96.1	0.9	3.0
3. Get information from pictorial or graphic materials.	98.2	0.5	1.3
4. Get information from a mechanical device or tool.	89.1	2.6	8.2
5. Observe a visual display or other device (CRT, gauges, dashboard, etc.).	85.0	5.4	9.5
6. Observe an object(s) or person(s) within arm's reach.	44.8	14.6	40.7
7. Observe an object(s) or person(s) beyond arm's reach.	32.7	12.6	54.7
8. Listen to a verbal statement or report (other than radio dispatch).	47.5	13.0	39.5
9. Observe an ongoing event or set of behaviors.	48.9	17.0	34.2
10. Smell an object(s).	90.2	5.8	4.1
11. Listen for sounds from an object(s) or person(s).	79.5	9.8	10.7
12. Touch an object(s).	81.9	8.3	9.8
13. Estimate or measure the distance between objects, or between self and object.	78.9	12.1	9.0
14. Recognize a person seen in the past or in a photo.	96.1	1.9	2.1
15. Identify a person based on a verbal description.	96.8	1.0	2.2
16. Review notes taken at an earlier time.	93.5	1.9	4.6
17. Recall factual information obtained at an earlier time.	82.2	8.8	9.0
18. Remember specific details of a past event.	93.1	3.1	5.5
19. Recognize differences in sounds or patterns of sounds.	98.2	0.9	0.9
20. Estimate the speed of a moving object(s).	89.1	4.2	6.7
21. Estimate the number of objects or persons.	89.5	5.8	4.8
22. Estimate the size of an object(s) or person.	92.7	3.7	3.6
23. Estimate time elapsed between events.	87.5	5.9	6.6
24. Estimate the time required to complete an activity.	88.1	6.2	5.7
25. Estimate the condition or quality of an object(s) or person(s).	43.7	15.4	40.9
26. Determine the physical position of objects.	56.9	21.9	21.2
27. Examine objects visually to determine and evaluate similarities or differences.	81.8	6.2	11.0

BEHAVIOR

PERCENT OF TIME BEHAVIOR OCCURS

Does not occur	Occurs; is minor part	Occurs; is critical part
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II. WORKING WITH INFORMATION TO REACH A CONCLUSION

28. Consult with a superior before proceeding.	93.5%	2.9%	3.7%
29. Determine the appropriate action in a <u>clear</u> situation.	46.4	24.7	28.9
30. Determine the appropriate action in an <u>ambiguous</u> situation.	76.7	7.1	16.2
31. Carefully plan a course of action in advance (e.g., start of shift or earlier).	92.6	1.7	5.7
32. Plan a course of action "on the spot" (e.g., 5 minutes or less before the action).	60.1	17.2	22.7
33. Combine information from more than one source to reach a conclusion.	63.9	12.2	23.9
34. Analyze or break down information to improve understanding.	77.9	7.6	14.5
35. Determine whether physical force was required against another person.	91.8	1.8	6.4
36. Perform mathematical calculations involving counting, adding, or subtracting whole numbers.	95.5	2.2	2.3
37. Perform mathematical calculations involving multiplication or division of whole numbers.	100.0	0.0	0.0
38. Perform mathematical calculations involving decimals, fractions, or percentages.	99.8	0.0	0.2
39. Compare information obtained orally with physical evidence to determine accuracy of report.	79.2	8.6	12.2

III. PHYSICAL ACTIVITIES INVOLVED IN COMPLETING THE ACTIVITY

40. Drive an automobile at normal speed.	41.3	7.5	51.2
41. Drive an automobile under high speed or other emergency conditions.	86.0	1.2	12.9
42. Maneuver a vehicle in a tight spot.	97.0	1.0	2.0
43. Withdraw and point a firearm.	97.5	0.5	2.0
44. Discharge a firearm.	99.8	0.1	0.1
45. Use a baton or night stick to subdue a suspect.	99.7	0.0	0.3
46. Restrain the movements or activity of another person.	94.9	0.7	4.5
47. Use hand-to-hand fighting.	98.3	0.1	1.6
48. Remain in a sitting position.	61.4	22.7	15.9
49. Move to and maintain a standing position (e.g. exit patrol car, etc.)	43.1	32.4	24.5
50. Climb an object vertically.	99.1	0.3	0.6
51. Jog less than 50 feet.	99.0	0.5	0.5
52. Jog more than 50 feet.	99.6	0.1	0.3
53. Run at full speed less than 50 feet.	99.0	0.3	0.7
54. Run at full speed more than 50 feet.	98.5	0.2	1.3
55. Lift an object/person weighing between 10 and 50 pounds.	97.0	1.4	1.7

BEHAVIOR	PERCENT OF TIME BEHAVIOR OCCURS		
	Does not occur	Occurs; is minor part	Occurs; is critical part
56. Lift an object/person weighing between 50 and 100 pounds.	99.6%	0.1%	0.3%
57. Lift an object/person weighing more than 100 pounds.	97.5	0.3	2.2
58. Move or pull an object/person weighing between 10 and 50 pounds.	99.2	0.5	0.3
59. Move or pull an object/person weighing between 50 and 100 pounds.	99.3	0.2	0.5
60. Move or pull an object/person weighing more than 100 pounds.	95.8	0.7	3.5
61. Maintain body balance to prevent falling (other than walking or standing).	98.3	0.9	0.8
62. Swim less than 50 feet.	100.0	0.0	0.0
63. Swim more than 50 feet.	100.0	0.0	0.0
64. Jump a span of 4 or more feet.	99.9	0.0	0.1
65. Perform minor maintenance on a vehicle.	97.5	0.9	1.6
66. Stand for a long period of time (2 hrs. or more).	99.6	0.1	0.3
67. Walk for a long period of time (2 hrs. or more).	99.8	0.0	0.2
IV. PROVIDING INFORMATION TO OTHERS			
68. Give a simple oral report.	63.2	17.7	19.1
69. Transcribe information from one source to another document.	75.2	10.2	14.5
70. Give a formal speech or presentation.	99.8	0.0	0.2
71. Explain a law or regulation to another person.	86.6	3.6	9.8
72. Explain a point to a group of 2 or more people.	92.2	2.4	5.3
73. Give a complex oral report.	98.5	0.4	1.1
74. Give signs or signals from a distance using hands and arms.	98.5	0.6	0.9
75. Operate a typewriter.	99.2	0.4	0.4
76. Use a police radio.	51.4	29.1	19.5
77. Provide information by filling in a check list.	69.5	21.2	9.3
78. Use a telephone to provide information.	95.2	1.6	3.2
79. Use paper and pencil to draw a picture or schematic.	99.0	0.2	0.9

BEHAVIORS OR PROCESSES MOST FREQUENTLY CITED AS
CRITICAL PARTS OF POLICE ACTIVITIES

Getting Information -

- Observe an object(s) or person(s) within arm's reach.
- Observe an object(s) or person(s) beyond arm's reach.
- Listen to a verbal statement or report (other than radio dispatch).
- Observe an ongoing event or set of behaviors.
- Smell an object(s).
- Listen for sounds from an object(s) or person(s).
- Estimate the condition or quality of an object(s) or person(s).
- Determine the physical position of objects.
- Examine objects visually to determine and evaluate similarities or differences.

Working With Information -

- Determine the appropriate action in a clear situation.
- Determine the appropriate action in an ambiguous situation.
- Plan a course of action "on the spot" (e.g., 5 minutes or less before the action).
- Combine information from more than one source to reach a conclusion.
- Analyze or break down information to improve understanding.
- Compare information obtained orally with physical evidence to determine accuracy of report.

Physical Activities -

- Drive an automobile at normal speed.
- Drive an automobile under high speed or other emergency conditions.
- Remain in sitting position.
- Move to and maintain a standing position (e.g., exit patrol car, etc.).
- Use a police radio.

Providing Information -

- Give a simple oral report.
 - Transcribe information from one source to another document.
-

relatively little in the way of physical activities. Provision of information through simple oral reports or transcribing information from one source to another were additional behaviors meeting the 10 percent standard.

The basic picture of police officer behaviors is provided by Exhibit XV. The basic police officer role implied is that of an information processor, gathering, working on, and using information to reach decisions. Little evidence of an active, physically demanding job is obtained through analysis of day-to-day police activity.

Further evidence of the "information gathering and giving" role is shown in Table 29. Based on the Observer's Log Sheet data, this table shows the percent of activities observed or elicited through interviews which involved completion of checklist or narrative-type reports. As is evident, most activities required completion of some type of report, often in the form of a written narrative.

Results of Behavior Analysis for Female Officers

A final step in the analysis of police behaviors involved examining the data obtained on activities of female officers. As described in a previous section, little difference was noted between the types and frequencies of activities performed by male and female officers. The purpose of this analysis was to determine whether the behavioral descriptions of police work were similar for the two groups of officers. Again, it must be remembered that job analyses for female officers comprised a total sample of only 232 activities. Of this number, A/BDF summaries were developed on only 132 "unique" activities. Results of the female behavior analyses, then, are based on a small sample, compared to the 2,590 A/BDF summaries compiled for male officers.

Table 30 shows a profile for the 132 female officer activities described by the A/BDF. Comparison of results presented in Table with those for the total A/BDF sample reported in Table 28 presents the same general pattern of behaviors for females and the total sample. (Ninety-five percent of the total sample was comprised of male officer

TABLE 29

PREPARATION OF CHECKLIST AND NARRATIVE REPORTS
 ACCORDING TO MAJOR ACTIVITY GROUPS

Activity Group	Total Number of Activities	Percent Involving Checklist Completion	Percent Involving Narrative Report
Administrative and Non- Patrol	937	45.04%	15.37%
Routine Patrol	1749	65.92	29.44
Responding to Service Calls	565	62.67	40.32
Providing Emergency Care	52	61.15	32.69
Checking out Suspicious Persons	39	42.15	18.18
Performing Arrest at Scene	131	79.48	64.10
Preliminary Crime/Accident Investigation	37	75.68	64.86
Follow-up Crime/Accident Investigation	61	49.18	40.98
Identifying Physical/ Safety Hazard	49	65.31	26.53
Enforcing Traffic Laws	679	45.36	18.11

SUMMARY OF A/BDF PROFILE FOR:

TABLE 30

FEMALE POLICE OFFICERS

BEHAVIOR	PERCENT OF TIME BEHAVIOR OCCURS		
	Does not occur	Occurs; is minor part	Occurs; is critical part
I. GETTING THE INFORMATION NEEDED TO PERFORM THE ACTIVITY			
1. Read verbal materials.	82.0%	14.0%	5.0%
2. Read quantitative materials.	96.0	1.0	3.0
3. Get information from pictorial or graphic materials.	100.0	0.0	0.0
4. Get information from a mechanical device or tool.	93.0	2.0	5.0
5. Observe a visual display or other device (CRT, gauges, dashboard, etc.).	88.0	3.0	9.0
6. Observe an object(s) or person(s) within arm's reach.	44.0	23.0	33.0
7. Observe an object(s) or person(s) beyond arm's reach.	28.0	28.0	44.0
8. Listen to a verbal statement or report (other than radio dispatch).	48.0	20.0	32.0
9. Observe an ongoing event or set of behaviors.	49.0	31.0	20.0
10. Smell an object(s).	97.0	3.0	0.0
11. Listen for sounds from an object(s) or person(s).	77.0	17.0	5.0
12. Touch an object(s).	86.0	10.0	4.0
13. Estimate or measure the distance between objects, or between self and object.	70.0	27.0	3.0
14. Recognize a person seen in the past or in a photo.	98.0	2.0	0.0
15. Identify a person based on a verbal description.	98.0	1.0	1.0
16. Review notes taken at an earlier time.	96.0	1.0	3.0
17. Recall factual information obtained at an earlier time.	77.0	18.0	5.0
18. Remember specific details of a past event.	96.0	2.0	2.0
19. Recognize differences in sounds or patterns of sounds.	97.0	2.0	1.0
20. Estimate the speed of a moving object(s).	87.0	10.0	3.0
21. Estimate the number of objects or persons.	92.0	8.0	0.0
22. Estimate the size of an object(s) or person.	98.0	2.0	0.0
23. Estimate time elapsed between events.	94.0	5.0	1.0
24. Estimate the time required to complete an activity.	96.0	4.0	0.0
25. Estimate the condition or quality of an object(s) or person(s).	37.0	27.0	36.0
26. Determine the physical position of objects.	45.0	46.0	9.0
27. Examine objects visually to determine and evaluate similarities or differences.	82.0	11.0	0.0

BEHAVIOR

PERCENT OF TIME BEHAVIOR OCCURS

	Does not occur	Occurs; is minor part		Occurs; is critical part
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II. WORKING WITH INFORMATION TO REACH A CONCLUSION

28. Consult with a superior before proceeding.	93.0%	5.0%		2.0%
29. Determine the appropriate action in a <u>clear</u> situation.	33.0	52.0		15.0
30. Determine the appropriate action in an <u>ambiguous</u> situation.	81.0	14.0		5.0
31. Carefully plan a course of action in advance (e.g., start of shift or earlier).	97.0	1.0		2.0
32. Plan a course of action "on the spot" (e.g., 5 minutes or less before the action).	60.0	35.0		5.0
33. Combine information from more than one source to reach a conclusion.	58.0	33.0		8.0
34. Analyze or break down information to improve understanding.	66.0	23.0		11.0
35. Determine whether physical force was required against another person.	97.0	2.0		1.0
36. Perform mathematical calculations involving counting, adding, or subtracting whole numbers.	93.0	4.0		3.0
37. Perform mathematical calculations involving multiplication or division of whole numbers.	100.0	0.0		0.0
38. Perform mathematical calculations involving decimals, fractions, or percentages.	100.0	0.0		0.0
39. Compare information obtained orally with physical evidence to determine accuracy of report.	82.0	14.0		4.0

III. PHYSICAL ACTIVITIES INVOLVED IN COMPLETING THE ACTIVITY

40. Drive an automobile at normal speed.	33.0	7.0		61.0
41. Drive an automobile under high speed or other emergency conditions.	94.0	6.0		0.0
42. Maneuver a vehicle in a tight spot.	99.0	1.0		0.0
43. Withdraw and point a firearm.	98.0	1.0		1.0
44. Discharge a firearm.	99.0	1.0		0.0
45. Use a baton or night stick to subdue a suspect.	100.0	0.0		0.0
46. Restrain the movements or activity of another person.	100.0	0.0		0.0
47. Use hand-to-hand fighting.	100.0	0.0		0.0
48. Remain in a sitting position.	55.0	39.0		6.0
49. Move to and maintain a standing position (e.g. exit patrol car, etc.)	44.0	52.0		4.0
50. Climb an object vertically.	100.0	0.0		0.0
51. Jog less than 50 feet.	100.0	0.0		0.0
52. Jog more than 50 feet.	100.0	0.0		0.0
53. Run at full speed less than 50 feet.	99.0	1.0		0.0
54. Run at full speed more than 50 feet.	100.0	0.0		0.0
55. Lift an object/person weighing between 10 and 50 pounds.	96.0	2.0		2.0

BEHAVIOR	PERCENT OF TIME BEHAVIOR OCCURS		
	Does not occur	Occurs; is minor part	Occurs; is critical part
56. Lift an object/person weighing between 50 and 100 pounds.	100.0%	0.0%	0.0%
57. Lift an object/person weighing more than 100 pounds.	100.0	0.0	0.0
58. Move or pull an object/person weighing between 10 and 50 pounds.	99.0	1.0	0.0
59. Move or pull an object/person weighing between 50 and 100 pounds.	100.0	0.0	0.0
60. Move or pull an object/person weighing more than 100 pounds.	98.0	2.0	0.0
61. Maintain body balance to prevent falling (other than walking or standing).	96.0	4.0	0.0
62. Swim less than 50 feet.	100.0	0.0	0.0
63. Swim more than 50 feet.	100.0	0.0	0.0
64. Jump a span of 4 or more feet.	100.0	0.0	0.0
65. Perform minor maintenance on a vehicle.	95.0	3.0	2.0
66. Stand for a long period of time (2 hrs. or more).	100.0	0.0	0.0
67. Walk for a long period of time (2 hrs. or more).	100.0	0.0	0.0
 IV. PROVIDING INFORMATION TO OTHERS			
68. Give a simple oral report.	65.0	27.0	8.0
69. Transcribe information from one source to another document.	74.0	14.0	11.0
70. Give a formal speech or presentation.	100.0	0.0	0.0
71. Explain a law or regulation to another person.	88.0	6.0	6.0
72. Explain a point to a group of 2 or more people.	94.0	1.0	5.0
73. Give a complex oral report.	99.0	1.0	0.0
74. Give signs or signals from a distance using hands and arms.	100.0	0.0	0.0
75. Operate a typewriter.	99.0	1.0	0.0
76. Use a police radio.	48.0	44.0	8.0
77. Provide information by filling in a check list.	73.0	22.0	5.0
78. Use a telephone to provide information.	98.0	2.0	0.0
79. Use paper and pencil to draw a picture or schematic.	100.0	0.0	0.0

A/BDFs.) Eight of the ten behaviors most frequently cited as critical components of police work in the total sample were similarly among the 10 most frequently critical behaviors for female officers. Of the 25 behaviors and processes most critical, 21 were common across the two groups.

A simple ranking of A/BDF behaviors according to their relative criticality to performance yielded, then, much the same description for male and female officers. However, further examination of Tables 28 and 30 indicated that, on the average, all behaviors tended to be less frequently described as critical aspects of performance for female officers. In effect, data suggested that female officers performed much the same activities, and displayed relatively the same behaviors in performing the activities. Yet, when the behaviors were displayed, they tended less often to be described as critical to successful completion of the activity.

In order to examine this result in more detail, the three columns of percentages shown in Table 28 were averaged across all 79 A/BDF items. The resulting mean values represented how frequently, on the average, an A/BDF entry (79 items X 2,722 A/BDFs = 215,038 entries) described a behavior or process as critical, minor or correlated to activity performance. The same mean values were computed for the female officer data shown in Table 30. Results indicated that 85.4 percent of all A/BDF entries for the total sample indicated the behavior to be unrelated to activity performance. The corresponding value for the female sample was 85.5 percent, nearly identical to the former value. However, 5.6 and 9.5 percent of the entries for the total and female samples, respectively, indicated the behavior was a minor part of the activity. Conversely, 9.0 and 5.0 percent of the total and female entries, respectively, reported the behavior as critical to activity performance.

Taken together, then, the results indicated that the same behaviors were generally involved in the performance of male and female officers (whether minor or critical part of the activity). However, behaviors tended to be described more frequently as critical aspects of the activity when job analyses were collected on male officers, and as minor aspects of the activity when analyses were collected on female officers.

The source of the above results is not clear. It might be that female officers were viewed in a biased fashion by the job analysts, and their performance described, purposefully or otherwise, as "less critical". However, it should be noted that all female officers were contacted by female job analysts, who might not be expected to view the officers' performance in such a light. It must also be remembered that percentage estimates of behavior criticality were based on a small number of A/BDFs for the female group. Finally, if the emphasis in interpreting the job analysis results is placed on determining those behaviors or processes that are part of police activity, regardless of their criticality, then the results for male and female officers are highly similar.

Summary of Behaviors by Major Activity Area

It was important to determine whether the behavioral components of police work presented above in the overall A/BDF profile hold generally across all activities, or whether certain types of activities present unique behavioral requirements. Preparation of an A/BDF profile for each of the 71 activities included in the Police Activity Coding System, however, was impractical. Many activities occurred with too low frequency to permit such analysis. Preliminary review of the data also suggested that the behavioral descriptions were similar for many activities within the ten major activity areas. For these reasons, it was decided to construct an A/BDF profile for each of the major groupings. The focus of the analysis was to determine whether the basic behaviors or processes reported as critical parts of police activity varied as a function of major activity area.

Summary A/BDF profiles for the 10 major activity groupings are provided in Appendix M. In addition, Exhibit XVI lists for each activity group those A/BDF behaviors or processes which were reported as critical to activity performance in 25 percent or more of that group's activities.

Not surprisingly, those general groupings of activities which define the more active or dangerous aspects of police work (Responding to Service Calls, Providing Emergency Services, and Performing Arrests) resulted in more A/BDF behaviors being described as critical to

BEHAVIORS OR PROCESSES CITED AS MOST CRITICAL
WITHIN 10 MAJOR ACTIVITY GROUPS

EXHIBIT XVI

ADMINISTRATIVE AND NON-PATROL ACTIVITIES

Observe a visual display or other device (CRT, gauges, dashboard, etc.).
Observe an object(s) or person(s) within arm's reach.
Drive an automobile at normal speed.
Move to and maintain a standing position (e.g., exit patrol car, etc.).

ROUTINE PATROL ACTIVITIES

Observe an object(s) or person(s) beyond arm's reach.
Listen to a verbal statement or report (other than radio dispatch).
Smell an object(s).
Estimate the condition or quality of an object(s) or person(s).
Examine objects visually to determine and evaluate similarities or differences.
Determine the appropriate action in a clear situation.
Drive an automobile at normal speed.
Remain in a sitting position.

RESPONDING TO SERVICE CALLS

Observe an object(s) or person(s) within arm's reach.
Observe an object(s) or person(s) beyond arm's reach.
Listen to a verbal statement or report (other than radio dispatch).
Observe an ongoing event or set of behaviors.
Estimate the condition or quality of an object(s) or person(s).
Determine the physical position of objects.
Determine the appropriate action in a clear situation.
Determine the appropriate action in an ambiguous situation.
Plan a course of action "on the spot" (e.g., 5 minutes or less before the action).
Combine information from more than one source to reach a conclusion.
Analyze or break down information to improve understanding.
Compare information obtained orally with physical evidence to determine accuracy of report.
Drive an automobile at normal speed.
Drive an automobile under high speed or other emergency conditions.
Move to and maintain a standing position (e.g., exit patrol car, etc.).
Give a simple oral report.
Use a police radio.

PROVIDING EMERGENCY SERVICES

Observe an object(s) or person(s) within arm's reach.
Observe an object(s) or person(s) beyond arm's reach.
Listen to a verbal statement or report (other than radio dispatch).
Observe an ongoing event or set of behaviors.
Listen for sounds from an object(s) or person(s).
Touch an object(s).
Estimate the condition or quality of an object(s) or person(s).
Determine the physical position of object(s).
Determine the appropriate action in a clear situation.
Determine the appropriate action in an ambiguous situation.
Plan a course of action "on the spot" (e.g., 5 minutes or less before the action).
Combine information from more than one source to reach a conclusion.
Drive an automobile under high speed or other emergency conditions.
Move to and maintain a standing position (e.g., exit patrol car, etc.).
Give a simple oral report.
Use a police radio.

IDENTIFY PHYSICAL/SAFETY HAZARDS

Observe a visual display or other device (CRT, gauges, dashboard, etc.).
Observe an object(s) or person(s) beyond arm's reach.
Observe an ongoing event or set of behaviors.
Estimate the condition or quality of an object(s) or person(s).
Determine the physical position of objects.
Determine the appropriate action in a clear situation.
Combine information from more than one source to reach a conclusion.
Drive an automobile at normal speed.
Move to and maintain a standing position (e.g., exit patrol car, etc.).
Give a simple oral report.
Use a police radio.

BEHAVIORS OR PROCESSES CITED AS MOST CRITICAL

WITHIN 10 MAJOR ACTIVITY GROUPS

CONTINUED:

ENFORCING TRAFFIC LAWS

Observe a visual display or other device (CRT, gauges, dashborad, etc.).
 Observe an object(s) or person(s) within arm's reach.
 Observe an object(s) or person(s) beyond arm's reach.
 Listen to a verbal statement or report (other than radio dispatch).
 Observe an ongoing event or set of behaviors.
 Estimate the speed of a moving object(s).
 Estimate the condition or quality of an object(s) or person(s).
 Drive an automobile at normal speed.

PRELIMINARY CRIME/ACCIDENT INVESTIGATION

Observe an object(s) or person(s) within arm's reach.
 Observe an object(s) or person(s) beyond arm's reach.
 Listen to a verbal statement or report (other than radio dispatch).
 Combine information from more than one source to reach a conclusion.
 Analyze or break down information to improve understanding.
 Drive an automobile at normal speed.
 Move to and maintain a standing position (e.g., exit patrol car, etc.).
 Give a simple oral report.

CHECKING OUT SUSPICIOUS SITUATIONS

Observe an object(s) or person(s) within arm's reach.
 Observe an object(s) or person(s) beyond arm's reach.
 Listen to a verbal statement or report (other than radio dispatch).
 Observe an ongoing event or set of behaviors.
 Estimate the condition or quality of an object(s) or person(s).
 Determine the appropriate action in a clear situation.
 Combine information from more than one source to reach a conclusion.
 Drive an automobile at normal speed.
 Move to and maintain a standing position (e.g., exit patrol car, etc.).
 Give a simple oral report.

PERFORMING ARREST AT SCENE OF CRIME/ACCIDENT

Observe an object(s) or person(s) within arm's reach.
 Observe an object(s) or person(s) beyond arm's reach.
 Listen to a verbal statement or report (other than radio dispatch).
 Observe an ongoing event or set of behaviors.
 Determine the physical position of objects.
 Determine the appropriate action in a clear situation.
 Plan a course of action "on the spot" (e.g., 5 minutes or less before the action).
 Combine information from more than one source to reach a conclusion.
 Determine whether physical force was required against another person.
 Drive an automobile at normal speed.
 Move to and maintain a standing position (e.g., exit patrol car, etc.).
 Give a simple oral report.
 Explain a law or regulation to another person.
 Use a police radio.

FOLLOW-UP CRIME/ACCIDENT INVESTIGATION

Observe an object(s) or person(s) within arm's reach.
 Observe an object(s) or person(s) beyond arm's reach.
 Listen to a verbal statement or report (other than radio dispatch).
 Combine information from more than one source to reach a conclusion.
 Analyze or break down information to improve understanding.
 Drive an automobile at normal speed.
 Move to and maintain a standing position (e.g., exit patrol car, etc.).
 Give a simple oral report.

successful activity completion. However, the basic observational, estimation, and decision-making components cut across all activity groupings.

The same format used in Exhibit XVI might be employed to develop a "cumulative" list of the behaviors or processes frequently reported as critical to effective performance. Earlier, Exhibit XV showed that 22 A/BDF behaviors were reported as critical to performing at least 10 percent of the total activity sample. However, when the same standard was applied cumulatively to basic activity areas, 44 behaviors meet the standard of "criticality". This result is based on the fact that certain types of activities occurred less frequently, and, therefore had smaller impact in terms of defining "critical behaviors" when the total data set was collapsed. This cumulative list of behaviors or processes cited as critical in at least one out of ten activities, in at least one of the major activity areas, is shown in Exhibit XVIII. It can be seen that the basic set of behaviors shown earlier in Exhibit XV tends to obtain additional entries in all A/BDF areas. Particularly notable is the expansion of the physical activity cluster, where emergency driving, lifting or pulling objects, restraining an individual, and use of firearms were added. By giving equal weight to those activity areas where the frequency of occurrence is relatively lower than in basic administration and patrol activity, an expanded picture of police behavior requirements is obtained.

Summary of the Police Behavior Analyses

The preceding results present a picture of police officer behavior requirements somewhat different from the frequent stereotype of a physically demanding, highly active job. It must be remembered, however, that this picture of police behavior was based on observation or interview reporting of day-to-day patrol activity. Clearly, the infrequent, yet emergency or threatening, kinds of police activities an officer might encounter over a longer term might add to the preceding list of key behaviors. Evidence to this effect was obtained by viewing certain of the activity areas associated with the more dangerous or demanding aspects of police work. This issue is examined further in a later section of the report, where behavioral results of the Incident-Oriented Interviews are used to supplement the results reported above.

BEHAVIORS OR PROCESSES CITED AS CRITICAL IN AT LEAST
10 PERCENT OF ACTIVITIES IN ONE OR MORE ACTIVITY GROUPS

Getting Information -

- Read verbal materials.
- Get information from mechanical device or tool.
- Observe a visual display or other device (CRT, gauges, dashboard, etc.).
- Observe an object(s) or person(s) within arm's reach.
- Observe an object(s) or person(s) beyond arm's reach.
- Listen to a verbal statement or report (other than radio dispatch).
- Observe an ongoing event or set of behaviors.
- Smell an object(s).
- Listen for sounds from an object(s) or person(s).
- Touch an object(s).
- Estimate or measure the distance between objects, or between self and object.
- Identify a person based on a verbal description.
- Review notes taken at an earlier time.
- Recall factual information obtained at an earlier time.
- Remember specific details of a past event.
- Estimate the speed of a moving object(s).
- Estimate time elapsed between events.
- Estimate the condition or quality of an object(s) or person(s).
- Determine the physical position of objects.
- Examine objects visually to determine and evaluate similarities or differences.

Working With Information -

- Consult with a superior before proceeding.
- Determine the appropriate action in a clear situation.
- Determine the appropriate action in an ambiguous situation.
- Carefully plan a course of action in advance (e.g., start of shift or earlier).
- Plan a course of action "on the spot" (e.g., 5 minutes or less before the action).

BEHAVIORS OR PROCESSES CITED AS CRITICAL IN AT LEAST
10 PERCENT OF ACTIVITIES IN ONE OR MORE ACTIVITY GROUPS
(CONTINUED)

Combine information from more than one source to reach a conclusion.
Analyze or break down information to improve understanding.
Determine whether physical force was required against another person.

Physical Activities -

Drive an automobile at normal speed.
Drive an automobile under high speed or other emergency conditions.
Withdraw and point a firearm.
Restrain the movements or activity of another person.
Remain in a sitting position.
Move to and maintain a standing position (e.g., exit patrol car, etc.).
Lift an object/person weighing between 10 and 50 pounds.
Lift an object/person weighing more than 100 pounds.
Move or pull an object/person weighing more than 100 pounds.

Providing Information -

Give a simple oral report.
Transcribe information from one source to another document.
Explain a law or regulation to another person.
Explain a point to a group of 2 or more people.
Use a police radio.
Provide information by filling in a check list.

ENVIRONMENTAL CONTEXTS OF POLICE BEHAVIORS

Thirty-six A/BDF items focused on the setting or context in which police activities occurred. These items examined the types and numbers of people the officer was required to deal with, the climate conditions, the potential for harm, and the relative need for the officer to make quick decisions associated with performing the job. It was believed that by considering both the behavioral aspects of police work and the environmental contexts in which these behaviors were performed, a better picture of police job requirements could be developed.

Table 31 presents the results of the environmental context analyses. The Table reports the percentage of activities on which A/BDF descriptions were obtained (N=3249) where the various contextual variables were critical, minor or unrelated to completion of the activity.

People Contexts

Results indicated that in more than half the activities performed, the officer provided information to another police officer. In about 30 percent of the activities, provision of information to a citizen was involved; in about a third of these cases providing the information was critical to successfully completing the activity. Contact with a complainant, victim, or suspect was involved in about ten percent of the activities.

A more detailed look at the officers' interaction with others indicated that contact was generally one-on-one with another individual (about 20 percent of all activities) or with small groups of two to five persons (about 28 percent of all activities). If job analysis results for A/BDF Items 104 through 107 are cumulated, the results indicate that nearly 90 percent of the activities performed by police officers were completed in the presence of one or more other individuals. About 60 percent of the activities were carried out in the presence of two or more individuals. Combining the results of A/BDF Items 80 through 86 and 104 through 107, then, indicates that the

CONTINUED

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ENVIRONMENTAL CONTEXTS IN WHICH POLICE ACTIVITIES OCCURRED-

ALL POLICE ACTIVITIES

ENVIRONMENTAL CONTEXT	PERCENT OF TIME ACTIVITIES OCCURRED IN EACH CONTEXT		
	Does not apply	Context involved; not key aspect of activity	Context involved; critical aspect of activity
Was information provided to:			
80. Another patrol officer or dispatcher.	43.7%	37.6%	18.6%
81. A superior officer.	91.1	5.5	3.4
92. A citizen.	70.7	17.7	11.5
83. A complainant or complainant's representative.	95.5	1.8	2.7
84. A suspect.	89.3	4.7	6.0
85. An accident/crime victim.	94.2	2.4	3.4
86. A legal representative (attorney, judge, prosecutor, etc.).	99.5	0.3	0.2
87. The majority of the time outdoors.	72.4	19.1	8.5
88. In high temperature (greater than 80° F).	99.4	0.4	0.2
89. In moderate temperature (50° - 79° F).	90.0	8.2	1.8
90. In cool temperature (20° - 49° F).	84.9	12.5	2.6
91. In cold temperature (less than 20° F).	97.7	1.6	0.7
92. In darkness.	87.5	9.7	2.8
93. In twilight.	97.8	1.9	0.3
94. In daylight.	87.2	10.4	2.4
95. In light rain.	97.0	2.6	0.4
96. In heavy rain.	99.7	0.2	0.2
97. In light snow.	99.4	0.6	0.0
98. In heavy snow.	99.9	0.1	0.0
99. In slippery/icy road conditions.	99.3	0.6	0.1
100. In heavy winds (more than 30 m.p.h.).	100.0	0.0	0.0
101. In moderate winds (15 to 30 m.p.h.).	99.6	0.3	0.1
102. The majority of the time inside an automobile.	57.2	27.1	15.7
103. The majority of the time inside a building or other structure.	70.7	19.9	9.4
104. In presence of one person.	80.1	16.4	3.5
105. In presence of 2 to 5 persons.	72.3	20.0	7.7
106. In presence of 5 to 10 persons.	93.6	4.8	1.7
107. In presence of more than 10 persons.	83.5	3.8	2.8

TABLE 31

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ENVIRONMENTAL CONTEXT	PERCENT OF TIME ACTIVITIES OCCURRED IN EACH CONTEXT		
	Does not apply	Context involved; not key aspect of activity	Context involved; critical aspect of activity
108. During verbal abuse.	96.6%	1.6%	1.8%
109. During threatened physical attack without weapon.	96.6	1.1	2.2
110. During threatened physical attack with weapon.	98.1	0.7	1.1
111. In a highly emotional situation (death, serious accident, or dispute involving highly emotional citizens).	89.3	3.0	7.7
112. In a routine repetitive context.	31.0	49.6	19.4
Was the officer required to make a decision and take a course of action:			
113. At a later time.	93.0	4.5	2.5
114. Within a few minutes.	61.6	19.6	18.9
115. Instantaneously.	90.8	4.7	4.5

police officers surveyed were responsible for communicating with and performing in the presence of other individuals in a major portion of the activities documented.

Emotional Contexts

Examination of A/BDF Items 108 through 112 indicated that nearly 70 percent of the activities documented were carried out in a routine, repetitive context. Highly emotional situations were encountered in about 11 percent of the activities, and in about eight percent of the activities the officer worked under verbal abuse or threatened attack. About 10 percent of the time, the officer was required to make and act on a decision instantaneously.

Location or Climate Contexts

Examination of the climatic and location A/BDF Items 87 through 103 indicated that about 43 percent of police activities documented were carried out in the patrol car, about 29 percent inside a building, and about 28 percent out of doors. Other climatic variables were generally of little importance in the completion of patrol officer activities.

Summary of Environmental Context Analyses

The preceding results indicate that the officer completes a major part of police work in the presence of other individuals, and that this interaction generally involves providing information to those involved. Information is most often provided to other police personnel, but nearly 30 percent of all activities involved working with a citizen in an "information providing" context. While most activities were carried out in a routine context, about one activity in ten involved dealing with an emotional situation. When the officer was required to make a decision and act thereon, there were generally a few minutes to consider that decision; about one activity in 10 involving instantaneous decision and action.

These results, then, serve to expand on the result of the behavior analyses reported earlier, and to provide a better picture

of the context in which these behaviors are performed. This total picture of police activities and behaviors was considered by the expert panel in its development of basic job requirements.

RESULTS OF THE INCIDENT-ORIENTED ANALYSES

The purpose of the Incident-Oriented Interviews was to obtain a description of the critical, emergency, or threatening kinds of situations that are part of patrol officer positions. Previous research indicated that these situations are so infrequent that they were unlikely to be observed during the Field Observations or Post-Shift Interviews.

When they do occur, however, these situations are among the most important aspects of a patrol officer's job. It was essential, then, that the job analysis include a method that would provide estimates of a) the kinds of critical activities that occur in patrol officers' work, b) how frequently these activities occur, and c) what behaviors or processes are involved in completing the activities.

The incident-oriented interview was developed to meet this requirement. During these interviews, the patrol officer was asked to recall, in detail, aspects of those critical, emergency, or threatening kinds of situations encountered as part of the job over the past one year.

To provide a frame of reference, the officer was given examples of the kinds of activities that might be considered critical in nature. These activities were defined as those having one or more of the following characteristics:

- 1) Threat of physical harm to officer
- 2) Threat of physical harm to citizen
(suspect, bystander, etc.)
- 3) Involving use of a deadly weapon (e.g., gun
knife, etc.) by officer or other person.
- 4) Provision of emergency medical care or first aid
- 5) High speed driving
- 6) An extensive foot chase

- 7) Confrontation with a hostile individual or group
- 8) A highly emotional situation (e.g., accident, death)
- 9) Use of physical strength or endurance
- 10) Hand to hand fighting or restraint
- 11) Requirement for rapid decision making or judgement.

The officer was asked to recount all such situations in which he was directly involved over the past one year, and to provide a detailed description of each "unique" incident. In this way, incident frequency data were obtained, as well as detailed descriptions of the behaviors required during the course of the incidents.

Activity Contexts for Critical, Emergency, or Threatening Incidents

In summarizing the results of the Incident-Oriented Interviews the job analysts first reviewed the description obtained for each incident, and then classified the incident according to the designation in the Police Activity Coding System which it best fit. Using this procedure, the same basis for classification resulted for all three job analytic methods.

The decision to label the critical incidents according to the same classification scheme used during Field Observations and Post-Shift Interviews was reached early in the data collection. Preliminarily, it was thought that a separate classification scheme would be needed to capture the special aspects of the critical incidents. However, early results indicated that the basic activities observed or obtained through post-shift interview reports were similar to those elicited during the incident oriented interviews. The distinguishing feature of the critical incidents was often the addition of some special feature or characteristics which resulted in the requirement for a quick decision, introduced the threat of harm, or created the threat of danger to the life of an individual. For example, writing of traffic citations was a frequently observed activity, generally routine in nature. However, several officers reported that, at some time, this routine activity took on the aspect of a critical incident.

Using the Police Activity Coding System as a frame of reference, then, Table 32 summarizes the "activity contexts" in which most critical or emergency threatening incidents were reported. (A completed list of activity contexts for all critical incidents reported is shown in Appendix N.) The Table reports the total number of times an incident fitting each activity type was reported by the 94 officers interviewed. In addition, the average frequency per officer per year for each type of incident is shown.

The results reported in Table 32 indicate that an officer might expect to be involved in an activity of a critical nature about 14 times per year or about once per month. The most frequent context in which a critical activity developed was in providing emergency medical service, generally first aid, at the scene of an accident or crime. On average, this activity might be expected to occur just under four times per year. Handling arguments or disputes among citizens was the second most frequently reported activity in which critical kinds of features developed. Involvement in this critical type of activity could be expected about three times per year.

For critical activities other than the two mentioned above, the expected frequency per officer per year drops to less than once yearly. Some activities, such as responding to a burglar alarm, or general crowd control, would be expected to involve critical incidents only about once every ten years of duty.

It should be noted, however, that the general context of critical incidents extended over a broad range of police activities. Twenty of the 71 specific activities in the Police Activity Coding System were reported to have taken on critical features at least five times over the one year recall period of the incident-oriented interview. Comparison of Table 32 with results of the activity analyses for Field Observations and Post-Shift Interviews also indicates that those activities most frequently performed (routine patrol, administration, traffic enforcement) tended not to be associated with critical or threatening situations. Providing emergency services and response to patrol calls were the major activity areas in which critical situations were encountered.

TABLE 32

ACTIVITY CONTEXTS FOR
CRITICAL, EMERGENCY, OR THREATENING INCIDENTS

Activity	Number Reported	Frequency/Year
Provide emergency medical service (first aid) at scene of accident/crime.	351	3.73
Handle report of arguments/disputes among family/neighbors.	282	3.00
Respond to report of serious crime (shooting, breaking and entering, robbery, assault, rape, homicide, etc).	86	.91
Handle report of traffic accident.	81	.86
Handle report of fighting, disorderly conduct, or mischievous conduct.	72	.77
Handle report of noise complaints.	69	.73
Participate in traffic chase.	66	.70
Handle report of intoxicated (liquor, drugs) person.	57	.61
Other response to service call.	51	.54
Respond to emergency, non-routine service call (red light, siren, etc).	42	.45
Place individual under arrest (search, give rights, question).	26	.28
Respond to burglar alarm.	10	.11
Provide backup to responding officer.	8	.09
Control or extinguish fire.	8	.09
Handle crowd control at parades, fairs, etc.	8	.09
Handle missing/found person call.	7	.07
Drive persons to hospital.	6	.06
Stop and interrogate suspicious persons, vagrants, possible runaways.	6	.06
Participate in "raid" to serve warrant	6	.06
Write traffic citation or warning for moving, mechanical, or safety violation.	5	.05

Note: Based on critical, emergency, or threatening incidents reported as having occurred during the last 12 months of service by 94 officers. Total number of incidents reported was 1321. Average number of incidents per officer per year was 14.03. Incidents reported 5 or more times shown in table.

Behaviors Associated with Critical, Emergency, or Threatening Incidents

Table 33 presents an A/BDF profile for all critical incidents reported. Examination of the Table suggests that on the average many of the behaviors or processes generally reported as part of critical, emergency, or threatening situations were the same as those associated with more routine types of work. However, the degree to which performing the behavior or process was described as critical to accomplishing the activity in emergency or threatening situations increased. In effect, many of the same behaviors are displayed in both type of activities; but in threatening situations the roles that individual behaviors or processes play in successfully concluding the activity become more critical. In addition, some of the behaviors of a physical nature not highly critical in day-to-day police work take on more emphasis in the incident-oriented reports.

For example, Table 34 shows some of the behaviors or processes found to be most frequently involved in performing the activities documented through Field Observation or Post-Shift Interviews.

The first five behaviors or processes listed in the table represent a common core of the most important behavioral components of both critical incidents and day-to-day patrol activities. This common set of information gathering processes differs within the two types of activities to the extent that it becomes a more critical aspect in performing the former group of activities.

In addition to the basic set of information gathering behaviors, decision making in ambiguous situations also played a bigger role in critical incidents. Emergency driving and physical restraint of another person were not among the most frequently cited behaviors in day-to-day patrol, but became more critical to performance within threatening contexts.

SUMMARY OF A/BDF PROFILE FOR CRITICAL, EMERGENCY, AND THREATENING SITUATIONS

BEHAVIOR	PERCENT OF TIME BEHAVIOR OCCURS		
	Does not occur	Occurs; is minor part	Occurs; is critical part
I. GETTING THE INFORMATION NEEDED TO PERFORM THE ACTIVITY			
1. Read verbal materials.	90.3%	5.7%	4.0%
2. Read quantitative materials.	97.2	0.6	2.3
3. Get information from pictorial or graphic materials.	99.1	0.4	0.6
4. Get information from a mechanical device or tool.	84.3	3.8	12.0
5. Observe a visual display or other device (CRT, gauges, dashboard, etc.).	88.8	4.0	7.2
6. Observe an object(s) or person(s) within arm's reach.	11.6	9.9	78.6
7. Observe an object(s) or person(s) beyond arm's reach.	19.2	12.0	68.9
8. Listen to a verbal statement or report (other than radio dispatch).	19.7	18.8	61.5
9. Observe an ongoing event or set of behaviors.	13.5	11.6	75.0
10. Smell an object(s).	73.6	12.9	13.5
11. Listen for sounds from an object(s) or person(s).	58.3	17.5	24.3
12. Touch an object(s).	52.6	16.9	30.6
13. Estimate or measure the distance between objects, or between self and object.	58.8	18.2	23.0
14. Recognize a person seen in the past or in a photo.	91.1	3.4	5.5
15. Identify a person based on a verbal description.	91.5	2.8	5.7
16. Review notes taken at an earlier time.	97.2	1.3	1.5
17. Recall factual information obtained at an earlier time.	85.6	5.5	8.9
18. Remember specific details of a past event.	94.3	3.2	2.5
19. Recognize differences in sounds or patterns of sounds.	95.6	1.9	2.5
20. Estimate the speed of a moving object(s).	82.2	6.8	11.0
21. Estimate the number of objects or persons.	80.8	9.7	9.5
22. Estimate the size of an object(s) or person.	77.0	14.0	8.9
23. Estimate time elapsed between events.	74.2	12.3	13.5
24. Estimate the time required to complete an activity.	79.5	12.1	8.3
25. Estimate the condition or quality of an object(s) or person(s).	14.4	10.8	74.8
26. Determine the physical position of objects.	38.1	25.0	36.9
27. Examine objects visually to determine and evaluate similarities or differences.	86.0	3.8	10.2

BEHAVIOR

PERCENT OF TIME BEHAVIOR OCCUR

Does not occur	Occurs; is minor part	Occurs; is critical part
----------------	--------------------------	-----------------------------

II. WORKING WITH INFORMATION TO REACH A CONCLUSION

28. Consult with a superior before proceeding.	89.4%	3.6%	7.0%
29. Determine the appropriate action in a <u>clear</u> situation.	52.8	15.4	31.9
30. Determine the appropriate action in an <u>ambiguous</u> situation.	41.6	16.1	42.3
31. Carefully plan a course of action in advance (e.g., start of shift or earlier).	97.7	0.6	1.7
32. Plan a course of action "on the spot" (e.g., 5 minutes or less before the action).	17.1	27.3	55.6
33. Combine information from more than one source to reach a conclusion.	43.5	14.6	41.9
34. Analyze or break down information to improve understanding.	63.2	7.4	29.4
35. Determine whether physical force was required against another person.	58.3	7.8	34.0
36. Perform mathematical calculations involving counting, adding, or subtracting whole numbers.	96.0	1.9	2.1
37. Perform mathematical calculations involving multiplication or division of whole numbers.	99.6	0.2	0.2
38. Perform mathematical calculations involving decimals, fractions, or percentages.	100.0	0.0	0.0
39. Compare information obtained orally with physical evidence to determine accuracy of report.	62.8	12.7	24.5

III. PHYSICAL ACTIVITIES INVOLVED IN COMPLETING THE ACTIVITY

40. Drive an automobile at normal speed.	62.0	6.6	31.3
41. Drive an automobile under high speed or other emergency conditions.	44.8	6.3	49.0
42. Maneuver a vehicle in a tight spot.	93.0	1.3	5.7
43. Withdraw and point a firearm.	89.2	2.1	8.7
44. Discharge a firearm.	99.4	0.2	0.4
45. Use a baton or night stick to subdue a suspect.	98.1	0.2	1.7
46. Restrain the movements or activity of another person.	70.8	4.0	25.2
47. Use hand-to-hand fighting.	89.9	0.8	9.5
48. Remain in a sitting position.	93.2	4.2	2.7
49. Move to and maintain a standing position (e.g. exit patrol car, etc.)	13.7	47.4	38.9
50. Climb an object vertically.	96.6	0.8	2.7
51. Jog less than 50 feet.	95.8	2.1	2.1
52. Jog more than 50 feet.	98.1	0.6	1.3
53. Run at full speed less than 50 feet.	95.6	1.3	3.0
54. Run at full speed more than 50 feet.	92.2	0.9	6.8
55. Lift an object/person weighing between 10 and 50 pounds.	94.5	2.1	3.4

BEHAVIOR	PERCENT OF TIME BEHAVIOR OCCURS		
	Does not occur	Occurs; is minor part	Occurs; is critical part
56. Lift an object/person weighing between 50 and 100 pounds.	98.1%	0.4%	1.5%
57. Lift an object/person weighing more than 100 pounds.	87.3	1.5	11.2
58. Move or pull an object/person weighing between 10 and 50 pounds.	99.2	0.6	0.2
59. Move or pull an object/person weighing between 50 and 100 pounds.	96.6	0.9	2.5
60. Move or pull an object/person weighing more than 100 pounds.	77.6	3.2	19.2
61. Maintain body balance to prevent falling (other than walking or standing).	91.8	4.0	4.2
62. Swim less than 50 feet.	100.0	0.0	0.0
63. Swim more than 50 feet.	100.0	0.0	0.0
64. Jump a span of 4 or more feet.	99.4	0.0	0.6
65. Perform minor maintenance on a vehicle.	99.8	0.0	0.2
66. Stand for a long period of time (2 hrs. or more).	97.9	0.8	1.3
67. Walk for a long period of time (2 hrs. or more).	99.1	0.0	0.9
 IV. PROVIDING INFORMATION TO OTHERS			
68. Give a simple oral report.	44.0	23.0	33.0
69. Transcribe information from one source to another document.	58.6	25.4	15.9
70. Give a formal speech or presentation.	99.6	0.2	0.2
71. Explain a law or regulation to another person.	77.6	5.9	16.5
72. Explain a point to a group of 2 or more people.	80.6	5.9	13.5
73. Give a complex oral report.	96.0	0.9	3.0
74. Give signs or signals from a distance using hands and arms.	96.0	2.1	1.9
75. Operate a typewriter.	98.1	1.1	0.8
76. Use a police radio.	18.8	45.0	36.2
77. Provide information by filling in a check list.	62.4	27.5	10.1
78. Use a telephone to provide information.	88.8	4.7	6.5
79. Use paper and pencil to draw a picture or schematic.	97.0	0.9	2.1

BEHAVIORS OR PROCESSES MOST FREQUENTLY CITED AS
CRITICAL ASPECTS OF POLICE ACTIVITIES
BY METHOD OF ANALYSIS

Behavior or Process	Percent of Time Cited as Critical Part of Activity	
	Field Observation and Post-Shift Interview Activities	Incident-Oriented Interview Activities
Observe an object(s) or person(s) within arm's reach.	40.7%	78.6%
Estimate the condition or quality of an object(s) or person(s).	40.9	74.8
Observe an ongoing event or set of behaviors.	34.2	75.0
Observe an object(s) or person(s) beyond arm's reach.	54.7	68.9
Listen to a verbal statement or report (other than radio dispatch).	54.7	61.5
Plan a course of action "on the spot" (e.g., 5 minutes or less before the action).	22.7	55.6
Drive an automobile under high speed or other emergency condi- tions.	12.9	49.0
Determine the appropriate action in an <u>ambiguous</u> situation.	16.2	42.3
Combine information from more than one source to reach a conclu- sion.	23.9	41.9
Determine whether physical force was required against another person.	6.4	34.0
Restrain the movements or activity of another person	4.5	25.2

For purposes of determining relevant job requirements for patrol officers, the summary of important behaviors or process reported in Exhibit XII for day-to-day patrol work might be appropriately expanded to include those behaviors not reported as critical aspects of routine activities, but which take on important roles in performing under threatening or emergency situations. Exhibit XVIII shows the results of this expansion. Presented are those behavior or processes that did not meet the standard of being critical to activity performance in at least 10 percent of the activities observed or reported during Post-Shift Interviews, but which did meet this standard for activities described through the Incident-Oriented Interviews. As is indicated, additional behaviors or processes from all major A/BDF areas are added to the list shown earlier in Table .

Summary of Incident-Oriented Analyses

Job analysis results summarized in this section of the report must be viewed, like Exhibit XVIII, as a supplement to those reported for the A/BDF analysis of Field Observation and Post-Shift Interview data. Fortunately, the critical, emergency, and threatening situations documented in this section occur infrequently. However, when they do occur, the officer must be able to perform those behaviors required to successfully conclude the activity. For this reason, behaviors which earlier appeared to be infrequently performed, on the basis of these results, should be considered in establishing the list of job requirements for patrol officer selection.

BEHAVIORS OR PROCESSES CITED AS CRITICAL ASPECTS
OF ACTIVITIES REPORTED IN INCIDENT-ORIENTED INTERVIEWS
BUT NOT IN OBSERVATION OR POST-SHIFT DESCRIPTIONS

Get information from a mechanical device or tool.

Smell an object(s).

Touch an object(s).

Estimate or measure the distance between objects, or between self and object.

Estimate the speed of a moving object(s).

Estimate time elapsed between events.

Analyze or break down information to improve understanding.

Determine whether physical force was required against another person.

Restrain the movements or activity of another person.

Lift an object/person weighing more than 100 pounds.

Move or pull an object/person weighing more than 100 pounds.

Explain a law or regulation to another person.

Explain a point to a group of 2 or more people.

Provide information by filling in a checklist.

RESULTS OF ELECTROCARDIOGRAPHIC MONITORING

The ninety-seven (97) patrol officers selected for Field Observation were solicited to wear a portable Electrocardiogram (ECG) device. This device provided the capacity to record a continuous measurement of heart activity expressed in beats-per-minute (bpm). The objective of the procedure was to identify activities and behaviors which had potential for heart stress. This information could, in turn, suggest possible medical/physical standards to be investigated during the next phase of the Suburban Police Officer Selection Standards Study.

ECG Analysis Procedures

Analysis of the ECG data was accomplished in two steps. The first step was to interpret the individual officer tapes, relating measured heart rates to all activities performed by the officer during the tour of duty. These interpretations were made by a Cardiologist, Dr. Arthur Leon of the University of Minnesota Department of Physiology and Hygiene. The relationships were obtained by matching the time of activity occurrence, as noted on the Observer's Log Sheet, to the clock time recorded by the monitoring device during its period of operation.

The activities performed by the officers were analyzed in terms of three levels of heart response: Mild (90-100 bpm), Moderate (101-120 bpm), and Marked (121+ bpm).

The second step of the analysis was to develop statistical summaries from the individual officer interpretations provided by the cardiologist. These summaries were intended to investigate differences in heart rate responses in terms of officer age and sex, patrol shift, department classification and patrol activities performed.

Results of ECG Analysis

Tables 35 through 37 present the data summaries prepared. A total of 55 usable recordings were obtained, representing 440 patrol hours, or 57%, of the patrol hours observed. The number of recordings obtained was influenced by two factors. Some officers did not volunteer to wear the monitoring device (approximately 15% of the officer

TABLE 35

FREQUENCY OF MILD, MODERATE, AND MARKED HEART RESPONSES
ASSOCIATED WITH EACH POLICE ACTIVITY

	<u>Mild Heart Response</u>			<u>Moderate Heart Response</u>			<u>Marked Heart Response</u>		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
1. Roll Call	2	0	2	1	0	1	0	0	0
2. Check in/Check out	10	0	10	10	0	10	0	1	1
3. Rest Period	9	1	10	7	0	7	0	0	0
4. Inspect Patrol Vehicle	9	1	10	10	0	10	1	0	1
5. Repair and Maintain Equipment/Vehicle	5	0	5	7	0	7	2	0	2
6. Complete Routine Paperwork	2	0	2	0	0	0	0	0	0
7. Regular Departmental Training	0	0	0	0	0	0	0	0	0
8. Citizen Information Activities	1	0	1	0	0	0	0	0	0
9. Plan Patrol Route	2	0	2	0	0	0	0	0	0
10. Patrol Residential Area by Auto	18	0	18	7	0	7	0	0	0
11. Patrol Business District by Auto	10	1	11	7	0	7	2	0	2
12. Patrol Public Areas by Auto	2	0	2	1	0	1	0	0	0
13. Leave Car to Inspect Location	5	0	5	0	0	0	1	1	2
14. Maintain Stationary Patrol	0	0	0	1	0	1	0	0	0
15. Talk About Potential Problems on Route	1	0	1	2	0	2	0	0	0
16. Make Routine Motor Vehicle Check	5	0	5	1	0	1	0	0	0
17. Transport Money or Materials	3	0	3	4	0	4	0	0	0
18. Guard Prisoners	0	0	0	0	0	0	0	0	0
19. Appear in Court	0	0	0	0	0	0	0	0	0
20. Serve Warrants, Summonses, Subpoenas	0	0	0	1	0	1	0	0	0
21. Provide Assistance to Stranded Motorists	4	0	4	4	0	4	1	0	1
22. Process Lost/Stolen/Found Property	0	0	0	1	1	2	1	0	1
23. Handle Arguments/Disputes Among Family/ Neighbors	1	0	1	1	0	1	2	0	2
24. Handle Prowler/Trespassing/Peeping Tom	1	0	1	1	1	2	1	0	1
25. Handle Fighting/Disorderly Conduct	3	0	3	1	0	1	1	0	1
26. Handle Intoxicated Person	0	0	0	0	0	0	0	0	0
27. Handle Noise Complaints	2	0	2	2	0	2	1	0	1
28. Handle Missing/Found Person Call	2	0	2	0	0	0	1	0	1
29. Handle Traffic Accident	2	0	2	3	0	3	0	0	0
30. Respond to Burglar Alarm	1	1	2	1	0	1	1	0	1
31. Provide Backup to Responding Officer	1	0	1	3	0	3	0	0	0
32. Respond to Serious Crime	3	0	3	2	0	2	0	0	0
33. Other Response to Service Call	10	0	10	5	0	5	0	0	0
34. Respond to Emergency Call	2	0	2	1	0	1	1	0	1
35. Direct Traffic at Accident Scene	0	0	0	0	0	0	0	0	0
36. Establish Roadblock	0	0	0	0	0	0	0	0	0
37. Drive Persons to Hospital	0	0	0	0	0	0	0	0	0
38. Provide Emergency Medical Service	0	0	0	2	0	2	1	1	2
39. Rescue Drowning Victim	0	0	0	0	0	0	0	0	0

TABLE 35

FREQUENCY OF MILD, MODERATE, AND MARKED HEART RESPONSES
ASSOCIATED WITH EACH POLICE ACTIVITY
(CONTINUED)

	<u>Mild Heart Response</u>			<u>Moderate Heart Response</u>			<u>Marked Heart Response</u>		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
40. Control or Extinguish Fire	0	0	0	1	0	1	0	0	0
41. Handle Crowd Control at Parades, Fairs	0	0	0	0	0	0	0	0	0
42. Handle Crowd at Protest Picket Line	0	0	0	0	0	0	0	0	0
43. Stop & Interrogate Suspicious Persons	7	1	8	3	0	3	0	0	0
44. Report Potential Trouble Spots	0	0	0	1	0	1	0	0	0
45. Report Attractive Nuisances	0	0	0	0	0	0	0	0	0
46. Update File of Trouble Areas/Persons	2	0	2	0	0	0	0	0	0
47. Place Individual Under Arrest	3	0	3	0	0	0	0	0	0
48. Administer Test for Intoxication	1	0	1	1	0	1	0	0	0
49. Transport Arrested Person to Station	1	0	1	0	0	0	1	0	1
50. Process Arrested Person	1	0	1	0	0	0	0	0	0
51. Search Crime/Accident Scene	0	0	0	1	0	1	0	0	0
52. Guard Crime/Accident Scene	0	0	0	0	0	0	0	0	0
53. Survey Crime Accident Scene	2	0	2	1	0	1	0	0	0
54. Interrogate Suspect	0	0	0	2	0	2	0	0	0
55. Assist Detectives	5	0	5	0	0	0	0	0	0
56. Search Records Bureau	0	0	0	1	0	1	0	0	0
57. Take Statements/Confessions	0	0	0	2	0	2	0	0	0
58. Participate in Raid to Serve Warrant	0	0	0	0	0	0	0	0	0
59. Perform Stake-Out Surveillance	0	0	0	1	0	1	0	0	0
60. Arrange Removal of Vehicle	0	0	0	2	0	2	0	0	0
61. Handle Cases of Dead/Injured Animals	0	0	0	1	0	1	0	0	0
62. Inspect Places for Code, Health Violations	0	0	0	0	0	0	0	0	0
63. Inspect & Report Fire Hazards	0	0	0	0	0	0	0	0	0
64. Inspect & Report Public Safety Hazards	0	0	0	1	0	1	0	0	0
65. Write Traffic Citation	15	0	15	9	0	9	4	0	4
66. Maintain Radar Unit	13	0	13	2	3	5	0	0	0
67. Maintain Patrol For Violations (No Radar)	4	0	4	4	0	4	0	0	0
68. Enforce Meter Parking	0	0	0	0	0	0	0	0	0
69. Provide Escort for Funerals/Loads	0	0	0	0	0	0	0	0	0
70. Participate in Traffic Chase	0	0	0	1	0	1	0	0	0
71. Search File for Traffic Warnings	0	0	0	0	0	0	0	0	0
Total¹	210	5	215	142	5	147	24	3	27

¹Includes responses for activities classified as "Other".

TABLE 36
SUMMARY OF HEART MONITORING RESULTS BY AGE
AND SEX OF OFFICER

Age & Sex of Officer	Number of Moderate or High Heart Rate Occurrences											Total
	0	1	2	3	4	5	6	7	8	9	10+	
18 - 25	1	5	0	1	0	1	1	0	0	0	0	9
Male	1	5	0	1	0	1	1	0	0	0	0	9
Female	0	0	0	0	0	0	0	0	0	0	0	0
26 - 30	5	2	5	4	4	5	2	1	1	0	1	30
Male	5	2	5	3	3	5	2	1	1	0	1	28
Female	0	0	0	1	1	0	0	0	0	0	0	2
31 - 35	1	3	0	0	0	0	1	0	0	1	1	7
Male	1	3	0	0	0	0	1	0	0	1	1	7
Female	0	0	0	0	0	0	0	0	0	0	0	0
36 - 40	1	0	0	0	1	1	1	0	0	1	0	5
Male	1	0	0	0	1	1	1	0	0	1	0	5
Female	0	0	0	0	0	0	0	0	0	0	0	0
41 - 45	0	2	0	0	0	0	0	0	0	1	0	3
Male	0	2	0	0	0	0	0	0	0	1	0	3
Female	0	0	0	0	0	0	0	0	0	0	0	0
46 - 50	1	0	0	0	0	0	0	0	0	0	0	1
Male	1	0	0	0	0	0	0	0	0	0	0	1
Female	0	0	0	0	0	0	0	0	0	0	0	0
Total	9	12	5	5	5	7	5	1	1	2	2	55

TABLE 37

SUMMARY OF HEART RATE RESPONSES ACCORDING
TO DEPARTMENT TYPE AND PATROL SHIFT

Department Type and Shift	Total # of Officers	Type of Heart Response					
		Mild (90-100bpm) #	Avg/ Officer Shift	Moderate (101-120bpm) #	Avg/ Officer Shift	Marked (121+ bpm) #	Avg/ Officer Shift
I. Large Department Inner Suburbs	27	86	3.1	62	2.3	13	.5
Shift 1	11	41	3.7	25	2.3	4	.4
Shift 2	8	25	3.1	23	2.9	7	.9
Shift 3	8	20	2.5	14	1.8	2	.3
II. Large Department Outlying Area	11	40	3.6	30	2.7	7	.6
Shift 1	2	7	3.5	5	2.5	1	.5
Shift 2	4	16	4.0	15	3.8	4	1.0
Shift 3	5	17	3.4	10	2.0	2	.4
III. Small Department Inner Suburbs	6	26	4.3	20	3.3	2	.3
Shift 1	2	6	3.0	6	3.0	0	0.0
Shift 2	4	20	5.0	14	3.5	2	1.0
Shift 3	0	0	0.0	0	0.0	0	0.0
IV. Small Department Outlying Area	11	46	4.2	40	3.6	3	.3
Shift 1	3	8	2.7	8	2.7	1	.3
Shift 2	5	22	4.4	18	3.6	2	.4
Shift 3	3	16	5.3	14	4.7	0	0.0

sample). In other cases, the officers wore the device, but the tape obtained was not interpretable because of "noise" masking heart functioning, which results from muscle activity in the chest area.

The general conclusion reached by the cardiologist in reviewing the data available was that there was insufficient frequency of stress situations encountered by the officers who were monitored to establish any significant correlation between activities and cardiovascular requirements. In particular, no critical, emergency, or threatening situations occurred during ECG monitoring. This prevented analysis of potential peak cardiac demand during high-stress performance.

As shown by Table 35, there were only 27 activities in which a marked heart response was recorded. This number represents only 7% of the total activities which involved at least a mild heart response. Based on the sample, an average of 10 situations would occur during a month in which a typical officer would experience a marked heart rate.

Table 36 compares the recorded frequency of moderate or marked heart rate responses by age and sex of the officers. As shown by the table, the frequency of heart rate responses was similar by age and sex. The average frequency was approximately three occurrences of a mild or moderate heart rate during a shift, regardless of age and sex.

Table 37 provides a comparison of heart rate responses according to the department classification and patrol shift. In general, the data collected indicates that officers on the evening shift experience more frequent occurrences of increased heart rates than on other shifts; however, the relative difference in average occurrences per officer is minimal. No differences were found between department classifications in the average occurrence of increased heart rate responses.

The electrocardiogram monitoring procedure, then, did not provide evidence of marked heart stress in the course of day-to-day police activity. However, based on the limited amount of data

collected, ~~evidence~~ suggested that about 10 activities per month produce a marked heart rate increase. While the most appropriate basis for determining heart stress would consist of ECG monitoring during critical or emergency situations, the relatively low frequency of such activities makes such a study economically infeasible.

IMPORTANCE OF POLICE ACTIVITIES:

THE REPRESENTATIVE PANEL JUDGEMENTS

Purpose of the Representative Panel

The primary purpose of the job analysis study was to determine the knowledge, abilities, personal and physical characteristics required to perform the work of a patrol officer. Based on this information, a trial system of selection procedures (predictors) would be developed. Finally, a validation study would be carried out to determine which of the predictors could be used to assess an applicant's chances of performing effectively as a patrol officer.

Completion of the validation study would require that data be collected on certain of the trial predictors from a sample of current officers. A trial set of paper and pencil tests, for example, would be administered and scores compiled. Statistical analyses would be used to determine whether performance on the tests (high scores vs lower scores) was related to performance on the job (highly effective vs less effective - If a relationship was observed, then it would be inferred that those applicants scoring high on the test could be expected to perform more effectively in job performance). This final step, then, required that a measure of job performance (criterion) be developed for use in the validation study.

The job analysis study provided a detailed description of the activities performed by patrol officers. Consequently, it provided the basis for developing a measure of job performance since an officer should be evaluated according to how effectively he or she performs those activities actually encountered on the job.

Development of an overall measure of job performance, however, should not be based on how well an officer performs each specific job activity. The successful completion of certain activities, for example, might be viewed as more important to accomplishing the objectives of crime prevention and service to the community. Accordingly, an officer's performance in some aspects of the job should carry more weight in determining the officer's overall performance effectiveness.

The purpose of this stage of the project was to determine those activities which should carry most weight in measuring overall job performance. As stated in the Research Design Team report, the objective was to provide an opportunity for:

" . . . panels representing various "interested parties" to judge the relative importance of each job activity for the overall job of the Twin Cities Metropolitan Area suburban police officer. Without such importance judgements, it will not be possible to determine which job factors should receive intensive criterion development work and which should not, and to determine which criterion measures should be weighted the most heavily in the summary index of overall performance."

Description of the Representative Panel

The representative panel was structured to obtain the opinions of several citizen and police groups regarding the relative importance of activities listed in the Police Activity Coding System. In addition, the panel was selected so that comparisons could be made of relative activity importance across the four department classifications.

Through contact with various citizen and youth groups and the participating police departments, a panel of 253 members was formed. The panel's composition is shown in Table 38. As indicated, the panel was comprised of adult and youth citizens, patrol and senior command officers, and city managers from each department classification. While the Research Design Team report called for representation of minority citizens in the panel, contact with numerous minority groups in the metropolitan area failed to yield any racial minorities.

Adult citizens were randomly selected from membership lists of the regional citizens' association. Only residents of participating municipalities were considered. Youths were obtained through the cooperation of several local church youth groups. Panel members' judgement regarding activity importance were collected through the questionnaire shown in Appendix O. The questionnaire asked panelists to read the police activities (presented

TABLE 38

MEMBERSHIP OF THE REPRESENTATIVE PANEL

Department Classification	Panel Group				
	Adult Citizens	Youth Citizens	Police Officers	City Managers	Police Chiefs
Large/Inner Suburb	61	16	25	8	7
Large/Outer Suburb	19	7	10	5	7
Small/Inner Suburb	12	2	6	8	6
Small/Outer Suburb	14	7	10	9	12

in random order) and to rate their relative importance as aspects of police work. Judgements were made on a scale ranging from 1 -- Least Important to 11 -- Most Important. Responses of the 253 panelists were analyzed to determine the average activity importance rating for each combination of group, membership, and department.

Analyses of variance were carried out on the 4 x 5 classification table shown in Table 38 to test for the significance of differences among the various panel groups and department classifications.

Activity importance judgements are shown in Appendix P for each of the 71 activities listed in the Police Activity Coding System. The Appendix reports average importance ratings for each group-by-location pair, as well as for groups collapsing across locations, and locations collapsing across panel groups. Finally, the average importance rating for the entire sample is provided.

Examination of Appendix P shows that panel judgements of activity importance ranged from about 2.5 to nearly 10.7, indicating that the group did in fact perceive different aspects of police activity to be of differing importance.

Results by Department Classification

Analyses were undertaken to determine whether the average rated importance of specific police activities varied with the department classification from which panel members were drawn. Analyses of variance on importance judgements for all activities resulted in significant mean differences among the four classes of department on 11 activities. However, in only two cases did the average difference exceed one point on the 1 through 11 point rating scale. These activities were:

<u>Activity</u>	<u>Average Importance</u>	
Talk with business persons or residents about potential problems on patrol route.	7.36	Large/Inner
	8.32	Large/Outer
	7.79	Small/Inner
	7.06	Small/Outer
Handle report of arguments/disputes among family/neighbors.	7.00	Large/Inner
	7.74	Large/Outer
	7.09	Small/Inner
	6.12	Small/Outer

In both cases, the activity was rated least important by panel members drawn from the Small/Outer Suburb classification and most important by those from the Large/Outer Suburban areas. Even in these cases, however, the practical significance of importance ratings differing by only about one and one-half points can be questioned when examined from the perspective of appraisal factors or weights. Based on the above results, there is little evidence that performance appraisal measures should be constructed or weighted differently within the four classifications.

Results by Panel Group

Analysis of variance based on panel membership group showed significant mean differences on 29 activities. Results were examined to determine the magnitude of these differences and to locate the specific groups that might, through an unusually high or low rating, be responsible for providing the significant difference. Those activities where the average difference across membership groups amounted to one score point or more were selected. For these cases, instances were examined to determine whether the significance of the overall difference could be attributed to an unusually high or low rating or the part of one or more of the groups. Exhibit XIX summarizes the results of this analysis.

About one-half of the significant differences could be attributed to one or two groups providing importance judgements markedly different (about two score points) from those of other panel groups. This contrast generally consisted of:

- A. Police officers and chiefs rating an activity as more important than the remainder of the panel.
- B. Youths rating an activity higher than the remainder of the panel.

Overall Results for the Representative Panel

Comparisons based on panel membership provide an interesting perspective on the way different citizen and police groups perceive the importance of various police activities. However, the

SUMMARY OF SIGNIFICANT GROUP MEMBERSHIP
DIFFERENCES ON ACTIVITY IMPORTANCE JUDGEMENTS

Judged More Important by Police Personnel than by Other Groups

Roll call.

Inspect patrol vehicle for required equipment, fuel, etc.

Talk with business persons or residents about potential problems on patrol.

Appear in court to prosecute cases handled or citations written.

Handle report of fighting, disorderly conduct or mischevious conduct.

Provide emergency medical service (first aid) at scene of accident/crime.

Guard crime/accident scene and evidence until other law officers arrive.

Take statements/confessions.

Judged More Important by Youth than by Other Groups

Transport or deliver money and other materials.

Search file of traffic warnings to determine need for citation.

Drive persons to hospital.

Handle cases of dead/injured animals.

Inspect construction sites, places of entertainment, restaurants for code, health, safety violations.

Provide escort for funerals/oversize loads.

primary impact for designing and differentially weighting components of a performance appraised measure should be based on the overall rating of importance for each activity. This approach would seem to be supported by a number of points. First, differences among the panel groups, while significant in a statistical sense, were not large, when viewed as differences of one or two points on an 11 point scale. Second, measures of performance effectiveness to be used as part of the validation study would most likely be provided by supervisory-level police officers. Use of a composite importance value to weight these ratings would mean that groups other than police personnel would have a say in weighting the component ratings to obtain an overall performance measure.

With this approach in mind, results reported in Table show the overall importance rating of each police activity. Those activities viewed most important appear under the general areas of:

Administrative and Non-patrol Activities

- Participation in regular departmental training (8.4)

Routine Patrol Activities

- Appear in court to prosecute cases handled or citations written (8.4)

Responding to Service Calls

- Handle report of prowler/trespassing/peeping tom (8.6)
- Handle report of fighting, disorderly conduct, or mischevious conduct (8.2)
- Respond to burgular alarm (9.5)
- Provide back-up to responding officer (9.5)
- Respond to report of serious crime (10.7)

Providing Emergency Service

- Respond to emergency, non-routine service call (9.8)
- Provide emergency medical service (9.9)
- Rescue drowning victim (9.5)
- Handle crowd at demonstration, protest, picket line, emergency scene (8.2)

Performing Arrests at Scene of Crime/Accident

- Place individual under arrest (9.3)

Preliminary Crime/Accident Investigation

- Search crime/accident scene for physical evidence (8.6)
- Guard crime/accident scene for witnesses and interview witnesses (8.1)

Although the importance of specific activities varied within the ten areas of the Police Activity Coding System, the general areas relating to service call response, providing emergency service, performing arrests, and preliminary investigative activities were rated as the most important parts of police work.

Summary of Representative Panel Analyses

Results of the representative panel procedure suggest certain areas of police performance to be focused on in later efforts at developing a performance appraisal measure. More relevant to the purpose of this study, however, is the observation that certain areas of police work where activities occur with relatively low frequency (see previous sections of this report) tend to be viewed as highly important aspects of police performance. This information provides a second dimension to be considered in determining the job-relevant attributes that should be assessed in a police officer selection program. That is, relatively infrequent types of activities must be viewed in the context that, when such activities occur, they define some of the more important aspect of police work. To define job requirements on the basis of activity frequency alone would ignore this point.

THE EXPERT PANEL JUDGMENTS OF POLICE JOB REQUIREMENTS

The focus throughout the project was a determination of the job knowledges, skills, abilities, personal and physical characteristics (KSAPCs) required to perform as a suburban metropolitan patrol officer. The basis for determining these job requirements was a thorough analysis of the activities performed and the behaviors or processes involved in the job of patrol officer.

The final linkage to be established, then, was that specifying the KSAPC's required to perform effectively those activities, behaviors, or processes that the job analysis showed to be part of the suburban metropolitan police officer's job. Simply stated, it was necessary to review the data indicating what is done by the patrol officer and determine what is needed to do it in terms of KSAPC's. Once this linkage was established, a selection procedure aimed at assessing applicants' relative qualifications on the various KSAPC's could be developed in a later project.

The research design required that this linkage between job content and KSAPC requirement be based on the judgments of experts in the areas of psychology, police science, training, administration, physiology, cardiology, and the law. This group was to review the results of the job analysis, and provide expert judgments regarding the specific KSAPCs which these data indicated as job requirements for suburban metropolitan police work. The following sections of this report summarize the results of this procedure.

Development of the A Priori List of Job Requirements

A review of published police officer job analyses was used to develop a set of attributes that could be evaluated as potential job requirements by the expert panel. The primary studies reviewed are listed in Exhibit XX.

STUDIES REVIEWED IN DEVELOPING THE A PRIORI LIST OF JOB REQUIREMENTS

Barrett, G.V., Alexander, R.A., O'Conner, E., Forbes, J.B., Balascoe, L. Garver, T. Public Policy and Personnel Selection: Development of a Selection Program For Patrol Officers. Akron University, Industrial/Organizational Psychology Group, Akron, 1975

Dunnette, M.D. & Motowide, S.J. Development of a personnel selection and career assessment system for policy officers for patrol, investigative, supervisory, and command positions. Report to the Law Enforcement Assistance Administration. Personnel Decisions Incorporated, Minneapolis, 1975.

Heckman, R.W., Grover, D.M., Dunnette, M.D. and Johnson, P.D. Development of Psychiatric Standards For Police Selection. Personnel Decisions, Inc., Minneapolis, 1972.

Landy, F.J. & Farr, J.L. Police performance appraisal. Final report to the Law Enforcement Assistance Administration. Grant #NI-71-063-G. Department of Psychology, Penn State University, 1975.

Minnesota State Department of Personnel. Police patrol office test validation study for the suburbs of Minneapolis/St. Paul. St. Paul, 1975.

Talbert, T.L. & Ronan, W.W. A study of applicant selection and performance appraisal for firefighters, police officers, clerical employees, and child care attendants. Atlanta Regional Commission, Governmental Service Department, Technical Assistance Division, October, 1974.

Thornton, R.F. & Rosenfeld, M. The development and validation of a police selection examination for the City of Philadelphia. Center for Occupational and Professional Assessment, Educational Testing Service, 1974.

Wollack, S., Clancy, J.J., and Seals, S. The validation of entry-level law enforcement examinations in the States of California and Nevada. The Selection Consulting Center, State Personnel Board, Sacramento, California, September, 1973.

The list of possible job requirements developed from the above sources, and from previous work in this project, is shown in Appendix Q . The list is organized into four major categories:

- a) Abilities - A list of 36 basic abilities focusing on specific areas of oral and written communication, mathematics, decision making, reasoning, information processing, memory, mechanical comprehension, and other basic ability factors.
- b) Job Knowledges - A list of 41 specific job knowledges that might be required to perform police work; including knowledge of specific laws, investigative techniques, firearms, department procedures, etc.
- c) Physical Characteristics - A list of 14 physical characteristics, including items on agility, endurance, coordination, and sensory capabilities.
- c) Personal Characteristics - A list of 29 personal characteristics, including willingness to perform under risk to personal safety, willingness to deal with others, extroversion, personal habits, and other characteristics expressing basic personality constructs.

This list of 120 potential job requirements was presented to the expert panel for consideration in its development of the final police officer job specification. Later sections of the report present the results of this procedure.

Selection and Composition of the Expert Panel

A team of eleven subject-area experts was assembled to review the results of the job analysis project and provide judgments regarding the attributes necessary for effective police officer performance. Experts were drawn from a broad range of areas to assure breadth of specific technical expertise within the panel and to provide varying frames of reference for reviewing the study results. For example, the psychologists were best able to demonstrate expertise in the area of human abilities and personal characteristics required to perform as a patrol officer. Police training specialists were selected to indicate the specific job knowledges required, and physiologists were included to indicate the physical characteristics that should be reviewed in selecting new officers. Other experts were selected to provide

judgments in areas related to their specialized backgrounds.

The makeup of the expert panel and the subject areas each group was assigned to review were as follows:

3 Industrial Psychologists	- Ability and Personal Characteristic Requirements
1 Cardiologist	- Physical Requirements
1 Physiologist	- Physical Requirements
1 Public Administrator	- Job Knowledge Requirements
2 Police Training Specialists	- Job Knowledges, Physical Characteristics
2 Police Chiefs	- Job Knowledges, Personal Characteristics
1 Attorney	- Legal Consultation to other panel members on selection standards questions

The Expert Panel Procedure

Members of the expert panel were assembled July 14 and 15, 1977 in Minneapolis, Minnesota. The panel was led through a review of the project's history, the research design, the data collection methods, and the role of panel members. An outline of the material covered in the panel review session is presented in Appendix R .

Each panel member was provided a notebook containing the summary results of the activity and job behavior analyses discussed in previous sections of this report. In addition to this material, the notebook contained an abstract of the Minnesota Police Officer Training Program and a copy of the Training Board's Minimum Selection Standards. The notebook was designed to provide all the objective data required by the expert panelist to complete his task.

In general terms, the task of the expert panelist was:

- 1) to determine whether each KSAPC provided on the a priori list could be justified by the job analysis results as a requirement for performing police work,
- 2) to determine the amount of each attribute required to perform police work at an adequate level and at a superior level,
- 3) to determine whether the attribute should be selected for at entry, or trained for once in the basic training course.

To obtain this information, the data collection forms shown in Appendix S were developed.

A critical aspect of the experts' task was associated with the two final columns on the data collection form. Here, the expert was required to review the job analysis results, and to cite specific activities performed or behaviors required during these activities that documented, or justified, use of the KSAPC in question as a job requirement. Experts were instructed to use their best judgment in deciding the frequency of a given activity or behavior necessary for it to serve as a basis for establishing a job requirement. In addition, experts were encouraged to rely on their expertise, and not exclusively on the data provided in the summary notebook.

In completing the judgement task, experts focused on that part of the a priori KSAPC list in which they were most expert. If additional KSAPCs occurred to the experts, they were written on the form. As experts finished providing and documenting their judgements in specific KSAPC areas, they were encouraged to continue into the other requirement areas.

In general, complete sets of judgments in each attribute category were obtained from the panel members most expert in that particular area. In addition, for most attributes, complete and documented judgments were provided by at least half the panel members. The judgments provided by panelists in areas other than those where they were "most expert" were included in the analysis of the expert panel's data. This procedure was adopted because, for example, a police chief might be "most expert" in job knowledge requirements and "less expert" in the area of human abilities than a psychologist. However, day-to-day administration of a police department provides a considerable degree of expertise to the police chief in the area of ability requirements as well.

As is clear from the preceding discussion, the expert panel was not used as a group of narrowly-defined, technical experts. Instead the group was viewed as possessing varying levels of expertise in different subject areas. Judgments were first obtained in the area of

greatest expertise, and then in secondary expertise areas. In analyzing data provided by the expert panel, the judgments of experts best qualified in a given area were given most weight, and where discrepant judgments were obtained, that of the area experts was used in establishing the final list of job requirements.

Review of the Expert Panel Judgments

Exhibits XXI through XXIV report the results of the expert panel judgements. The Exhibits represent a summary of the experts' judgements, based on review and condensation of all data provided by the panel according to the following methods. First, attributes were designated essential if 50% or more of the experts' judgements indicated that the attribute was "essential" to performance of police work. Attributes not meeting this criterion were designated useful if 50% or more of the judgements indicated the attribute to be either "useful" or "essential" to performance. Those attributes which failed to meet either of these criteria were categorized as not applicable or unimportant. For those attributes assigned to the useful or essential categories, judgments of the appropriateness of selection versus training were examined. Selection was deemed most appropriate if a majority of the expert panelists indicated that an officer must have "all", "nearly all" or "most" of the attribute at entry to police service.

Finally, experts' judgments regarding how much of the attribute would be required for adequate and superior job performance were reviewed. The panel was asked to express the amount of the attribute required by estimating the proportion of the general population that they believed possessed a sufficient amount of each attribute to perform at an adequate level as a police officer, as well as at a superior level. Possible responses were "almost all", "50%", "16%", or "5%". An indication that a small percentage of the population possessed a sufficient amount of the ability to perform effectively implied, of course, that a large amount of the attribute was necessary. The four rating points used assume that the attributes being assessed are normally distributed within the population, and represent convenient reference points (in terms of standard deviation units) along this distribution.

The above judgments can be taken as tentative indicators of the appropriateness and possible utility to be realized in developing selection devices to screen applicants on the various attributes. Development of elaborate selection devices generally would be unwarranted if "almost all" of the population possessed an attribute in the required amount. An exception might be the use of quick and inexpensive methods to detect obviously unqualified individuals. For attributes required in an amount such that about 50 percent of the general population would possess the required level, the potential gains in an overall quality of the selected group as a result of using selection devices would be high. Higher requirement levels, such that only 16 percent or 5 percent of the population would be expected to possess sufficient levels of the attribute indicate attributes for which selection devices must be developed carefully so as to best identify the few applicants possessing these attributes. For the most extreme requirements, the benefits of increased performance to be gained through selection must be weighed carefully against high costs of screening and increased probability of errors in selection. However, selection for attribute levels not frequently observed in the general population becomes more and more appropriate as large numbers of applicants are screened for a small number of openings.

Given the emphasis in this study on the design of selection procedures, particular attention was given to those attributes which were judged to be both essential and best obtained in the work force through selection. The activities and/or job behaviors most frequently cited by the expert panel as the basis for judging attributes as job requirements are shown in Appendix T .

Abilities (Exhibit XXI)

Twenty-six of the a priori abilities were judged as essential and subject to selection rather than training. The remaining ten were judged useful and, also, most appropriately treated through selection. The twenty-six essential abilities can be viewed as clustering into seven major ability areas as follows:

EXPERT PANEL JUDGMENTS OF ATTRIBUTE REQUIREMENTS
AND NECESSITY FOR USE OF SELECTION - ABILITIES

EXHIBIT XXI

Attribute	Expert Panel Judgments				
	Essential, Select	Essential, Train	Useful, Select	Useful, Train	Not Applicable or Unimportant
1. Ability to write concise, understandable sentences.	X				
2. Ability to write legibly.	X				
3. Ability to express in writing that which has been observed or heard personally.	X				
4. Ability to express in writing that which has been related by another person.	X				
5. Ability to follow written instructions in completing a checklist-type report	X				
6. Ability to copy information from one source to another (copy driver's license number on citation, transcribe information from one report form to another, etc.)	X				
7. Ability to depict an object or event in a drawing or in schematic form (draw depiction of accident scene, draw map for citizen, etc.).	X				
8. Ability to read and understand written material of average difficulty (newspaper, magazine, introductory texts, etc.)	X				
9. Ability to read complex written material (legal text, court transcript, technical publication, mechanical or mathematical explanation of phenomenon, etc.)				X	
10. Ability to understand spoken messages	X				
11. Ability to express thoughts orally in a clear, understandable manner	X				
12. Ability to explain complicated information in simple language	X				
13. Ability to extract important information during oral communications (listening ability).	X				
14. Ability to project one's voice clearly.	X				
15. Ability to add and subtract.	X				
16. Ability to multiply and divide.	X				
17. Ability to work with fractions, decimals, or percentages.	X				
18. Ability to plan an appropriate course of action to reach an objective.	X				
19. Ability to develop alternative solutions to problems and to evaluate their respective utilities.				X	

Attribute	Expert Panel Judgments				
	Essential, Select	Essential, Train	Useful, Select	Useful, Train	Not Applicable or Unimportant
20. Ability to make sound decisions "on the spot."	X				
21. Ability to recognize specific signs or symptoms which indicate a larger or broader problem or situation.	X				
22. Ability to focus on a task and ignore distractions.				X	
23. Ability to extract specific details from a complex set of information.				X	
24. Ability to combine details from several sources to reach a solution.				X	
25. Ability to compare information from several sources for similarities and differences.	X				
26. Ability to develop alternative explanations or causes for situations or events.	X				
27. Ability to modify one's approach or personal style to reach an objective.				X	
28. Ability to stay with a problem or line of thought until the matter is resolved				X	
29. Ability to recall factual information (for example, laws, suspects' descriptions, license numbers, etc.).	X				
30. Ability to remember visual information (photograph, pictorial display, building layout, map, etc.)	X				
31. Ability to remember specific details of a past event (accident, arrest, condition of building, etc.).	X				
32. Ability to apply simple mechanical principles (leverage, force, acceleration, friction, etc.).				X	
33. Ability to estimate the time required to complete an event.				X	
34. Ability to learn new information quickly.	X				
35. Ability to perform a complex learned series of movements rapidly in the proper sequence.	X				
36. Ability to type.				X	

- Writing, transcribing, drawing (abilities 1, 2, 3, 4, 6, 7)
- Reading (abilities 5, 8)
- Oral communications: listening and speaking (abilities 10, 11, 12, 13, 14)
- Simple mathematics (abilities 15, 16, 17)
- Information processing and problem solving (abilities 18, 20, 21, 25, 26)
- Factual recall (abilities 29, 30, 31)
- Learning (abilities 35, 36)

For all but two essential abilities, the expert panel estimated that an amount of the ability was required such that 50 percent of the general population possessed enough of the ability to perform adequately as police officers and that 16 percent of the population displayed the ability at sufficient levels to perform in a superior fashion. The exceptions to this pattern were "ability to understand spoken messages" and "ability to extract important information during oral communications (listening ability)." Experts judged that these abilities were required for performing police work to an extent that only about 16 percent of the population possessed the abilities in amounts sufficient to perform adequately as a patrol officer. Experts reported that the amount of these abilities required implied that only five percent of the population possess sufficient amounts to perform in a superior fashion.

Knowledges (Exhibit XXII)

With few exceptions, the specific job knowledges included in the a priori attribute list were perceived as being most appropriately obtained through training. The only knowledge rated as essential and appropriately selected for were:

- Physical defense tactics (knowledge 33)
- High school education (knowledge 39)

Physical defense tactics met the criteria established for essentiality and selectability by a narrow margin. It seems possible that some panel members may have had in mind the physical abilities

EXHIBIT XXII

EXPERT PANEL JUDGMENTS OF ATTRIBUTE REQUIREMENTS
AND NECESSITY FOR USE OF SELECTION - KNOWLEDGES

Attribute	Expert Panel Judgments				
	Essential, Select	Essential, Train	Useful, Select	Useful, Train	Not Applicable or Unimportant
1. Police report writing procedures.		X			
2. Police department administrative rules and regulations.		X			
3. Police agency jurisdictions and jurisdictional limits (for example, FBI, Sheriffs Department, Highway Patrol jurisdiction).		X			
4. Constitution of the U.S. and Bill of Rights.		X			
5. State statutes (for example, Minnesota Criminal Code, Traffic Code, etc.).		X			
6. Civil rights law.		X			
7. City ordinances.		X			
8. Patrol techniques (random patrol, formal patrol procedures, etc.).				X	
9. Radio communication rules and procedures.		X			
10. Interrogation and interview techniques.		X			
11. Methods for administering chemical tests (for example, DWI).		X			
12. Arrest procedures and laws of arrest.		X			
13. Suspect booking and processing procedures.		X			
14. Methods for serving summons and civil papers.		X			
15. Laws of search and seizure.		X			
16. Rules of evidence.		X			
17. Legal terminology and definition.		X			
18. Methods for handling evidence for laboratory analysis.		X			
19. Basic first aid (treatment for shock, stopping minor bleeding, artificial respiration, etc.).		X			
20. Advanced first aid (cardiopulmonary resuscitation, stop severe bleeding, etc.).		X			
21. Traffic enforcement techniques.		X			
22. Traffic direction techniques.		X			
23. Accident investigation techniques.		X			
24. Field notetaking and sketching techniques.				X	

Attributes	Expert Panel Judgments				
	Essential, Select	Essential, Train	Useful, Select	Useful, Train	Not Applicable or Unimportant
25. Techniques for handling juvenile offenders.		X			
26. How to handle persons with psychological or emotional problems.		X			
27. Crime prevention equipment and methods.				X	
28. Crime investigation techniques.		X			
29. Narcotics and dangerous drugs, their identification and effects.		X			
30. Fingerprint detection and lifting.				X	
31. Care of firearms.		X			
32. Use of firearms.		X			
33. Physical defense tactics.	X				
34. Mechanical devices and how they work (resuscitator, traffic radar unit, firearm, basic automobile mechanics, etc.)		X			
35. Simple hand tools and their uses (hammer, screwdriver, car jack, lug wrench, etc.).			X		
36. Automobile operation (nonemergency, urban or suburban operation of a motor vehicle).		X			
37. Emergency driving techniques (high speed, traffic chase techniques, hazardous weather driving, etc.).		X			
38. Weather phenomena and their behavior (most likely path of a tornado, lightning hazard areas, type of snowfall and expected effect on driving conditions, etc.).				X	
39. High school education.	X ^a				
40. Associate degree.			X ^a		
41. College education.			X ^a		

^aDocumentation was lacking for these attributes. Judgments reported are based on opinions of all raters, regardless of whether activities or behaviors were cited as bases for the judgment.

required to engage in hand-to-hand fighting, rather than specific knowledge of self defense techniques when rating this attribute. Therefore, this attribute probably should not be used in developing a selection battery.

Little documentation was offered by the panel to justify requirement of a high school education, although raters were nearly unanimous in designating this attribute as essential.

Physical Characteristics (Exhibit XXIII)

Essential physical characteristics for which selection was recommended included:

- Weight in proportion to height (physical characteristic 3)
- Hearing acuity (physical characteristic 4)
- Visual acuity: color vision and depth perception (physical characteristics 6, 7)
- Strength and conditioning (physical characteristics 8, 13)
- Coordination and balance (physical characteristics 10, 11, 12)

Minimal documentation was provided for the requirement of weight in proportion to height. Absolute height and weight standards were not endorsed by the expert panel.

Panel judgments indicated that on all but two of the above requirements about half the general population would be expected to possess sufficient levels of the attribute to perform at adequate levels. Only about 16 percent of the population was predicted to possess sufficient qualifications on "ability to identify and distinguish colors" and "ability to maintain high level of exertion."

Personal Characteristics (Exhibit XXIV)

Eighteen of the 29 personal characteristics provided on the a priori list were judged essential and subject to selection. Seven additional items were judged useful and best obtained through selection. Only two personal characteristics were judged useful and trainable: "Willingness to enforce any law." and "Tendency to be suspicious, rather than trustful."

EXPERT PANEL JUDGMENTS OF ATTRIBUTE REQUIREMENTS AND
NECESSITY FOR USE OF SELECTION - PHYSICAL CHARACTERISTICS

Attribute	Expert Panel Judgments				
	Essential, Select	Essential, Train	Useful, Select	Useful, Train	Not Applicable or Unimportant
1. Between _____ and _____ in height.					X ^a
2. Between _____ and _____ in weight.					X ^a
3. Weight in proportion to height.	X ^a				
4. Ability to recognize difference in sound patterns (auto engine sounds, voice differences, different caliber firearm discharges, etc.).	X				
5. Ability to recognize changes in sounds.			X		
6. Ability to identify and distinguish colors.	X				
7. Ability to judge distances between self and objects, or between objects (depth perception).	X				
8. Ability to maintain a high level of physical exertion for an extended period.	X				
9. Ability to run an extended distance without stopping.			X		
10. Ability to coordinate movement of hands and arms.	X				
11. Ability to coordinate the movement of limbs based on visual input.	X				
12. Ability to maintain body balance in unusual contexts (climbing, crawling, crossing barriers, etc.).	X				
13. Ability to exert forces equivalent to lifting over 100 pounds.	X				
14. Ability to identify odors of various types (alcohol, gasoline, natural gas, odors of various materials when burning, etc.)				X	

^aDocumentation was lacking for these attributes. Judgments reported are based on opinions of all raters, regardless of whether activities or behaviors were cited as bases for the judgment.

EXPERT PANEL JUDGMENTS OF ATTRIBUTE REQUIREMENTS AND
NECESSITY FOR USE OF SELECTION - PERSONAL CHARACTERISTICS

Attribute	Expert Panel Judgments				
	Essential, Select	Essential, Train	Useful, Select	Useful, Train	Not Applicable or Unimportant
1. Willingness to expose self to physical danger.	X				
2. Willingness to use physical force against others.	X				
3. Willingness to perform despite physical discomfort.	X				
4. Willingness to work in cooperation with others.	X				
5. Openness to different types of people.	X				
6. Willingness to view people objectively without prejudice.	X				
7. Introversion (shy, withdrawn).					X ^a
8. Extroversion (outgoing, enthusiastic, willingness to deal with strangers).				X	
9. Willingness to be assertive and aggressive.	X				
10. Willingness to assume direction or charge of a large group of people				X	
11. Willingness to challenge people who are behaving suspiciously.	X				
12. Personal cleanliness and neatness.				X	
13. Willingness to accept responsibility for own actions.	X				
14. Tendency to seek responsibility.	X				
15. Willingness to make decisions having major consequences.				X	
16. Willingness to make decisions without specific instructions.	X				

Expert Panel Judgments

Attribute	Expert Panel Judgments				
	Essential, Select	Essential, Train	Useful, Select	Useful, Train	Not Applicable or Unimportant
17. Interest in police work.	X				
18. Interest in learning new skills or acquiring new information.	X				
19. Honesty/integrity.	X				
20. Willingness to improve self.	X				
21. Dependability - tendency to be on time or to be there when needed.	X				
22. Ability to perform effectively under emotional stress.	X				
23. Ability to perform effectively under time pressure.				X	
24. Willingness to enforce any law.					X
25. Willingness to perform routine or monotonous work.				X	
26. Tendency to be fast-moving and energetic as opposed to slow and easily fatigued.				X	
27. Tendency for evenness of mood, optimism and cheerfulness, rather than showing fluctuations in mood and pessimism.	X				
28. Tendency to be interested in overt activity, as opposed to reflection and thinking activities.					X ^a
29. Tendency to be suspicious, rather than trustful.				X	

^aDocumentation was lacking for these attributes. Judgments reported are based on opinions of all raters, regardless of whether activities or behaviors were cited as bases for the rating decision.

The 18 essential and "selectable" personal characteristics can be grouped together conceptually into nine clusters as follows:

- Willingness to perform despite danger or discomfort (personal characteristics 1, 3)
- Assertiveness, aggressiveness (personal characteristics 2, 8, 9, 11)
- Cooperativeness, lack of prejudice (personal characteristics 4, 5, 6)
- Decisiveness, acceptance of responsibility (personal characteristics 13, 14, 16)
- Interest in learning and self-development (personal characteristics 18, 20)
- Honesty, integrity (personal characteristic 19)
- Interest in police work (personal characteristic 17)
- Dependability (personal characteristic 21)
- Emotional stability, tolerance of stress (personal characteristics 22, 27)

In general, experts judged that about 50 percent of the population possess approximate levels of the essential personal characteristics to perform at an adequate level. Exceptions included: "Willingness to expose self to physical danger," "Willingness to view people objectively without prejudice," "Willingness to challenge people who are behaving suspiciously," "Willingness to accept responsibility for own actions," "Honesty/integrity," "Dependability," "Tendency for evenness of mood," and "Interest in police work," where only about 16 percent of the general population was judged to possess the required attribute. Superior performance levels were uniformly judged as requiring an amount of the attribute one level higher on the response scale used to provide judgments.

Summary of Expert Panel Results

Results of the expert panel procedure reported in the preceding sections represent one of the final steps in the job analysis study. The analysis began with observation or interview recording of police activities. Next, the behavioral components of these activities were documented. Finally, the basic knowledges, abilities, personal, and

physical attributes required to carry out these behaviors were determined. A later project element (Phase III) will develop selection devices that can accurately assess a candidate's likelihood of performing effectively as a police officer based on measures of these attributes.

With the expert panel judgments as a basis, the first step in the next project phase should be to develop a "specification" for the position of Suburban Metropolitan Police Officer. The specification should appropriately include a summary of the attributes required to perform effectively as a patrol officer, as well as a listing of the important tasks performed by the position incumbent. In effect, the position specification represents an integration of the information provided by the expert panel and that provided by the representative panel.

INTEGRATION OF REPRESENTATIVE AND EXPERT PANEL JUDGEMENTS -
IMPLICATIONS FOR DEVELOPMENT AND VALIDATION OF SELECTION PROCEDURES

The goal of the Suburban Police Officer Selection Standards Study is to develop valid, job-related selection procedures for use in screening patrol officer candidates. The results of the current study provide the first step toward this goal by clearly documenting the duties of the patrol officer position. Results of the job analysis have provided:

- a. A detailed description of the types of activities performed by patrol officers, their frequency, duration and relative importance as viewed by a cross-section of the community that is served through the performance of these activities.
- b. An understanding of the behaviors or processes that go into performance of the various police activities including both the cognitive and physical dimensions necessary to job performance.
- c. A comprehensive list of basic abilities, personal characteristics, and physical attributes that appear related to effective performance and require consideration in the design of selection procedures.

There are several implications of these findings for Phase III of the Suburban Police Officer Selection Standards Study. Results of the expert panel procedure suggest a broad range of attributes that should be considered in developing the trial battery of selection procedures. Results of the representative panel suggest a number of important performance dimensions that should be used to obtain job performance data in any criterion-related component of the subsequent validation study. Review of job analysts' detailed notes help to develop a clearer understanding of the contexts in which police behaviors are performed. Use of this information in developing situational reasoning, assessment-oriented exercises, or board interview procedures will help insure that resulting selection procedures accurately represent the performance domain of the patrol officer position. Specific implications in each of these areas are elaborated below in discussing the specific conclusions to be drawn from this study.

Implications for Determining the Components of the Selection System

Several of the abilities and personal characteristics found to be important to effective job performance can be assessed through written examination. The set of writing, transcribing, and drawing abilities, as well as in the sets of reading, mathematical, problem solving, recall, and general learning abilities can all be measured through written examination procedures. In addition, personal characteristics such as emotional stability, decisiveness, and cooperativeness may be assessable through written personality inventories. One component of the selection procedure, then, should consist of a written test battery to measure applicants' qualifications on those job requirements better assessed through written than other methods.

Certain of the attributes required for effective performance appear to most effectively be assessed through oral board or assessment type procedures. For example, a candidates' qualifications on the cluster of oral communications abilities can be determined better through performance during an oral board interview than through written examination. Similarly, personal characteristics such as interest in police work, willingness to perform despite danger or discomfort, and assertiveness may be more appropriately assessed by actually observing the candidate.

While the oral interview method is generally used to assess attributes like those described above, the feasibility of assessment center procedures should also be evaluated. General examples, or simulations, of situations that patrol officers are likely to encounter, can be developed with a focus on tapping certain abilities or personal characteristics. By observing the way candidates react to and approach the situation, a team of trained assessors can evaluate the candidate's qualifications on specific attributes. For example, a simulation might be designed to assess candidates' qualifications in terms of specific oral communications, factual recall, and problem solving abilities. The same exercise might also tap personal characteristics such as assertiveness, cooperativeness, and decisiveness.

A third component of the selection procedure should be

developed to assess candidates' qualifications on the physical characteristics required to perform patrol work. Most of the attribute requirements specified by the expert panel can be assessed through a physical examination. However, certain physical performance aspects documented through the job analysis, as well as requirements stipulated by the expert panel (e.g. coordination and balance, strength and conditioning), suggest development of physical performance tests as an additional selection criterion.

The three general components or areas of the selection procedure discussed above -- written exam, oral interview/assessment center, and physical exam/performance test -- do not exhaust the potential set of selection procedures that should be considered in the validation study. The usefulness and feasibility of individual psychological assessment should also be considered. Establishment of minimum entry standards regarding education, criminal record, and background investigation must also be examined.

Implications for Developing Criterion Measures

Results of the representative panel suggested a number of job activities that should be emphasized in developing a performance criterion for use in the validation study. Citizen and police groups both agreed that handling service calls, providing emergency service, and investigative activities were among the most important aspects of police work.

Representative panel judgments, however, provide only a beginning in criterion development. While the panel's judgments suggest certain job-specific areas to be incorporated in the criterion measure, other more general performance areas should also be considered. Dependability, teamwork, application of job knowledge, and other more general dimensions of job performance have been found appropriate in other police validation research, and should be considered during the criterion development project.

An excellent source for defining additional performance dimensions rests in the job analysts' narrative summaries of police

activities. The detailed descriptions of over 6,000 critical incidents and day-to-day activities should provide the basis for developing and defining additional performance dimensions.

Implications for Choosing a Validation Strategy

A final step in the Police Officer Selection Standards Study will consist of validating a set of trial selection devices to determine those elements that should be used to select entry-level patrol officers. Several approaches to validation are recognized by governmental regulatory agencies and the courts. Each is based on a specific technical approach and, more importantly, is suited to validating particular selection procedures. Choice of a validation strategy, or strategies, for use in the Police Officer Selection Standards Study, therefore, should consider both the technical constraints imposed on the project, as well as the types of procedures to be validated.

Use of a concurrent criterion-related validation design, as mentioned in the Research Design Report, may be the most effective means for validating any written examination procedures developed. However, use of a current sample of officers as a source of predictor and criterion scores poses a serious handicap to documenting validity. The highly selective nature of current employment procedures is likely to produce a restricted range of scores on most predictors when compared to that likely in a general applicant population.

While selection components like the written examination and assessment center are amenable to criterion-related validation, other methods may be more feasible. For example, content validity approaches to the oral interview or physical performance test may most appropriate. Psychological evaluation procedures may be best approached through a construct validation strategy.

General Approach to Phase III -- Validation of Selection Procedures

In summary, results of the current study suggest a multiple-method approach to determining the components of the selection system (e.g. written examinations, interview/assessment procedures, physical

exam and performance test, etc.) and to validating these procedures (e.g. criterion-related, content, and construct validation). This approach will assure that candidates' qualifications are assessed on the attributes found to be related to job performance. In addition, this assessment will be based on the methods of evaluation best suited to measuring specific attributes. Selection of the validation approach must be based on thorough consideration of the job analysis findings.

Finally, it should be noted that the list of attribute requirements developed by the expert panel represents the factors to be assessed within an "ideal" selection program. Later phases of the project may determine that economic, technical, or legal feasibility precludes assessing candidates' qualifications on certain of these attributes. Therefore, the validation strategy should not only focus on the comprehensiveness with which components of the selection procedure measure required job attributes. Practical administrative constraints should also be considered in building a selection program manageable by the departments that will be responsible for its implementation and continued use.

RESEARCH DESIGN
FOR
JOB ANALYSIS
OF
TWIN CITIES METROPOLITAN AREA
SUBURBAN POLICE OFFICERS

A Report Submitted
To
The Metropolitan Council
And The
Metropolitan Area Managers Association

Prepared By The
Research Design Committee
Robert D. Hobert, Chairman

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I. INTRODUCTION

As stated in the grant application under which this study is being conducted, the City Managers in Suburban Metropolitan communities are very concerned about "the lack of police selection standards, validated as job-related or non-discriminatory." While legislation requires that such police selection standards must serve as the sole basis for the selection and hiring of applicants for police service, scientifically valid data which identifies with precision the personal characteristics or attributes essential to the performance of police officer duties and responsibilities in these Twin Cities Suburban Metropolitan jurisdictions does not exist.

The final objective of this research program is the validation of job-related, non-discriminatory police selection standards for the 40 member communities of the Metropolitan Area Management Association. The overall project, however, is divided into two separate phases. The objective of the first phase, the phase being addressed in the present proposal, is made up of three parts:

1. A precise definition of the duties, tasks and functions of a Suburban Metropolitan Police Officer.
2. A determination of the aptitudes, skills, knowledge and other personal characteristics that are required to perform the functions required of a Suburban Metropolitan Police Officer.
3. A determination of the importance of each of the duties, tasks or functions to the overall performance of a Suburban Metropolitan Police Officer.

The second phase of the overall research project will be devoted to the development of performance measures for Suburban Metropolitan Police Officers, development of predictors of the performance dimensions, and the validation of selection standards for Suburban Metropolitan Police Officers. These validated selection standards will then be established as police personnel selection practices for Suburban Metropolitan Municipalities.

Approximately forty Suburban Municipalities surrounding the Twin Cities area will take part in this study. The municipalities have total populations from 4,000 to 85,000; on the average, each jurisdiction has one police officer per one thousand population. The police departments range from six full-time policemen in the smallest department up to 85 full-time sworn personnel in the largest police department. Only full-time police officers performing patrol duties will be considered in this study. There are approximately 600 such police officers representing the total population for this project. A majority, but possibly not all, of the police departments and patrol officers in the population will be willing to cooperate with those conducting the study. The city manager of each municipality wishing to participate will so indicate by letter to the Metropolitan Area Management Association Committee responsible for this project, and this list will constitute participating departments. (A list of the municipalities, 1975 population estimates, and the number of full-time and part-time sworn police personnel are attached as Appendix A.)

The Metropolitan Council and the Metropolitan Area Management Association selected a Research Design Team to review and evaluate research literature on police officer selection and validation studies, legal action and proceedings, and civil and human rights actions. In addition, relevant studies in the area of physical standards and physiological functioning were also reviewed and evaluated by the Research Design Team. These reviews are completed and

will be made available to the consultant selected to conduct the job analysis portion of this study.

Based on the review and evaluation of police officer selection and validation studies, the Research Design Team has developed the present research design for conducting the job analysis of Suburban Metropolitan Police Officers. The task of the consultants will be to implement this research design for a job analysis as specified. An overview of the objectives and strategy of the research design is presented in Section II. The details of the procedure and activities are described in Section III. Section IV discusses areas for consultant judgment and determination, precautions taken to ensure that the ultimate selection procedure is free of discrimination, and a summary of research activities and products.

II. OVERVIEW OF RESEARCH OBJECTIVES AND STRATEGY: FIRST PHASE

The major goal of the Suburban Police Selection Study is to provide procedures to assist in the discrimination-free selection of individuals from the general population that will maximize performance of suburban police officers. The major activity that will examine the relationship between individual characteristics and suburban police officer performance will be a concurrent validity study, conducted as part of the second phase of the project. In order to conduct a concurrent validity study, it is necessary to have:

- a) Measures of performance of important aspects of police work, i.e. criteria.
- b) Measures of individual skills, abilities, characteristics, etc. that can be applied to both existing police officers and the general population, i.e., predictors (e.g., physical condition, mental aptitude, etc.)

The first phase of the project, described in this research plan, consists of activities designed to provide information that will assist in the development of these two types of measures—essentially providing precise descriptions of police work.

Two different types of descriptions of police officer activities are required. One type of description, which can be used to help develop useful measures of job performance, is related to the activities of police officers as they are defined by officers and police administrative systems (e.g. traffic stops, felony arrests, etc.). The other type of description, useful in selecting measures of individual characteristics, must utilize a conceptual framework that is applicable to all individuals, regardless of their specific activity (e.g., physical effort expended, verbal fluency required, etc.). While it might be possible to use separate data collection procedures to provide the two types of descriptions of job activities/behavior, this would be rather expensive, particularly given the infrequent occurrence of some crucial activities (i.e., felony arrests). Therefore, it is more efficient to collect both types of information simultaneously, although it increases the complexity of the data collection procedure.

Despite the relationship to the same events and activities, these two descriptions are conceptually distinct, and will be presented as such. The final product of one description would be a presentation similar to that in Exhibit I, which focuses upon the description of police officer work activities. For each type of activity, the frequency of occurrence, percentage of time allocated to such work, and time required for each occurrence of the activity or event should be estimated. Because police are involved in a rather large number of different activities, a tentative classification into three main groups has been provided for this presentation. They are:

Scheduled organizational — Routine, predictable activities part of the ordinary routine in the police organization.

Unscheduled organizational — Routine activities that are unscheduled, although occurrence is frequent.

Unpredictable episodic — Those activities that occur "on demand", either in response to requests for service or on the initiative of police officers. They tend to be episodic, with an unambiguous beginning and end.

Exhibit I Conceptualization of Police Activity Description

JOB ACTIVITY ¹	OFFICER INVOLVEMENT ²				IMPORTANCE RATING ³
	Frequency of Occurance	Time per Occurance	Percentage of Time at Work	Percentage of Time "On Call"	
A. Scheduled Organizational					
Roll Call					
Check in					
Check out					
Refresher Training					
Etc.					
B. Unscheduled Organizational					
Repair and maint. Equip.					
Court Appearance					
Rest Breaks					
Etc.					
C. Unpredictable Episodic					
Traffic Citations					
Medical Emergencies					
Investigate Crime					
Felony Arrests					
Physical Emergency (Fire, accident, etc.)					
Etc.					

- NOTES: 1) Tentative classification scheme, subject to revision.
 2) To be provided from data collection activities, see text.
 3) To be provided by a representative panel, see text.

Examples of the type of activities or incidents in these categories are provided in Exhibit I. It is anticipated that the consultant will modify the specific categories to provide useful descriptions as the project develops.¹

The description of police officer activities prepared by the consultant (outlined in Exhibit I) shall provide information (definitions of each type of activity, estimates of their occurrence) that can be used to estimate the relative importance of each activity to the overall performance of officers. These judgments will be made by a panel of individuals chosen to represent different segments of the population whose opinions could influence the work done by police officers in the community:

The form of the second type of description is presented in Exhibit II. In contrast to activities as perceived by the officers and the police administration, this description emphasizes the behaviors performed on the job — the same behaviors may occur during quite different types of activities. For example, physical strain and endurance may be encountered during the arrest of a felon or coping with a traffic accident. The data collection in the first phase should provide a basis for the classification scheme under the first column of Exhibit II — labeled "Job Behavior" — as well as the estimates of "Officer Involvement", listed under the second set of columns.

The nature and occurrence of the different on-the-job behaviors do not, in themselves, provide much in the way of useful information for the second phase of the project. What is useful is a description of the nature of the demands or job requirements associated with the different types of behavior. For example, it may be that officers may occasionally need to push inoperative automobiles out of traffic lanes — an example of a job activity that "demands" strength. Similarly, it may be necessary to recall the photograph or description of a wanted or missing individual — a job activity that requires the "behavior" of memory facility. The categories of job behaviors must be carefully developed to ensure that all critical features are included, but that the number of different types of behaviors is not so great that the data collection procedure becomes unwieldy.

It is expected that once the behavioral description of the patrol officer activities is completed and the estimates of occurrence are prepared, that a panel of experts — chosen from professionals accustomed to developing requirements for jobs — will be able to review the data and determine the types of demands or requirements that have been placed upon individuals as they perform the behaviors. This information will eventually be used to select suitable measures of individual characteristics in the second phase of the project.²

¹ An example of a suburban police department report to the State Police Bureau is provided in Appendix B and indicates the nature and extent of "activities" as implied in this discussion.

² Since the data related to both types of descriptions will be collected at the same time, it would be possible to provide a description of the extent to which the various behaviors are associated with the various job activities. Conceptually, this would be a table relating the categories from the left hand columns of Exhibits I and II. While it may have no direct relationship to the objectives in the second phase of the project, it may provide a check on the data collection activities and allow estimates of job behaviors associated with rare activities, based on inferences from more frequent activities.

Exhibit II Conceptualization of Police Behavior DescriptionJOB BEHAVIOR¹OFFICER INVOLVEMENT²JOB REQUIREMENTS (Demands)³

	Frequency of Occurance	Time per Occurance	Select For (Agility, Physical condition, intelligence, Etc.)	Trainable (Knowledge of law, facility with equipment, confrontations with citizens, etc.)
A. <u>Physical Demands</u>				
B. <u>Equipment Manipulation</u>				
C. <u>Reading-Interpre- tation of Rules/ Procedures</u>				
D. <u>Memory- Recognition</u>				
E. <u>Interpersonal Interaction- Verbal Expression</u>				
G. <u>Writing-Written Expression</u>				
H. Etc.				

- NOTES: 1) General categories only, specific behaviors are to be developed during the project by the consultant(s).
- 2) To be estimated from data collected during the first stage of the first phase.
- 3) Categories are to be developed by the consultant(s), actual judgements are to be provided by the "expert" panel, see text.

The data collection activities envisioned for the first stage of the first phase of the project are of four types -- analysis of police department records, field observation of suburban officers on patrol, post-shift interviews with suburban officers, and incident-oriented interviews with suburban officers (emphasizing infrequent incidents over the previous six months). The last three of these activities are designed to provide descriptions of both the activities and job behaviors of police officers, and it is required that the data collection procedure be designed to allow information from all three forms to be integrated into a common descriptive scheme -- as illustrated in Exhibits I and II.

An "Activity/Behavior Description Form" shall be developed that can be utilized in all three data collection procedures. The form shall have provisions for descriptions of the work activities from the perspective of the officers as well as the behaviors involved, utilizing the classification scheme outline in the left column of Exhibit II. While such a form may be both complex and lengthy -- since it is to be used by field observers as well as interviewers -- it will ensure that the final results can be utilized for both activity and behavior descriptions regardless of the source of the data.

The analysis of suburban police department records must precede the development of an "Activity/Behavior Description Form" to facilitate the development of suitable categories for the job activities, the left column of Exhibit I. One estimate of the frequency with which the various activities occur should be based upon police department records.

An overview of the first phase of the project and its relationship to the second phase is provided in Exhibit III. Basically, data collection activities -- related to the work of suburban police officers on patrol -- are to be used to provide two types of descriptions of their activities. These descriptions will then be reviewed by two different types of panels³, one emphasizing the importance of various activities and the other the requirements or demands associated with different behaviors. These two descriptions and the judgments of the panels then become the basis for two critical aspects of the second phase of the project, development of performance criteria and predictors of the criteria. The final feature of the second phase, the concurrent validity study, is basically a procedure for examining the relationship between these two different measures. (The second phase of the project is not included in this request for proposal.)

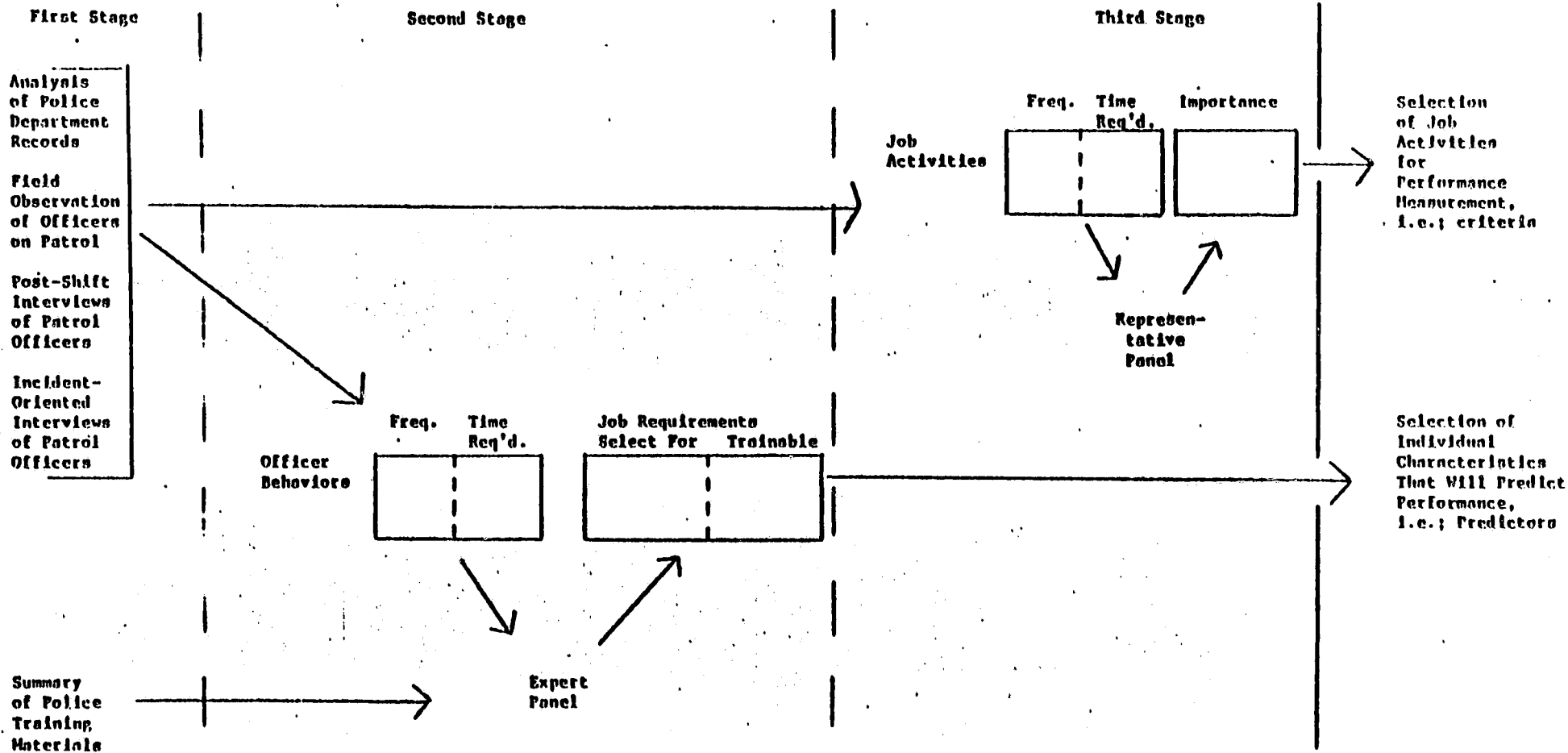
The next section of this document outlines the specific activities at each stage of the first phase in more detail, reviewing many of the technical issues that must be resolved before such a project can be successfully completed. The final section reviews some of the areas for consultant judgment and determination, precautions taken to ensure that the ultimate selection procedures are free of discrimination, and a summary of research activities and products.

³ An analysis and summary of police training materials should be conducted to assist the "expert panel" making decisions about the job requirements/demands associated with the different behaviors, presented in Exhibit II.

EXHIBIT III - Outline of Research Activities in the First Phase

FIRST PHASE

SECOND PHASE



III. DATA COLLECTION AND ANALYSIS: FIRST PHASE

The first stage of the first phase is the collection of information to be used by two different panels (the representative and the expert panels) to make judgments about 1) the importance of various activities and 2) the job requirements (or demands) associated with the job behaviors which make up the various activities. This section of the report is divided into three parts; the first reviews the procedures for developing and executing the data collection procedures that should lead to useful descriptions of police work. The second reviews the work and composition of the expert panel, and the third the work and composition of the representative panel.

A. First Stage Data Collection and Integration

As outlined in Section II, the four types of data collection procedures are designed to provide two types of descriptive information about police work, 1) information on the frequency and duration of "job activities" (as defined within the police community) and 2) information on the nature and occurrence of job behaviors (utilizing a descriptive framework applicable to any human work activity). The four types of data collection procedures have been selected to provide multiple measures, estimates of unique features, or estimates related to rare events.

A major problem in utilizing a number of different data collection procedures is insuring that they can be integrated into a single coherent description once the data are collected and ready for analysis. It is envisioned that the following procedure, to be followed by the consultant, will facilitate the creation of useful, integrated descriptions. It consists of a sequence of activities, organized around an "Activity/Behavior Description Form," to be created by the consultant. Several important features of the classification scheme of activities are to be developed by the consultant in conjunction with a review of police department records. Further, details of the procedures associated with the "Activity/Behavior Description Form" and the field observation, post-shift interviews, and critical-incident interview procedures are to be the responsibility of the consultant, following the general strategy described in this section.

Following a discussion of the "Activity/Behavior Description Form" -- emphasizing its structure and purpose -- each of the data collection procedures will be reviewed, culminating in a discussion of techniques for providing descriptions of police work that will integrate all of the data. A discussion of sampling considerations concludes this section.

1. Development of the "Activity/Behavior Description Form" (ABDF)

This is expected to serve as an integrative device for the data collected by the various procedures -- field observation, post-shift interviews, and critical-incident interviews. Three important features associated with the ABDF must be developed by the consultant. First, a classification scheme for the job activities associated with police patrol work. Second, the procedures for providing detailed descriptions of unique activities. Third, a behavior checklist, to be completed for each unique activity.

The material to be provided by the consultant to the "representative panel"

is designed to facilitate judgments about the relative importance of police patrol activities, (see Exhibit I). Therefore, it is required that the description of the nature, frequency, and time allocation to these different activities be based on a classification scheme that is consistent with the way police personnel--officers and supervisors--define their work. The consultant is required to develop a Job Activity Classification Scheme by which all work activities pursued by suburban police officers on patrol are classified. Review of reporting categories, as presented in Appendix B and police training materials should help to assist in the development of such a set of categories. Both frequent, routine activity and rare, critical events should be included. When completed, the classification scheme should assist in the categorization of the ABDF forms as well as completion of log sheets by field observers and during post-shift interviews.

The "Activity/Behavior Description Form" shall have four sections. The first will be composed of minimal descriptive information regarding the officer (age, sex, height, weight, etc.), the specific shift, the weather, the nature of the suburb or any beat assignment, etc. (Note: This may be reproduced on a great many forms representing one shift with one officer.) Second, the officer's "label" or description of the activity that was just completed. (This should be elicited only after the officer has clearly terminated the activity.) Third, a detailed description of the activity, representing the observer's own observations (or the officer's own description in the post-shift and incident-oriented interviews). This should be as elaborate as possible; comments on these descriptions follow. Fourth, a detailed behavioral checklist, which may be from 5-10 pages long.

The first two of these aspects of the ABDF are routine and do not warrant detailed comment, except to point out that the "Job Activity Classification Scheme" should incorporate most of the "officers' labels" for their activities. The third section for the ABDF will require well-trained interviewers and observers, since these descriptions should be quite specific. Precise, complete descriptions of the activities and incidents of police officers will be important to both the "representative panel"--to provide them with a clear impression of what the different types of activities involve--and the "expert panels" who will use them to infer the nature of the demands or requirements placed upon the officers.

For example, the following description of a task would not be specific enough: "Subdued the person to make an arrest." The following statement would allow for a greater reliability of judgments regarding the physical requirements of the same task, and would be at the desired level of specificity:

"Subdued a male, approximately 6'2" tall, 190 lbs., after suspect and officer exchanged approximately three blows with the fist, suspect was knocked to the ground, rolled on to his stomach, and handcuffed with hands behind his back."

Another example of specificity would relate to running. The first statement which follows is not specific enough, while the second one is:

"Chased suspect and made arrest."

"Ran full speed for approximately 60 yards, chasing a 15-year old female suspect, halted the girl by grabbing her jacket, handcuffed the hands behind the suspect's back with out suspect resisting, and held suspect by the arms as they walked back to the patrol car."

It will be necessary for the consultant to develop procedures for carefully training both interviewers and field observers responsible for this stage of the research.

The most complex task for the consultant in the development of the ABDF will be the creation of a suitable behavioral checklist. It is required that the consultant review the relevant literature (this should be facilitated by the references in the summary papers prepared by the research design team) and pretest the document before final application in the study. An example of such behaviors is presented in Exhibit IV. The form shall be developed so that only unusual levels of behavior (high or low) require indication on the form -- absence of a check mark would imply that the behavior was not unusual (sitting in a car) or absent entirely (physical confrontation with a suspect).

The consultant shall note that the result of both the field observation and the post-shift interviews is a detailed description of how an officer spends all of the work time for the day under consideration. The log sheet will help to provide information on the allocation of time among activities; the ABDF will help to provide information on the nature of the activities and the behaviors associated with each type of activity. Both the descriptions of the activities and the behavioral checklist will be important information for the "expert panel" as they determine the nature of the job demands (requirements) in the second stage of the project.

2. Analysis of Police Department Records

One estimate of the nature and frequency of occurrence of activities performed by the suburban police officers is available from department records. The consultant shall assemble information from all cooperating police departments for the 1975 calendar year with respect to activities performed and the number of hours of patrol officer time available; both total time "on the job" and "in service" (available for call). These shall be used to estimate the frequency of occurrence of all events for the major types of police jurisdictions outlined in the sampling plan (section III-A-6) as well as combined to represent all suburban police jurisdictions in the Twin Cities area. If the reports prepared by each police jurisdiction for the State Crime Bureau are standardized (see example in Appendix B) and complete, then an overall summary of such data will suffice. If not, the consultant shall create a classification scheme suitable for summarizing available reports as specifically and precisely as possible.

This classification scheme will be utilized in organizing the description of officer activities presented to the "Representative Panel"--who must make judgments about the relative importance of different officer activities. Further, estimated frequencies of events found in this analysis shall be used to determine those incidents to be included in the "screener" utilized in the Incident-Oriented Interview, described below (III-A-5).

3. Field Observation

Field observation shall be conducted on approximately 100 shifts, including all minority and female patrol personnel, apportioned to represent all aspects of the classification scheme reviewed in the discussion of sampling, with all three shifts of each day and week days and weekends

EXAMPLE OF INFORMATION AND FORMAT
FOR THE
ACTIVITY/BEHAVIOR DESCRIPTION FORM

I. BACKGROUND DATA

Reference to log sheet _____ Date: _____

Time incident initiated _____ Time incident completed _____

Weather: Temperature: _____ Precipitation: _____ Wind: _____

Officer number: _____ Age: _____ Years Experience: _____

Height: _____ Weight: _____ Physical Condition: _____

Sex: _____ Ethnic Identification: _____

Observer: _____

II. Officer's Label for Incident (Brief phrase to several sentences, to be completed after incident concluded):

III. DESCRIPTION OF INCIDENT: (Be as complete and as specific as possible, include all behaviors and decisions (inferred) required of the officer):

(allow one page for such descriptions)

IV. Behaviors Associated with Activity

A. Physical Activity

Activity, stationary

Sitting: Quiescent: ___ Light action ___ Moderate action ___ Heavy action ___

Standing: Relaxed: ___ Light activity ___ Moderate activity ___ Heavy activity ___

Activity, motion

Walking: Slow ___ Medium ___ Fast ___ Distance: _____

Running: Jog ___ Half-speed ___ Sprint ___ Distance: _____

Jumping: Distance: _____ Number of Repetitions _____

Altercations with others

Use of arms:

Use of feet:

Use of equipment:

Other Physical activity

Pushing: Weight _____ Distance _____ Repetitions _____

Lifting: Weight _____ Distance _____ Repetitions _____

Swimming: Condition of water _____ Distance _____ Victim retrieved? _____

Etc.

B. Interaction with Others or Organizational Officials:

Nature of Other: Citizen ___ Complainant ___ Offender ___

Accident or medical emergency victim ___

Superior in organization ___ Subordinate in org. ___

Organizational peer ___

Other emergency personnel ___

Legal system personnel (attorney, judge, etc.) ___

Type of self-expression:

gestures ___ verbal ___ written, simple ___ written, complex ___

Type of input or signals from others:

gestures ___ verbal, simple ___ verbal, complex ___ written, simple ___

written, complex

Temptation (sexual, bribery, etc.) _____ Organizational constraints _____

Other (please specify): _____

Etc.

E. Decision-Making or Judgment

Ambiguity of situation or inputs: Low _____ medium _____ high _____

Complexity of issues: Low _____ medium _____ high _____

Nature of resolution required: Medical _____ social _____ legal _____ physical _____
organizational _____

Speed required: Slow _____ moderate _____ fast _____ instantaneous _____

Etc.

Coordination of activity

Resolving complaint from citizen

Dealing with illegal activity

Formal presentation of legal status

Solution of emergency or crisis event

C. Utilization of Equipment or Applying Technical Knowledge

Operation of vehicle: Automobile ___ Motorcycle ___ Other ___

Motionless: ___ Normal driving ___ High speed driving ___

Radio equipment:

Not required: ___ Normal operation ___ Special demands ___

First aid equipment and application of knowledge:

Minor ___ moderate ___ critical (life or death) ___

Fire prevention equipment and application of knowledge:

Minor ___ moderate ___ major (equivalent to serious for trained firefighter) ___

Water safety skills and application:

Modest (not enter water) ___ Moderate (may enter water) ___

Critical (enter water and retrieve drowning victim) ___

Etc.

D. Inferences Related to Stress and Need for Self-Control

Level of Stress: None ___ low ___ moderate ___ high ___ severe ___

Source of stress: Physical activity _____

Social (non-organizational) demands _____

Organizational (job related) demands _____

Fear of personal safety _____

Other (specify): _____

Total should equal 100 %

Need for self-control: None ___ low ___ moderate ___ high ___ severe ___

Source of arousal: Abuse of person ___ abuse of position ___

represented proportionally to officer assignment to these shifts. The observation of each shift consists of two crucial aspects--description of the activities and incidents requiring the attention of the officer and a continuous measure of a physiological response (EKG and heart rate). It is required that some procedure for providing a correspondence between the two be developed and implemented by the consultant.

In addition to the completion of "Activity/Behavior Description Forms", the field observer must keep an accurate log of all activity and incidents that occurred during the working time of the officer. In contrast to the need for specific detailed descriptions of the activities and incidents--precluding the development of an elaborate coding scheme to describe these events, the "observation log" may be maintained in a predeveloped code, as long as correspondence to the ABDF and the continuous record of physiological response is maintained.

It is required that the ABDF form be completed once for each unique activity which occurs during the shift. If an activity occurs more than once (such as preventative patrol, traffic citation, etc.), the observer is expected to describe the first occurrence of the activity on an ABDF form. (Presumably, the observer will be fresh and more observant early in the shift). Subsequent occurrences should be noted on the log sheet with reference to the first occurrence and description on the ABDF. However, if a reoccurrence of an activity is substantially different from the first or earlier occurrences, an additional ABDF should be completed.

The second method of data collection will involve the use by the consultant of ambulatory monitoring of physiological functioning equipment. The Dyna Gram ECG Recorder (see Appendix C for details) will be attached to each officer taking part in the field observation. The tapes shall be sent to Cardio Dynamic Laboratories for analysis and processing on a fee for service basis (to be paid by the consultant) at a cost of approximately \$50 per tape.

This ambulatory monitoring equipment will permit an analysis of the activity of the heart while the officer is performing regular police tasks. This data will be utilized to make judgments about the physiological job requirements of a police patrolman. In addition, the information will also be used as a basis for setting medical selection standards in the follow-on validation study.

Non-medical personnel can be trained to attach the equipment, and the field observers can be trained to do so in addition to their training in describing the tasks of observed police officers.

The Dyna Gram Recorder produces a continuous tape for 12 hours. The consultant must develop some means by which the observer can coordinate some point on the tape with the description of the events taking place, such that the physiological response to any given stimuli noted by the observer can be determined. Field observers should record the exact time the ambulatory monitoring equipment is turned on, and they should record the exact time of each job activity they observe.

4. Post-Shift Interviews

The post-shift interviews shall be conducted with approximately 100 patrol officers, selected in the same fashion as those participating in field

observation. The purpose is to increase the number of incidents and activities on which descriptions are available, to provide a wider range of events than would be available from the field observations. Further, this will provide a description of the activities from the perspective of the officers themselves. These interviews may be conducted either at the completion of a full shift (8 hours) or at the beginning of the following regular shift, before additional duties or incidents have involved the officer.

Except that it will not be possible to associate the descriptions of activities with the physiological responses (heart rate) of the officer, the format for data recording and analysis shall be the same as with the field observation. An accurate log of all activities on the shift shall be completed and each unique activity shall be described on an "Activity/Behavior Description Form". If a similar activity occurs more than once during a shift, the last occurrence--the one most likely to be fresh in the officer's mind--shall be described on an ABDF. (Note that the first occurrence shall be described during the field observation.) If other occurrences of the same activity are substantially different, they should be described on a separate ABDF.

5. Incident-Oriented Interviews

The review of research related to "critical, emergency, threatening" incidents in the work of suburban police officers on patrol suggested that their frequency was quite low, so low that it would be difficult to develop data on substantial numbers of such incidents through field observation and post-shift interviews. As an alternative for these crucial incidents--which may be the most important features of police work--special interviews are to be conducted with a third sample of approximately 100 police officers. These "incident-oriented" interviews may be conducted at any time, as long as the officers have a comfortable, quiet setting in which to respond to the questions and probes. Their length may be unpredictable, although a range of times will become apparent after the pretests of the interview schedule. It is expected that the range will fall between 45 minutes and two hours per interview.

Unlike the field observation and post-shift interviews, which were designed to provide accurate descriptions of the typical suburban patrol officer's work shift, these interviews are designed to provide a suitable number of examples of rare, critical incidents in the work of police officers, e.g., felony arrests. The interview shall be developed in two parts, a "screener" and utilization of the Activity/Behavior Description Form.

Using the classification of job activities developed in conjunction with the analysis of the police department records, all activities that occur with an average frequency of less than once per week are to be included in the screener. Those with an average frequency less than once a month will be considered the "long-term" screener, those with an average frequency between once per month and once per week will be considered the "short-term" screener. The recall period for the long-term screener will be 12 months; 6 months for the short-term screener.

The interview schedule shall be designed so that the interviewer reviews each activity on the short term and long term screeners without revealing to the officer that one ABDF form is to be completed for each activity indicated. For each activity the interviewer shall ask if the officer had participated in that activity over the recall period (last 6 or 12 months) and, if so, how many times. It is important that the dates defining the recall period are made clear to the officer to minimize confusion (they

should be provided with a calendar covering the recall period during the questioning). Once the two screeners have been covered, only the most recent occurrence, of each activity or incident, shall be covered on an ABDF. If the time required to complete these interviews becomes unmanageable (substantially greater than 2 hours), then it may be necessary to reduce the number of ABDF's required, utilizing a procedure that will ensure that all rare activities are represented by an equal number of descriptions (ABDFs).

6. Sampling Considerations

The municipalities included in this study, and consequently their police departments, differ significantly in size. Some of the jurisdictions have a substantial amount of unutilized land, while others are fully developed. Some communities are more industrialized than are others. Within police departments of some communities there may be special duty assignments, such as firefighting, assigned to patrol officers. There may be major differences in prescribed job duties between shifts.

Any, or all, of these factors may have an influence on the job duties of police patrol officers, the resulting job requirements to do the tasks, and the importance of a particular task in the overall performance of police patrol activities. Consequently, it is important to determine if there are any differences in the job functions of police patrolmen in varying types of police departments within the communities being studied.

The consultant will analyze the communities and police departments, based on the above-listed considerations, utilizing census tract data available from the Metropolitan Council. The consultant will also interview police administrators in each jurisdiction to determine any special duties assigned to patrol officers. As a result of the analysis and the interviews, the consultant will establish different classifications of police departments, to determine any differences in job functions, job requirements and importance of different functions in different jurisdictions. As a possible classification, there might be the following four categories:

1. Large Departments, "Inner Ring", Suburb
2. Small Departments, "Inner Ring", Suburb
3. Large Departments, "Outer Ring", Exurb, More Rural
4. Small Departments, "Outer Ring", Exurb, More Rural

The classification of police departments established by the consultant will provide the basis for all sampling and reporting of results in this project. All sampling and reporting of results shall be designed so that conclusions about similarities and/or differences between the classifications of the police departments may be drawn.

In addition to the classifications of police departments, the consultant will provide a description of the major differences between the classifications, and the number of patrol personnel, including the number of minority and female patrol personnel, in each jurisdiction, for each shift within each classification. Note: All minority and female patrol personnel are to be included in the the sample for field observation.

7. Analysis and Presentation of the Data

The major purpose in analyzing the data is to prepare information

for the two panels that must make judgments based upon the data. In both cases, two types of information are required; descriptive summaries--defining the content of the various categories--and estimates related to occurrence and/or duration. All analyses shall be initiated for the different types of police jurisdictions--as developed as part of the sampling plan, as well as an aggregation of all data collected. If there are no substantial differences among police jurisdictions, only aggregate data need be presented to the panels.

The development of the job activity classification and the preliminary data in the first section of the ABDF should greatly facilitate the presentation required for the representative panel, illustrated in Exhibit I. In addition to this information, the panel must also be provided by the consultant with a brief summary of what is involved in each activity and examples drawn from the third section of the ABDF forms. However, it is important to realize that for some types of activities there may be more than one estimate of frequency of occurrence; analysis of police department records, field observation, and post-shift interviews may all provide estimates of the frequency with which officers write traffic citations. The information must be presented by the consultant in such a way that the source of the estimate is evident, e.g. multiple, adjoining columns.

Estimates related to job behaviors shall be prepared by the consultant in a format similar to Exhibit II for presentation to the expert panels. Unlike the estimates related to job activity, which include both frequency of occurrence and time involved with each activity, the estimates related to job behaviors emphasize only occurrence. The data must be properly organized so that behaviors associated with each activity can be estimated from the ABDFs. Using the frequency of occurrence of the activities determined for presentation to the representative panels, the consultant shall estimate the frequency of occurrence per 100 hours of duty for each of the behaviors.

B. Second Stage Activity: Determination of Job Requirements (Demands)

1. Objectives

The objective of the second stage is to generate a comprehensive description of the mental, physical, and attitudinal demands (i.e. job requirements) that determine whether or not the officer can perform the major job activities in an acceptable manner. The only available means for inferring job requirements from job activities is via expert judgment. Again, job requirements are the general knowledges, specialized knowledges, physical attributes, physical skills, psychomotor skills, problem solving skills, and special aptitudes that determine why someone does well or poorly on a particular job activity. In general, there are two questions that must be asked. (1) What characteristics must an individual possess to be able to perform the job activities? (2) Can these characteristics be acquired through training and experience during the probationary period or must the organization select people who already possess these characteristics? That is, must a particular job requirement be "trained for" or "selected for"?

The project task here is for a panel of experts to consider carefully the major job behaviors, as determined by the consultant in Exhibit II, and infer the knowledges, skills, aptitudes, physical characteristics, etc. that determine whether an individual does them well or poorly. There

is no "recommended" or "standardized" procedure for doing this. Sometimes the behaviors are simply "eyeballed" and the requirements "written down" by the expert. An alternative process is to develop an a priori set of such demands and ask the experts to judge the degree to which each job behavior requires each demand. There are a number of a priori lists in the literature reviewed by the Research Design Team, none of which are completely satisfactory, but which would be a useful place to start.

2. Procedure

The procedure will be as follows. The consultants will prepare an a priori listing of job requirements using the literature reviewed in the background report prepared by the Research Design Team and available for review at the offices of the Metropolitan Council. It is expected that upwards of 100 such requirements will be included in the list. They would include, but not be limited to, the following.

- a. Specific job knowledges (e.g. traffic laws, first aid procedures, equipment operating characteristics, etc.)
- b. Physical attributes (e.g. body mass index, strength, etc.)
- c. Physical skills (e.g. agility, running speed, swimming, etc.)
- d. Psychomotor skills (e.g. marksmanship, typing, high speed driving, etc.)
- e. Problem solving skills
- f. Specialized abilities (e.g. writing skills, speaking skills, social interaction skills)

The consultant will assemble a panel of experts in accordance with the requirements set forth below. Each panel member would then judge the extent to which each job requirement plays a part in each job behavior. After these judgments are tabulated by the consultant, each major job behavior will be assigned to a particular kind of expert. For example, the problem solving and decision making behaviors would be assigned to the psychologists, the physical behaviors to the kinesiologists and physiologists, etc. Each subset of experts will then prepare a written summary of the job requirements they think are crucial, for each police officer job behavior, in their own area of expertise.

3. Composition of Expert Panel

The consultant will assemble a panel of experts to determine the job requirements for each task described in the job analysis. This panel is to include, but need not be limited to, the following types of professionals: Psychologists, police supervisor, exercise physiologist, cardio-vascular specialist. At least three experts of each type are required. In addition, one attorney, expert in civil rights law, shall be present to consult with the experts while they are making their judgments.

To the extent possible, the experts involved in making these judgments should have previous experience in establishing job requirements, preferably for police or related functions. All the panelists are to review summary statements of job requirements for police officers, to be provided for them by the consultant from previously reported studies of police officers cited in the review of the research. Deliberate efforts must be made to include minority and female members on this "expert panel" to the extent possible within the areas of expertise. The experts are to be especially conscious of avoiding "cultural biases" which might be introduced in this stage of the study.

4. Material Provided for Expert Panel Decisions

All of the summary data provided by the activities described as part of the first stage shall be made available to the panel by the consultant. While the characteristics of the major activities should be summarized, in addition, all raw data must be available in some organized form (actual descriptions from the Activity/Behavior Description Form and the behavioral checklists). In addition, the consultant will provide panelists with a summary of the Basic Police Officer Training Program of the Minnesota Bureau of Criminal Apprehension.

5. Final Product of Panel Activities

Two important constraints and determinations are to be made by the panel of experts.

- a. Determine the MINIMAL amount of each ability, skill, aptitude or characteristic required to perform the activity.
- b. Determine if individuals can be trained to exhibit this requirement during an intensive, full-time, 8-week training course (the length of time of the police academy), plus one month of on-the-job coaching, or is the ability, skill, aptitude or characteristic of the type that the individual must have it when selected for police officer training?

Two summary statements will be reported for each task in the job description: The first statement will be under the heading, "Select for" and will include the summary statement of the minimal abilities, skills, aptitudes, and characteristics required to perform the task successfully, and which cannot be acquired in an 8-week training course. The second heading will be "Trainable", and this will include a summary statement of the minimal abilities, skills, aptitudes and characteristics required to perform the task successfully, but that minimal level of proficiency can be achieved by nearly everyone as a result of an intensive, 8-week training course plus one month of on-the-job coaching.

C. Third Stage Activity: Determination of Relative Importance of Job Activity Factors

1. Objectives

The objective of the third stage is for panels representing various "interested parties" to judge the relative importance of each job activity for the overall job of the Twin Cities Metropolitan Area suburban police

officer. Without such importance judgments, it will not be possible to determine which job factors should receive intensive criterion development work and which should not, and to determine which criterion measures should be weighted the most heavily in the summary index of overall performance.

Obviously, judgments such as whether handling domestic disputes is more or less important than directing traffic, or administering first aid are dependent on the goals of the rater, and different raters may have different goals for suburban police departments. A related objective of this phase is to articulate these differences, if any, across raters.

2. Procedure

The basic procedure would be as follows.

a. Individuals from the various panels will be assembled in small groups of not over 25 people. The consultant will provide a group leader for each panel. The objectives of the study and the nature of the task should be carefully explained by the group leader. The panel members should be allowed to ask questions until the group leader is sure that everyone understands what is to be done and appreciates the relevance of this phase for the overall project.

b. Thurstone's method of successive intervals should then be used to scale the major job activities in terms of their, "relative importance for the overall job of a suburban police officer". To facilitate the procedure, each activity must be printed on a separate card. The panel members can then sort the cards into piles using the Thurstone procedure. The result will be a mean scale value and a dispersion of scale values for each major job activity. Paired comparisons would be preferred to the method of successive intervals. However, the number of major job activities to be scaled may make the paired comparisons method unfeasible. The decision of which method to use must await a final determination of the number of job activities to be scaled.

3. Composition of representative panels

Different groups of interested parties may differ in terms of their importance judgments. These differences are crucial data to reveal. Consequently, a number of representative panels must be used to make these judgments and the differences among them assessed.

To insure that this objective is achieved, panel members will be selected according to the following plan. The numbers in the table refer to numbers of the raters (i.e. panel members).

CONTINUED

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TABLE 1

	Large Police Depts.		Small Police Depts.	
	Suburb	Exurb	Suburb	Exurb
Adult Citizens (18 and over)	25	25	25	25
Young citizens in the 12-17 yr. age range	15	15	15	15
Incumbent Police Officer	8	8	8	8
Police Chiefs	8	8	8	8
City Managers and Administrators	8	8	8	8
Minorities	8	8	8	8

Given this configuration it will be possible to look at the mean scale values across rows for each major job activity or to look at the pattern of means on all activities as profiles to be compared across rows and columns.

4. Final Product of Representative Panel Judgments

The consultant will prepare a summary table of importance ratings, using Table 1 as a format. The mean scale value for each cell in Table 1, plus overall means for each column and row shall be presented, for each major job activity.

For example, one major job activity might be "make felony arrests". That job activity, "make felony arrests" would be the title of a table. In each cell, the mean scale value of importance would be presented, along with the mean scale value for row totals and for column totals. One such table is required for each separate major job activity.

In addition to the above required tables, the column total (the overall mean scale value for all people rating importance of activities) within each classification of departments shall be reported in Exhibit I under the importance rating heading. For example, the mean importance rating for "make felony arrests" of all 72 adults, youth, incumbent officers, police chiefs, city managers and administrators and minorities in the classification "large department suburb" shall be the reported figure in Exhibit I for that activity, for that classification of police department.

A. Areas for Consultant Judgment and Determination

1. The classification of participating police departments is a critical judgment which must be made by the consultant, based on interviews with police administrators in each department and analysis of data on each community available from the Metropolitan Council. It is impossible to specify which departments should be grouped together, or how many departments should be in each classification. The possible suggestion of four classifications of departments is only a suggestion. It is up to the consultant to determine which departments and communities are most similar and in what ways they differ from other departments and communities.

This classification of police departments is a very critical step in the overall design since any differences noted might make it necessary to use the same classifications for the concurrent validation phase of the overall study. The purpose of the classifications in this phase is to determine differences in job tasks for different types of departments, without having the resources to look at each police department and community separately. On an a priori basis, it appears likely that a minimum of two and a maximum of five different classifications of police departments would be the most appropriate.

It is because of this inability to prescribe the number of classifications of police departments that the number "100" for field observations, post-shift interviews and incident oriented interviews is stated in terms of "approximately". It is anticipated that there will be an equal number of interviewees and officers observed in the field in each classification of police departments, so the total will be either 99 or 100.

2. The job activities described in exhibit one are tentative and descriptive only. They are not intended to be exhaustive or all-inclusive. It is anticipated that the consultant will expand the list considerably, and the consultant may revise the classification scheme as deemed appropriate. Reasons for the classification arrived at are to be documented by the consultant.
3. The categories of job behavior in Exhibit II are also tentative. The consultant may revise, and must certainly expand the general categories. Again, a statement of rationale for the categories arrived at is to be included in the final report.
4. The consultant is to develop an a priori listing of job requirements for use by the "expert panel" in determining the job requirements for each police officer job behavior. It is preferable that the consultant err on the side of being overly exhaustive rather than trying to be too parsimonious in developing this list. Several lists are available in the appendices provided in the review of the research and literature which will be made available to the consultant.
5. Selection of the "experts" for the "expert panel" is a critical task. It is in the determination of the "minimal" skills, abilities and aptitudes required for any job activity that a job analysis is subject to legal challenge. Consequently, every effort should be made to get true professionals in each field with as much experience as possible in establishing job requirements for job activities. A description of

the field of expertise, the background, experience, and other pertinent data for each expert is to be included in the final report. It is strongly suggested that there be female and minority group member representation on the "expert panel" if at all possible. If not possible, the consultant must extensively document why female and minority group representation could not be achieved.

6. The consultant is to make a judgment regarding the use of the method of successive intervals or the method of paired comparisons for determining the importance of job activities resulting from the judgments of the "representative panel". The paired comparison approach is preferred, but it is not known how many main job activities will be developed from the data collection. The rationale for the method used by the consultant is to be included in the final report.
 7. The composition of the representative panels may not be achievable. The intent is to get as representative a sample within each category as possible. Specifically, it is expected that the sampling procedure will allow prediction of the attitude of the population from which that sample of individuals is drawn.
3. Precautions Taken to Insure that Ultimate Selection Procedure is Free of Discrimination

It is estimated that there are eight female police patrol officers within the police departments to be included in this study. The number of minority group members is not known at this time, but the number is very small. Very little data is available, particularly, on the job activities of female patrol officers. Therefore, the consultant will include a special breakout of Exhibit I and Exhibit II data for female patrol officers and a separate breakout for those patrol officers who are members of minority groups. The consultant will describe any differences between these two subgroups and the overall group of patrol officers.

ProductConsultant Activities

- | | |
|--|--|
| 1. <u>Classification of Police Departments</u> , description of major differences, number of patrol officer personnel in each jurisdiction, number of minorities and females for each shift and classification. | Interview each police administrator
Collect and analyze data on communities and police departments
Get approval of result for HAMA Committee |
| 2. 332 police patrolmen's names
100 for field observation (to include all minority and female patrol personnel)
100 for post-shift interview
100 for incident-oriented interview
32 for "representative panel" | Sample selection |
| 3. <u>Police Department Record Summary</u> , Police patrolman activities, number of hours of patrol officer time available, officer time "on the job" and "in service" (one chart for each classification of police departments and one of all departments combined) | Collection and analysis of 1975 police department records |
| 4. ABDF
Log Sheet
Screener | Develop Activity Behavior Description Form
Develop log sheets
Develop screener questionnaire
Secure Dyna Gram ECG Recorders
Train observers/interviewers
Pre-test all devices/schedules |
| 5. Approximately 100 log sheets, 100 Dyna Gram ECG Records, and ABDF's | Field observation of approximately 100 officers |
| 6. ABDF's for each activity | Post-shift interviews with approximately 100 officers |
| 7. Approximately 100 screener questionnaires and resultant ABDF's | Incident-oriented interviews with approximately 100 officers |

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8. Exhibit I - not including Importance Rating
(one for each classification of police departments)
9. Exhibit II - not including Job Requirements
(one for each classification of police departments)
10. Report the estimated frequency of occurrence per 100
hours of duty for each of the job behaviors
11. Exhibit II - only Job Requirement columns
(one for each classification of police departments)
12. Exhibit I - only Importance Rating
(one for each classification of police departments)
13. Exhibit I
Exhibit II
(one for each classification)
14. Final Report

Consultant Activities

- Analysis of data from 5, 6. & 7
- Analysis of data from 5, 6 & 7
- Analyze ABDF data
- Selection of "Expert Panel"
- Prepare a priori listing of job requirements
- Dyna Gram ECG Records analyzed and available
to panel .
- Summarize BCA Training Program
- Summarize panel judgments
- Selection of "Representative Panel"
- Print up job activity cards (from Exhibit I)
- Summarize panel judgments
- Combine data from 8, 9, 10, 11
- Document the following:
- 1) Actual tasks performed, staff used
 - 2) Decisions made and supporting reasons
 - 3) Sampling procedures used
 - 4) Descriptions of similarities and differences
between different classifications of depart-
ments for products 3 and 13
 - 5) Narrative description of Exhibits 3 and 13
 - 6) Special sub-group (females and minorities) analysis

FOR 280 HOUR

MINNESOTA BASIC POLICE SCIENCE COURSE

1. REGISTRATION & ORIENTATION: 1 hour total training

This hour is spent completing registrations, explaining the purpose of the school, outlining the course of training, advising the trainee what is expected of him, what examinations will be given, and making other necessary announcements.

2. CLASSROOM NOTETAKING & STUDY SKILLS: 2 hours total training

This time is spent in teaching the trainee how to take classroom notes, how to study, how to improve his reading, and how to listen.

3. JURISDICTION OF STATE & FEDERAL AGENCIES: 11 hours total training

The hours involved in this section are devoted to acquainting the trainee with the services of the following agencies: The FBI, the Alcohol Tax Division, State Attorney General, the B.C.A., the County Sheriffs' operations, the Highway Patrol, the Welfare agencies, safety organizations, the State Drivers License Bureau, U.S. Customs, U.S. Immigration, Secret Service, U.S.D.A. All of these agencies may not be available to the various schools, and it is, therefore, discretionary with the director of the school to divide the time with the agencies he feels are most needed (i.e., Bomb Squad 3 hours).

4. CRIMINAL LAW - FEDERAL & STATE: 57 hours total training

The hours in this section are devoted as follows:

a. Federal(1) U.S. Constitution & Bill of Rights (5 hours)

This time is devoted to teaching the trainee the history and development of the U.S. Constitution and the Federal Bill of Rights, the various courts' opinions and how they affect law enforcement.

(2) Law of Arrest, Including Probable Cause (6 hours)

This course includes arrest for misdemeanors and felonies with or without warrants by either law enforcement officers or private citizens, the elements of probable cause, the disposition of cases after

a lawful arrest, the admissability applied by the courts, including direct and circumstantial evidence, declarations, relevance, competency of witnesses, degrading and intimidating questions, privileged and nonprivileged communications.

(3) Laws of Search & Seizure (6 hours)

This course includes a review of the Fourth and Fourteenth Amendments. The trainee is taught how to apply for and execute a search warrant properly; search of person or premises incidental to arrest, with or without a warrant; with consent, the search of a vehicle incidental to arrest, on probable cause, with or without a warrant, with consent, after lawful impoundment, and under other circumstances.

(4) Confessions & Interrogations - Oral & Written (3 hours)

This course covers the law applicable to criminal interrogation and confessions under the Fifth and Sixth Amendments. It prepares the trainee to conduct interviews and interrogations of complainants, witnesses, victims, suspects, suspicious persons and the rights of informants. This also touches on the officer's approach to a suspect, his attitude and proper use of Miranda warnings.

(5) Line-Ups (1 hour)

This course teaches the recruit how to conduct identifications and the use of show-ups or line-ups properly.

(6) Civil Rights Legislation (2 hours)

This course is designed to acquaint the recruit with (federal, state and local) civil rights legislation, how cases are initiated, how they are investigated, and the dispositions of these cases.

(7) Rules of Evidence (4 hours)

This course acquaints the trainee with the rules and laws of evidence as exercised in a court of law. He is made aware of what is legally admissible, and to distinguish between direct evidence and indirect or circumstantial evidence, hearsay evidence, res-gestae evidence, dying declaration, documentary and physical evidence. He is also made aware of the chain of evidence and its importance.

b. State Statutes

(1) Minnesota Criminal Code (14 hours)

This course acquaints the officer with the provisions of the Minnesota Criminal Code and the elements of the

Minnesota Criminal Code and the elements of the various laws so that he can readily recognize a violation thereof, so that he will be aware of the evidence necessary to prove that case in court. He becomes familiar with the Criminal Code, the most common violations, and know how to readily make reference to the Code as it relates to violations.

(2) Minnesota Traffic Code (12 hours)

This course is designed to acquaint the trainee with the Minnesota Traffic Code so that he can identify violations quickly and take appropriate action.

(3) Minnesota Juvenile Statutes & Court Decisions Regarding Juveniles (7 hours)

This course covers the laws which pertain to juveniles. The trainee is made aware of child neglect cases, battery cases, as well as violations committed by juveniles and the elements of various crimes.

5. ADMINISTRATION OF JUSTICE: 8 hours total training

This course is designed to acquaint the trainee with the organization, jurisdiction, and procedures of the various courts in Minnesota. He learns all aspects of the accusation, prosecution, and defense of persons accused of criminal violations; including indictment procedures. This includes grand and petit juries, and sentencing procedures.

The hours are devoted to Juvenile Court procedures and make the officer aware of the petitioning of a minor into the Juvenile Court and referring of a minor from Juvenile Court to District Court in the more serious cases.

Two hours are also spent on testifying in court. This is designed to teach the officer the proper techniques and procedures to be followed when testifying in court. This also touches on the officer's dress, manner, demeanor, stature, unbiased presentation, use of investigative notes, and introduction of evidence.

A minimum of two hours are devoted as a follow-up, in a moot court presentation.

6. POLICE PATROL FUNCTIONS & TECHNIQUES: 21 hours total training

This time is divided as follows:

a. Introduction to Patrol (2 hours)

The officer is taught the purpose of the patrol; he is also taught the points of knowledge of his beat, or the area to which he is assigned. He is made aware of the location of various facilities and the identity of criminal elements

and hang-outs. He is impressed with the fact that patrol is the heart of law enforcement work.

b. Foot and Motor Patrol (2 hours)

The trainee becomes acquainted with the techniques of effective foot and motor patrol, surveillance and observation and what to look for during the course of his duties.

c. Felony in Progress (2 hours)

These hours are spent in teaching the officer how to properly respond to calls of this nature and what to look for and do. Also, how can he protect himself and how to approach various situations.

d. Techniques & Mechanics of Arrest (4 hours)

This time is devoted to the practical demonstration on how to effect an arrest, including the cuffing, the restraining and the transportation of the subject. A practical arrest problem also involves use of the various reports which must accompany an arrest, as well as crime scene procedures.

e. Service & Domestic Calls (3 hours)

This course is designed to make the officer aware of the dangers involved in responding to domestic calls. He is taught how to properly respond in a situation, the proper procedures, and how to handle common service calls.

f. Stopping Procedures (3 hours)

This course is designed to teach the officer how to stop and approach both pedestrians and vehicles. This includes pursuit driving, proper radio procedures, the use of other vehicles and agencies, and the proper cuffing and restraint.

g. Drunk and Disorderly (1 hour)

This course covers elements of the violation. It includes the techniques and procedures necessary to effectively enforce laws pertaining to the drunk and disorderly offender.

h. Prowler and Disturbance Calls (2 hours)

This course covers the techniques necessary to respond to this type of call and how to successfully execute and handle prowler and disturbance calls. Safety precautions for citizens and officers are stressed.

i. Processing Juvenile Offenders (2 hours)

This course acquaints the officer with the proper procedures in handling and processing of juvenile offenders, under

what circumstances a juvenile can be held in custody, and under what conditions can he be mugged and finger-printed. Also, the advisement of right are covered.

j. Serving Summonses and Civil Papers (1 hours)

How to properly serve warrants and civil papers in areas where local officers are called upon to perform this duty is covered.

7. **TRAFFIC LAW ENFORCEMENT: 27 hours total training**

a. Accident Investigation Techniques (6 hours)

This course acquaints the officer with the proper methods to be used in an accident investigation including measurements, sketches, skid marks and interviewing of witnesses and drivers; how to protect the scene from further accidents is stressed. Instruction is also given in proper procedures in criminal negligence or manslaughter cases, or where a death may result.

b. Driving While Under the Influence & Chemical Tests (3 hours)

The officer is made aware of the use of chemical tests in drunk driver cases. He is also taught how to properly testify in cases where the subject refuses the chemical test, the elements necessary for conviction and how to develop a case.

c. Preparation of Accident Reports - Including Citation Writing (5 hours)

The officer becomes acquainted with all the reports necessary and how to properly prepare them. Also stressed is correct spelling, legible handwriting, and factual information.

d. Accident Investigation Field Problem (6 hours)

The officer is required to actually investigate a simulated case and to fill out the necessary, proper reports, to complete the investigation. This includes the issuance of citation or arrest, either by private citizens or by the officer.

e. Traffic Directory (1 hour)

The officer becomes acquainted with the proper methods and techniques of manually controlling traffic flow of vehicles or pedestrians by means of hand signals.

f. Traffic Enforcement Action (6 hours)

This course is designed to teach the officer how to properly pursue violators, recognize violations, the issuance of citations, warnings and arrest.

8. HUMAN BEHAVIOR (16 hours total training)

a. Mental Health (7 hours)

This section includes the recognition and handling of abnormals, abnormal psychology, working with the alcoholic and narcotics offender, and working with psychopaths and sociopaths.

b. Human Relations Panel (3 hours)

Included in this panel is a representative of a civil rights organization as a moderator. Discussion of questions from the class is allowed during this three-hour period.

c. Oral Communications (2 hours)

This course is designed to teach people how to communicate effectively and clearly.

d. Police & Public Relations (3 hours)

This course teaches the officer the value of courtesy and proper approach to violators as well as the general public. Also considered under this section is the code of ethics for law enforcement officers, some studies on sociology and abnormal psychology, basic psychology, public and press relations, officer and violator contacts, and crime prevention and delinquency causation.

9. INVESTIGATION OF CRIMES (45 hours total training)

a. Principles of Criminal Investigation (4 hours)

This course is designed to teach the officer how to properly respond to a call involving criminal investigation and what to do at the scene.

b. Field Notetaking & Sketching (4 hours)

This course is designed to teach the officer how to properly take notes, measurements and how to make proper sketches of the crime scene.

c. Investigation Techniques (13 hours)

1. Sex Crimes
2. Burglary
3. Auto Theft
4. Forgery
5. Robbery
6. Theft
7. Homicide
8. Assault

The officer is made aware of the common M.O.'s in the various crimes, what to look for, and how to investigate, and what is necessary for criminal prosecution.

d. Preservation & Collection of Evidence (4 hours)

The officer is made aware of how to properly protect the crime scene, and how to properly collect and preserve evidence found at the crime scene. He is made aware of the chain of evidence and how to properly mark and record any evidence gathered at the scene.

e. Scientific Aids & Crime Laboratory (1 hour)

The officer is made aware of what can be done with articles of evidence in a crime laboratory. He is also taught how to properly collect and transport this evidence into the crime laboratory for examinations.

f. Crime Scene Search (8 hours)

The officer is taught how to methodically search a crime scene for evidence so that he himself does not destroy valuable evidence during an organized search. He is taught how to make investigative notes, how to sketch and diagram, when to request crime laboratory technicians and other experts, including medical examiners.

g. Narcotics & Drugs (4 hours)

This course acquaints the officer with the effects and how to recognize narcotics and dangerous drugs commonly used by addicts. They are also made aware of how to properly search the suspected narcotics user, and how to properly preserve the evidence obtained.

h. Techniques of Interviewing (4 hours)

1. Oral and Signed Confessions
2. Suspects or Subjects
3. Witnesses

The officer is taught how to properly question witnesses, and how to obtain oral and signed confessions, including format.

i. Identification Procedures (3 hours)

The officer is made aware of the value of latent fingerprints. He is taught where to look for them, how to dust them and how to properly lift them for laboratory analysis. He is taught how to record descriptions of persons in detail. He is taught to pay particular attention to scars, marks, deformities, peculiarities of speech and walk and how to properly record this information for a report. Also considered, where possible is photography, the use of simulations, case preparation and miscellaneous mock-up investigations.

10. REPORT WRITING & RECORDS (7 hours total training)

a. Written Reports (Lecture and Exercise) (6 hours)

This course acquaints the officer with all the reports necessary in law enforcement investigations; how to properly write them, what they should contain, stressing the value of accuracy.

b. Records (1 hour)

1. NCIC - Project Search
2. MINCIS

This course teaches the officer proper usage of these resources.

11. FIRST AID (25 hours total training time)

Every officer receives at least the basic first aid, as prescribed by the American Red Cross.

Also included in this course is emergency childbirth.

12. PHYSICAL TRAINING & SKILLS

a. Use of the Firearm

1. Range and Combat (16 hours) - This course is designed to teach the officer how to properly use his .38 Caliber revolver, the proper use of tear gas and the shotgun.
2. Classroom (8 hours) - This time is used to acquaint the trainee is nomenclature, safety, and care of weapons,

dry firing, etc. The officer is made aware of the legal aspect in the use of firearms. Instructors provide additional instruction to those who fail to qualify in the actual shooting.

b. Defensive Tactics (12 hours)

1. Night Stick
2. Searching and Covering of Prisoners
3. Use of the Riot Batton
4. Handcuffing
5. Restraining and Transportation of Prisoners
6. Crowd and Riot Control

Disaster procedures are also considered in this section.

13. CRIME PREVENTION 2 hours total training time

SUBURBAN POLICE OFFICER JOB ANALYSIS
Administrative Guide for the Activity/Behavior
Description Form (A/BDF)

This guide will be used as a basic training and orientation tool in familiarizing the job analysis observers and interviewers with the Activity Behavior Description Form (A/BDF). The Guide will also serve as a reference source when questions arise during the observers' completion of the Form. The following sections of the administrative guide outline the purpose of the A/BDF and provide a detailed introduction to the instrument's content and use.

Purpose of the A/BDF

The purpose of the A/BDF is to determine the behaviors or processes involved in the day-to-day activities of patrol officers. According to the overall research design, the post shift interviews, patrol observations, and reports of critical, emergency or threatening situations will be used to describe the different kinds of work activities that define the patrol officer's job. However, knowing the activities of patrol officers does not provide sufficient information to specify the knowledges, skills, and abilities that should be considered in selecting new officers. Rather, it is desirable to focus on a given activity (handling a report of a family/neighbor dispute) and to determine the specific behaviors as well as the perceptual and cognitive processes that go into performing that activity. Such an analysis provides detailed information from which knowledge, skill, ability, and personal characteristic (KSAP) requirements of the position can be estimated.

The purpose of the A/BDF is to provide a systematic method by which patrol officer activities can be broken down and described in terms of their defining behaviors and processes. This information will be used in later stages of the project to estimate the KSAPs that appear relevant to the performance of patrol officers, and which should be assessed in their selection.

Content of the A/BDF

The A/BDF has been developed to describe patrol officers activities along five major dimensions. These dimensions are:

1. Getting Information Needed To Perform The Activity -
Where, and by what methods the patrol officer obtains the information he needs to perform a given activity. The A/BDF lists 27 possible behaviors or processes the officer might use to obtain needed information.

How the officer works on information to reach a conclusion or decide on a course of action. The A/BDF lists 12 information processing activities that might be used in completing a given activity.

3. Physical Activities -

The overt physical activities the officer displays in completing a given activity, including movement, lifting, pulling, or physical contact with other individuals. The A/BDF lists 28 physical activities that might be used to complete a given activity.

4. Providing Information to Others -

The means an officer uses to provide information to others. The A/BDF lists 19 methods by which an officer might provide information to other people.

5. Environmental Context -

The setting in which the activity is carried out, including the physical environment (weather conditions, etc.) and the interpersonal context (threatening, emotional, etc.) The A/BDF lists 29 contextual factors in which the activity might have occurred.

To summarize, the A/BDF is developed to describe a given patrol officer activity along five major dimensions:

1. Getting Information Needed to Perform the Activity
2. Working With Information to Reach a Conclusion -
3. Physical Activities
4. Providing Information to Others
5. Environmental Context

Specific items under each dimension can be used to provide a detailed description of the behaviors or processes involved, and the context in which a single activity is carried out. Subsequent sections of this guide will provide detailed explanation of each of the five areas.

Use of the A/BDF

As stated above, the purpose of the A/BDF is to provide detailed descriptions of the kinds of behaviors and processes that are used in carrying out the job of patrol officers. These descriptions will be obtained through interviewers talking with patrol officers at the end of their shift and obtaining detailed descriptions of the activities that occurred during the preceding shift. Based on the interview and use of detailed notes the interviewer will complete the A/BDF.

In addition, observers will ride in the patrol car during an eight-hour shift and will record in detail each activity occurring during that time. Subsequently, the observer's memory and detailed notes will be used to complete A/BDFs for activities occurring during the shift.

Finally, interviews eliciting reports of critical, emergency, or threatening situations that officers experienced in the past will be used as sources for completing additional A/BDFs.

The following section of this guide outlines three key aspects in the use of the A/BDF:

1. When to use the A/BDF
2. How to use the A/BDF
3. Examples of behaviors or processes addressed by each A/BDF item

1. When to use the A/BDF

The A/BDF will be used to describe each unique activity that occurs during the course of a patrol shift. The term "unique" refers to patrol activities that are identifiably different from one another.

For example, if a patrol officer stationed at an intersection observes a red light violation, stops the offender, and writes a citation, a unique activity has occurred. An A/BDF would be completed to describe this activity. If, later in the shift, the officer again observes a red light offense and again writes a citation, the A/BDF would not be completed. The two activities are essentially the same. Although the second activity would be recorded on the Observer's Log Sheet, a new A/BDF would not be necessary.

If, however, the second red light incident differed in some important way from the first (the offender attempted to outrun the officer and a high-speed chase follows) a new A/BDF would be required. It is up to the observer's/interviewer's discretion to decide whether a new activity is sufficiently different from a previous one to merit a new A/BDF.

As described during the training session, the observer/interviewer should not attempt to complete the A/BDF during the interview or, if on patrol, at the time the incident occurs. Instead, emphasis should be on collection of a detailed set of notes. Completion of the A/BDF can be accomplished later, when the observer/interviewer has time to examine each item in detail.

2. How to use the A/BDF

The A/BDF consists of three parts:

a) Background information on the activity being described.

This section requires basic information used to identify the activity for which the A/BDF is completed.

b) Detailed narrative description of the incident.

This section calls for a detailed description, in narrative form, of the activity. A rewrite of the observer's/interviewer's notes, edited for completeness and time sequence, will be acceptable.

c) A/BDF checklist description

The major section of the A/BDF is comprised of a scale to be used in describing the specific behaviors or processes that go into performing a given activity.

The scale asks the observer/interviewer to read a list of 115 items that might be relevant to describing a given activity. The observer/interviewer must decide

- 1) whether the item describes an aspect of the activity, and, if so,
- 2) the degree to which the behavior or process described by the item was present in the activity.

The following scale will be used in reporting these judgements:

2 - A critical part. This behavior/process was a major aspect of the overall activity

1 - A minor part. The behavior/process occurred, but was not a key component of the activity.

Blank - Was not a part of the activity.

The observer/interviewer should read each A/BDF item, think about the activity being described, and decide whether, and if so, the degree to which each item describes an aspect of that activity. These judgements will require close attention to the activity as it occurs, and use of interview probes to obtain as detailed a description of activities as possible.

3. A/BDF Examples

This section of the A/BDF guide provides examples to help the observer/interviewer in deciding whether a given A/BDF item is relevant in describing a given activity. This section is divided according to the five major headings of the instrument, and stresses sections where the observer's/interviewer's judgement is used to report the more covert aspects of a given activity.

Note. The examples used to indicate whether an A/BDF item might be relevant in describing a given activity are guidelines. They do not exhaust all possible examples, and should not be used as a checklist. The observer/interviewer might observe other behaviors which fit a given item, but are not listed as an example.

I. Getting Information Needed to Perform the Activity -

Where, and by what methods the patrol officer obtains the information he needs to perform a given activity. Did any aspect of the activity involve the officer getting information by:

1. Read verbal materials.
Examples - training manuals, notes, text of an ordinance, forms, street signs, reports, bulletins, or any other material primarily verbal in content.
2. Read quantitative materials.
Examples - tables of numbers, specifications, graphs, log sheets recording time, or any other material primarily numerical in content.
3. Get information from pictorial or graphic materials.
Examples - drawings, diagrams, maps, sketches, photos, or other picture-like materials.

4. Get information from a mechanical device or tool.
Examples - pressure gauges, parts of an engine, measuring devices, breath test kit, or other device which provides information while in use.
5. Observe a visual display or other device.
Examples - CRT, dashboard gauges, TV screen, traffic signal, radar speed timer, or any other visual display.
6. Observe an object(s) or behavior(s) within arm's reach.
Examples - observe a person for identifying features, examine a firearm, inspect an automobile engine, etc.
7. Observe an object(s) or behavior(s) beyond arm's reach.
Examples - observe traffic, scan neighborhood while on patrol, observe suspicious persons while on stake-out, etc.
8. Listen to a verbal statement or report (other than radio dispatch)
Examples - take report from a witness, attend pre-shift briefing, participate in lecture or training session, etc.
9. Observe an ongoing event or set of behaviors.
Examples - observe suspicious characters, patrol a demonstration, stake-out at possible crime scene, etc.
10. Smell an object(s) or person(s).
Examples - check for smoke or fire, detect alcohol on breath, etc.
11. Listen for sounds from an object or person.
Examples - check for heartbeat, listen for sound of intruder, listen for siren, etc.
12. Touch an object(s) or person(s).
Examples - touch car hood for warmth, take pulse, feel texture of an object, etc.
13. Estimate or measure the distance between objects, or between self and object.
Examples - note distances at accident scene, estimate room needed to manuevre auto, etc.
14. Recognize a person seen in the past or in a police photo.
No example necessary.

15. Identify a person based on a verbal description.
No example necessary.
16. Review notes taken at an earlier time.
No example necessary.
17. Recall factual information obtained at an earlier time.
Examples - remember license number and description given at briefing, remember specific criminal's M.O., etc.
18. Remember specific details of a past event.
Examples - remember details of accident for court testimony, remember name and appearance of criminal, remember time and date of crime, etc. Focus on the event and not factual information.
19. Recognize differences in sounds or patterns of sounds.
Examples - automobile engine, heartbeat, machinery, etc.
20. Estimate the speed of moving objects or parts.
Examples - automobiles, machinery, water current, weather disturbance, etc.
21. Estimate the number of object(s).
No example necessary.
22. Estimate the size of an object(s).
No example necessary.
23. Estimate time elapsed between events.
Examples - delivery time, required maintenance schedule, time for vehicle to go from one point to another, etc.
24. Estimate the time required to complete an activity.
No example necessary.
25. Estimate condition or quality of object(s) or person(s).
Examples - severity of injury, safety of a vehicle, hazard of public property such as street, sidewalk, etc.
26. Determine the physical position of objects.
No example necessary.
27. Examine objects visually to determine and evaluate similarities or differences.
No example necessary.

II. Working with Information to Reach a Conclusion -

In what way did the officer work on information to reach a conclusion or decide on a course of action. Did the officer ...

28. Consult with his superior before proceeding.
No example necessary.
29. Determine the appropriate action in a clear situation.
Examples - decide whether a speeding citation is warranted, determine need for back-up in an emergency, arrest an intoxicated driver, etc.
30. Determine the appropriate action in an ambiguous situation.
Examples - decide whether a domestic disturbance requires an arrest, decide whether to draw service revolver, etc.
31. Carefully plan a course of action in advance.
Examples - select patrol route, plan entry to open building, determine placement of radar location, etc.
32. Plan a course of action "on the spot."
Examples - react to a physical attack, give emergency first aid, avoid vehicle collision during chase.
33. Combine information from more than one source to reach a conclusion.
Examples - match information from pre-shift briefing with observed vehicle to stop suspect, integrate reports of several witnesses, etc.
34. Analyze or break down information to improve understanding.
Examples - arrange information according to a time sequence, arrange list of crimes by time and location, etc.
35. Determine whether physical force is required against another person.
Examples - domestic conflict, demonstration scene, intoxicated citizen, etc.
36. - 38. Mathematical calculations.
No example necessary. Note that calculations need not be written out. Consider calculations "done in one's head."

39. Compare information obtained orally with physical evidence to determine accuracy of report.
 Examples - examine witness' report in light of physical evidence at crime scene, compare suspect's report of address with his driver's license, etc.

III. Physical Activities -

What physical activities did the officer perform in carrying out the activity.

Behaviors listed under this area are observable, and require less judgement on the part of the observer than those in the two previous sections. Therefore, examples are not provided. The key to correctly describe the activity's physical aspects is close observation, detailed questioning, and thorough note-taking.

IV. Providing Information to Others -

To whom and by what method did the officer communicate during the activity? Did the officer ...

68. Give simple oral reports.
 Examples - advise a citizen, report to patrol group during briefing, brief supervisor on trouble spot, prepare short class report, etc.
69. Transcribe information from one source to another document.
 Examples - copy driver's license information onto citation, record auto tag number on report, rewrite interview notes on report form, etc.
70. Give a formal speech or presentation.
 Examples - speech to citizens' group, school, police academy class, etc. Formally prepared rather than extemporaneous.
71. Explain a law or regulation to another person.
 No example necessary.
72. Explain a point to a group of 3 or more people.
 No example necessary.
73. Give a complex oral report.
 Examples - provide testimony in court, citing time, nature of crime/accident, suspects involved, and police action taken; brief attorney, report on new equipment to patrol officers, etc.

74. - 86. No examples necessary.

V. Environmental Context -

In what type of environment did the activity occur. Consider the physical, interpersonal, and emotional context of the situation.

87. through 111. No examples necessary. Consider the physical environment in which the activity occurred. Describe weather, lighting, and temperature conditions only if the activity occurred outside.
112. In a routine repetitive context.
Examples - stationary patrol, regular administrative paperwork, etc.
113. At a later time.
Examples - write accident report, fill out patrol log, fill out leave request, etc.
114. Within a few minutes.
Examples - write traffic citation, decide on patrol route, report suspicious situation, etc.
115. Instantaneously.
Examples - respond to physical attack, give first aid at accident scene, avoid vehicle collision, decide whether to discharge a firearm, etc.

SUBURBAN POLICE OFFICER JOB ANALYSIS

Guide For Writing Activity Descriptions

I. Getting Job-Related Information:

Where did the officer get the information he used in handling this activity?

- a) What senses did he rely on? And how were they used?
- b) Did memory or recognition play a role?
- c) Was estimation of size, speed, duration, or relationship involved?

II. Information Processing:

In what ways did the officer work with the information?

- a) Did he breakdown, combine, or manipulate information either conceptually or mechanically, in reaching a decision or formulating a plan?
- b) Was he free to use his own discretion in making a decision?

III. Physical Activities:

What physical activities were involved?

IV. Providing Information:

In what way did the officer serve as a source or transmitter of information?

- a) Speaking
- b) Writing
- c) To whom provided?

V. Environmental Context:

Under what conditions did the officer operate?

- a) Physical environment
- b) Interaction with people
- c) Urgency of the situation

GUIDE FOR WRITING ACTIVITY DESCRIPTIONS

Your Activity Description should include:

- 1) Why the activity occurred; what event or condition led to initiating the activity?
- 2) What actually happened during the activity? What events, actions, decisions, etc. took place? Reference the five A/BDF Areas.
- 3) What was the outcome or results of the activity?

INCIDENT-ORIENTED INTERVIEWS

The purpose of the incident-oriented interviews is to obtain a description of the critical, emergency, or threatening kinds of situations that are part of patrol officer positions. Evidence indicates that these situations are so infrequent that they are unlikely to be observed during the patrol ride-alongs or the post-shift interviews. When they do occur, however, these situations are among the most important aspects of a patrol officers' job. It is essential, then, that the job analysis include a method that will provide estimates of a) what kinds of critical activities occur in patrol officers' work, b) how frequently these activities occur, and c) what behavior or processes are involved in completing the activities.

The incident-oriented interview was developed to meet this requirement. During these interviews, the patrol officer will be asked to recall, in detail, aspects of those situations that, although infrequent, are important parts of police work.

The incident-oriented interviews should be conducted as follows:

1. A brief explanation of the purpose of the interview.
2. Define "Critical, emergency, threatening" incident. These are situations which typically have one or more of the following characteristics:
 - 1) Threat of physical harm to officer
 - 2) Threat of physical harm to citizen (suspect, bystander, etc.)
 - 3) Involves use of a deadly weapon by (e.g., gun, knife, etc.) officer or other
 - 4) Emergency medical care or first aid
 - 5) High speed driving
 - 6) Extensive foot chase
 - 7) Confrontations with hostile individual or groups
 - 8) A highly emotional situation (e.g., accident, death)
 - 9) Physical strength or endurance
 - 10) Hand to hand fighting or restraint
 - 11) Requirement for rapid decision making or judgement.

3. Ask officer to recall incidents of the above type which occurred during the last 12 months. Record on Incident Screener Form:
 - 1) Brief note on incident
 - 2) Type of activity context using the job activity coding system
 - 3) Approximate date
4. Using Observer's/Interviewer's Note Sheet, obtain a detailed description of each unique incident. Unique incidents refer to incidents identifiably different from one another; e.g., if an officer reports that he was physically attacked while arresting an intoxicated citizen five times in the last 12 months, obtain a detailed description of only the most recent incident. Note, however that all incidents will be recorded on the Incident Screener Form.
5. Complete an A/BDF on each incident recorded on the Note Sheet.

EXAMPLE OF CRITICAL, EMERGING, THREATING SITUATION

Heard radio message of high speed chase approaching from east. Highway patrol and local police from other areas already involved. Determined likely route of chase and proceeded to point where cars should pass. Observed oncoming cars (on freeway) and pulled out about 1/2 mile in front of oncoming traffic. Observed cars through rear view mirror. Accelerated to approximately 80 m.p.h. Began weaving in roadway to slow down oncoming traffic. Suspect managed to pass officer on side of roadway. Officer maintained chase, observed suspect and pursued to enter construction area. Officer slowed vehicle for safety of oncoming traffic. Observed suspect vehicle to loose control, maneuvered vehicle at 50 to 60 m.p.h. to avoid collision. Pulled patrol car off roadway and proceeded to suspect vehicle where suspect surrendered. Searched, handcuffed and informed suspect of arrest in presence of six other officers.

METROPOLITAN AREA MANAGEMENT ASSOCIATION

SUBURBAN POLICE OFFICER JOB ANALYSIS

OBSERVER TRAINING SESSION

ARTHUR YOUNG & COMPANY

TRAINING SESSION FORMAT

- I. INTRODUCTION
- II. PROJECT BACKGROUND
- III. JOB ANALYSIS METHODS
- IV. ROLE OF THE OBSERVERS
- V. DATA COLLECTION INSTRUMENTS
- VI. PRACTICE SESSION
- VII. REVEIW & DISCUSSION
- VIII. WRAP-UP

I. INTRODUCTION

- A. PROJECT STAFF
- B. OBSERVERS
- C. ADMINISTRATION OF THE PROJECT

II. PROJECT BACKGROUND

A. PURPOSE OF THE STUDY

1. SELECTION AND VALIDATION
2. ROLE OF JOB ANALYSIS
3. OBJECTIVES OF THE JOB ANALYSIS

B. PROJECT HISTORY

1. DEVELOPMENT OF THE WORKPLAN
2. DEPARTMENT CLASSIFICATION PROJECT AND SAMPLING PLAN
3. DEVELOPMENT OF INSTRUMENTATION
4. PILOT TESTING

C. NEXT PHASE OF THE PROJECT

1. OBSERVER TRAINING
2. DATA COLLECTION
3. ANALYSIS OF PATROL OFFICER POSITION

III. JOB ANALYSIS METHODS

- A. REASON FOR DIFFERENT METHODS IN A SINGLE STUDY
- B. METHODS
 - 1. PATROL OBSERVATIONS
 - 2. POST SHIFT INTERVIEWS
 - 3. INCIDENT-ORIENTED INTERVIEWS
 - 4. ELECTROCARDIOGRAM RECORDS
- C. HOW DATA FOR EACH METHOD WILL BE COLLECTED

IV. ROLE OF THE OBSERVERS

A. RIDE-ALONG OBSERVERS

1. OBSERVERS' LOG SHEET
2. NOTE-TAKING
3. ACTIVITY CLASSIFICATION
4. ACTIVITY/BEHAVIOR DESCRIPTION FORM (A/BDF)

B. POST-SHIFT INTERVIEWS

1. PRELIMINARY OUTLINE AND OBSERVER'S LOG SHEET
2. NOTE-TAKING
3. ACTIVITY CLASSIFICATION
4. A/BDF

C. INCIDENT-ORIENTED INTERVIEWS

1. "SCREENER" (LONG-TERM AND SHORT-TERM)
2. NOTE-TAKING
3. A/BDF

D. CRITICAL REQUIREMENTS OF OBSERVERS

1. CLOSE OBSERVATION
2. DETAILED NOTE-TAKING
3. CAREFUL COMPLETION OF A/BDF

V. DATA COLLECTION INSTRUMENTS

A. PATROL OBSERVATIONS

1. OBSERVER'S/INTERVIEWER'S NOTE SHEET
2. ACTIVITY CLASSIFICATION
3. A/BDF

B. POST-SHIFT INTERVIEWS

1. PRELIMINARY INTERVIEW OUTLINE
2. OBSERVER'S/INTERVIEWER'S NOTE SHEET
3. ACTIVITY CLASSIFICATION
4. A/BDF

C. INCIDENT-ORIENTED INTERVIEWS

1. SCREENER EXAMPLES
2. OBSERVER'S/INTERVIEWER'S NOTE SHEET
3. A/BDF

VI. PRACTICE SESSION

A. PATROL OBSERVATIONS

1. NOTE-TAKING
2. ACTIVITY CLASSIFICATION
3. A/BDF

B. POST-SHIFT INTERVIEWS

1. PRELIMINARY INTERVIEW OUTLINE
2. NOTE-TAKING
3. ACTIVITY CLASSIFICATION
4. A/BDF
5. AN EXAMPLE

C. INCIDENT-ORIENTED INTERVIEW

1. THE SCREENER
2. NOTE-TAKING
3. A/BDF
4. AN EXAMPLE

EXAMPLE OF POST-SHIFT INTERVIEW NOTES

1. Patrol shift assembled at 11:00 p.m. and team leader called to order. Leader read squad assignments and reported news for on-coming shift. One stolen vehicle was reported, officer memorized description and license number. Officer checked-out patrol car, made initial entry on log sheet. Checked pressure on resusitator and examined shotgun for ammunication. Checked patrol car lights, siren, and other equipment for operation. Left station and began shift.
2. Positioned car off roadway with view of red light from both north-south and east-west directions. Observed passing traffic for red light violations. Viewed passing traffic to determine whether autos were within four car lengths of intersection when light turned red. If so, violation determined.
3. Observed auto pass through red light while on stationary patrol. Checked passing traffic for clearance and pulled onto roadway. Followed auto for two miles observing driver's behavior (check for drunk driver). Turned on red lights, pulled onto to shoulder. Radioed tag number to dispatcher. Exited patrol car and approach violator. Explained purpose of stop. Visually examined inside of auto, driver's clothing, behavior. Talked to driver, smelled driver's breath as possible. Decided no evidence of intoxication. Asked for driver's license, returned to patrol car, ran check on I.D. Wrote citation. Returned to driver's car, explained citation. Returned to stationary patrol.
4. On cruising patrol at 1:00 a.m. Noticed license plate on roadway. Pulled off roadway, exited car, recovered plate. Called in plate number. Filled out "found property" form. Resumed patrol.

LIST OF DATA SOURCES FOR
CLASSIFICATION ANALYSIS

1. Minnesota Crime Information 1975, Minnesota Department of Public Safety, 1976.
2. 1976 Metropolitan Council County Population Estimates, Metropolitan Council, April 1976.
3. Twin City Metropolitan Area Municipal Housing Profile, Metropolitan Council, June 1974.
4. Data-Log: Economic Report Number 5, "Major Shopping Centers in the Twin Cities Metropolitan Area--1975", Metropolitan Council, November, 1975.
5. Development Framework Data Report: Public Fiscal Profile of the Twin Cities Metropolitan Area, Metropolitan Council, February, 1976.
6. Survey Form: Number of Full-time Law Enforcement Employees as of October 31, Minnesota Department of Public Safety, 1975.
7. Survey Form: Police Department Classification Questionnaire, Metropolitan Suburban Police Officer Job Analysis Study, 1976.

4. Check any of the following agreements which are a part of your department operations.

- Written mutual aid pacts with other communities (i.e., civil disturbances, natural disasters)
- Contract agreements to provide patrol or other law enforcement services to other police departments
- Contract agreements to receive patrol or other law enforcement services from the County Sheriff or other police departments
- Other assistance compacts (please list)

5. Enter below the estimated manhours during calendar year 1975 that were provided by your department under any mutual assistance or contract agreement.

Total manhours _____

Sworn personnel manhours _____

6. Indicate the number of sworn officers that are employed by your department to carry out the following non-patrol activities as their full-time job.

- | | |
|---|--|
| _____ Radio Dispatching | _____ Planning & Budgeting |
| _____ Records Control & Management | _____ Personnel Recruitment & Training |
| _____ Crime Scene Evidence Gathering/Analysis | _____ Crime Investigation/Clearance |
| _____ Crime Prevention Training | _____ Other (Please list) |
| _____ Police - School Liaison | _____ |
| | _____ |
| | _____ |
| | _____ |

7. Is the selection of your patrol officers governed by civil service regulations adopted by your community?

- Yes
- No

8. Check each selection procedure which you currently use in hiring patrol officers for your department.

- | | |
|--|--|
| <input type="checkbox"/> Weighted application blank | <input type="checkbox"/> Interviews (individual) |
| <input type="checkbox"/> Biographical inventory | <input type="checkbox"/> Oral board |
| <input type="checkbox"/> Background investigation
(i.e., character, etc.) | <input type="checkbox"/> Physical examination |
| <input type="checkbox"/> Written ability or
aptitude test | <input type="checkbox"/> Physical agility test |
| <input type="checkbox"/> Written personality test | <input type="checkbox"/> Psychological exam |
| <input type="checkbox"/> Other | _____ |
| | _____ |
| | _____ |

9. Please state additional selection standards used for patrol officers in each of the areas listed below.

Education: _____
 Age: _____
 Height: _____
 Weight: _____
 Residency: _____
 Prior arrests: _____
 Prior convictions: _____

10. Are your patrol officers members of a union or other bargaining unit?

- Yes
 No

11. Enter below the number of full-time, sworn officers employed by your department as of September 15, 1976

_____ Total number of sworn officers

_____ Number assigned to supervisory ranks (i.e., captain, lieutenant, etc.)

_____ Number assigned to patrol ranks (i.e., patrolmen, sargeant, CSO, etc.)

12. Enter below the number of full-time officers that your department has hired during the last twelve (12) months.

_____ Total officers hired

Summary of Police Activities - Classification I

	Frequency of Occurrence			Time/Occurrence (Min.)		% of Available Officer Time
	Total No.	% Total	Per 100 Hours	Mean	STD Deviation	
I. ADMINISTRATIVE AND NONPATROL ACTIVITIES						
1. Roll Call	61	2.5	8	17.1	10.5	2.4
2. Check in/Check out	72	3.0	10	12.8	9.5	2.1
3. Rest Period	170	7.1	23	27.0	13.7	10.6
4. Inspect Patrol Vehicle for Required Equipment, Fuel, etc.	71	3.0	10	8.3	6.9	1.4
5. Repair and Maintain Vehicle	85	3.5	12	12.9	9.6	2.5
6. Complete routine, non-patrol paperwork (leave requests, overtime requests, benefits forms, etc.)	4	0.2	1	17.0	5.0	0.2
7. Participation in regular departmental training	7	0.3	1	61.0	58.5	1.0
8. Participate in citizen information or education activities	4	0.2	1	36.0	57.2	0.3
II. ROUTINE PATROL ACTIVITIES						
9. Plan patrol route for upcoming shift	0	0	0	0	0	0
10. Patrol residential area by auto	314	13.1	43	23.5	22.6	17.0
11. Patrol business district by auto	283	11.8	38	25.0	23.7	16.3
12. Patrol public areas by auto (schools, parks, etc.)	40	1.7	5	11.9	9.7	1.1
13. Leave car to inspect location	37	1.5	5	7.6	12.8	0.7
14. Maintain stationary patrol (non-traffic)	3	0.1	*	21.3	9.7	0.2
15. Talk with business persons or residents about potential problems on patrol route	14	0.6	2	8.0	8.4	0.3
16. Call in license number or stop vehicle to make routine vehicle check	76	3.2	10	3.9	3.8	0.7
17. Transport or deliver money and other materials	22	0.9	3	18.2	11.7	0.9
18. Guard prisoners in hospital, court, etc.	0	0	0	0	0	0
19. Appear in court to prosecute cases handled or citations written	2	0.1	*	165.0	15.0	0.8
20. Serve warrants, summonses, subpoenas	3	0.1	*	3.7	2.5	*
21. Provide assistance to stranded motorists	36	1.5	5	8.5	6.9	0.7
22. Process lost/stolen/found property	7	0.3	1	20.9	25.6	0.3
III. RESPONDING TO SERVICE CALLS						
23. Handle report of arguments/disputes among family/neighbors	15	0.6	2	18.0	10.0	0.6
24. Handle report of prowler/trespassing/peeping tom	16	0.6	2	14.1	5.6	0.5
25. Handle report of fighting, disorderly conduct, or mischevous conduct	37	1.5	5	13.5	11.1	1.2
26. Handle report of intoxicated (liquor, drugs) person	9	0.4	1	19.3	10.2	0.4
27. Handle report of noise complaints	17	0.7	2	12.4	10.2	0.5
28. Handle missing/found person call	9	0.4	1	27.2	26.9	0.6
29. Handle report of traffic accident	19	0.8	3	23.1	12.1	1.0
30. Respond to burglar alarm	25	1.0	3	14.0	9.2	0.8
31. Provide back-up to responding officer	44	1.8	6	11.5	7.8	1.2
32. Respond to report of serious crime (e.g. shooting, breaking and entering, robbery, assault, rape, homicide, etc.) Note specific crime on A/BDF	23	1.0	3	27.0	18.1	1.5
33. Other response to service call. (Note nature of service on A/BDF)	86	3.6	12	17.8	12.3	3.5
IV. PROVIDING EMERGENCY SERVICE						
34. Respond to emergency, non-routine service call (red light, siren, etc.)	13	5.4	2	10.9	9.4	0.3
35. Direct traffic at scene of accident	3	0.1	*	48.7	26.4	0.3
36. Establish roadblock	2	0.1	*	33.5	23.5	0.2
37. Drive persons to hospital	1	*	*	31.0	0	0.1
38. Provide emergency medical service (first aid) at scene of accident/crime	3	0.1	*	13.7	5.2	0.1
39. Rescue drowning victim	0	0	0	0	0	0
40. Control or extinguish fire	4	0.2	1	15.5	8.1	0.1
41. Handle crowd control at parades, fairs, etc.	0	0	0	0	0	0
42. Handle crowd at demonstration, protest, picket line, emergency scene, etc.	1	*	*	15.0	0	*

Note. Activities labeled with an asterisk (*) occurred less than once per 100 shift hours.

Classification I (Continued)

	Frequency of Occurrence			Time/Occurrence (Min.)		% of Available Officer Time
	Total No.	% Total	Per 100 Hours	Mean	STD Deviation	
V. CHECKING-OUT SUSPICIOUS SITUATIONS						
43. Stop and interrogate suspicious persons, vagrants, possible runaways	52	2.2	7	6.8	5.9	0.8
44. Observe and report potential trouble spots and congregations of people	6	0.3	1	10.2	9.8	0.1
45. Investigate and report attractive nuisances	2	0.1	*	3.5	1.5	*
46. Update file of trouble areas/persons. Note and record changes in the people, buildings, and other features of patrol route	4	0.2	1	12.0	7.8	0.1
VI. PERFORMING ARRESTS AT SCENE OF CRIME/ACCIDENT						
47. Place individual under arrest (search, give rights, question, etc.)	9	0.4	1	33.2	23.4	0.7
48. Administer test for intoxication at scene	1	*	*	4.0	0	*
49. Transport arrested person to station	4	0.2	1	30.3	28.7	0.3
50. Process arrested person (fingerprint, book, lock-up, etc.)	3	0.1	*	21.7	11.9	0.2
VII. PRELIMINARY CRIME/ACCIDENT INVESTIGATION						
51. Search crime/accident scene for physical evidence	10	0.4	1	44.0	54.2	1.0
52. Guard crime/accident scene and evidence until other law officers arrive	0	0	0	0	0	0
53. Survey crime/accident scene for witnesses and interview witnesses	5	0.2	1	18.2	5.0	0.2
54. Interrogate suspects	5	0.2	1	28.0	11.2	0.3
VIII. FOLLOW-UP CRIME/ACCIDENT INVESTIGATION						
55. Assist detectives in follow-up investigation as assigned	16	0.7	2	33.4	32.5	1.2
56. Search records bureau for photos and criminal histories	1	*	*	20.0	0	0.1
57. Take statements/confessions	3	0.1	*	31.7	22.5	0.2
58. Participate in "raid" to serve warrant	0	0	0	0	0	0
59. Perform stake-out surveillance of persons or places	4	0.2	1	35.8	47.7	0.3
IX. IDENTIFYING PHYSICAL AND SAFETY HAZARDS						
60. Investigate and arrange removal of abandoned/stolen vehicle	4	0.2	1	16.8	8.9	0.2
61. Handle cases of dead/injured animals	3	0.1	*	31.0	9.4	0.2
62. Inspect construction sites, places of entertainment, restaurants for code, health, safety violations	0	0	0	0	0	0
63. Inspect and report fire hazards	0	0	0	0	0	0
64. Inspect and report public safety hazards (broken water mains, gas mains, power lines, street lights, defective streets)	11	0.5	2	10.6	19.2	0.3
X. ENFORCING TRAFFIC LAWS						
65. Write traffic citation or warning for moving, mechanical or safety violation	168	7.0	23	6.8	5.1	2.6
66. Maintain stationary/moving radar unit	97	4.0	13	18.8	16.2	4.2
67. Maintain stationary/moving patrol for speed, red light, or other violations (without radar unit)	121	5.0	16	16.1	12.4	4.5
68. Enforce meter parking/issue citations	7	0.3	1	13.6	14.8	0.2
69. Provide escort for funerals/oversize loads	0	0	0	0	0	0
70. Participate in traffic chase	2	0.1	*	16.0	14.0	0.1
71. Search file of traffic warnings to determine need for citation	0	0	0	0	0	0
Totals¹	2,405	100.0	326	18.1		100.00

¹Includes 229 Activities classified as other

Summary of Police Activities - Classification II

	Frequency of Occurrence			Time/Occurrence (Min.)		% of Available Officer Time
	Total No.	% Total	Per 100 Hours	Mean	STD Deviation	
I. ADMINISTRATIVE AND NONPATROL ACTIVITIES						
1. Roll Call	28	2.6	8	20.5	12.6	2.8
2. Check in/Check out	43	4.0	13	13.7	8.4	2.8
3. Rest Period	93	8.6	27	25.9	15.6	11.6
4. Inspect Patrol Vehicle for Required Equipment, Fuel, etc.	38	3.5	11	7.0	4.0	1.3
5. Repair and Maintain Vehicle	27	2.5	8	8.8	9.3	1.2
6. Complete routine, non-patrol paperwork (leave requests, overtime requests, benefits forms, etc.)	1	0.1	*	20.0	0	0.1
7. Participation in regular departmental training	1	0.1	*	45.0	0	0.2
8. Participate in citizen information or education activities	4	0.4	1	15.8	9.9	0.3
II. ROUTINE PATROL ACTIVITIES						
9. Plan patrol route for upcoming shift	1	0.1	*	2.0	0	0
10. Patrol residential area by auto	152	14.0	44	25.0	19.7	18.3
11. Patrol business district by auto	146	13.5	42	24.2	23.7	17.0
12. Patrol public areas by auto (schools, parks, etc.)	15	1.2	4	12.4	6.0	0.9
13. Leave car to inspect location	8	0.7	2	12.0	11.6	0.5
14. Maintain stationary patrol (non-traffic)	1	0.1	*	14.0	0	0.1
15. Talk with business persons or residents about potential problems on patrol route.	8	0.7	2	7.9	5.0	0.3
16. Call in license number or stop vehicle to make routine vehicle check	19	1.7	6	3.0	3.4	0.3
17. Transport or deliver money and other materials	5	0.5	1	18.0	6.4	0.4
18. Guard prisoners in hospital, court, etc.	1	0.1	*	43.0	0	0.2
19. Appear in court to prosecute cases handled or citations written	2	0.2	1	48.0	13.0	0.5
20. Serve warrants, summonses, subpoenas	1	0.1	*	10.0	0	0.1
21. Provide assistance to stranded motorists	20	1.8	6	6.3	5.5	0.6
22. Process lost/stolen/found property	3	0.3	1	22.3	6.9	0.3
III. RESPONDING TO SERVICE CALLS						
23. Handle report of arguments/disputes among family/neighbors	2	0.2	1	18.0	7.0	0.2
24. Handle report of prowler/trespassing/peeping tom	5	0.5	1	13.2	6.9	0.3
25. Handle report of fighting, disorderly conduct, or mischevous conduct	16	1.2	5	15.1	8.7	1.2
26. Handle report of intoxicated (liquor, drugs) person	0	0	0	0	0	0
27. Handle report of noise complaints	5	0.5	1	9.0	4.9	0.2
28. Handle missing/found person call	1	0.1	*	29.0	0	0.1
29. Handle report of traffic accident	12	1.1	3	21.2	10.4	1.3
30. Respond to burglar alarm	6	0.6	2	23.3	32.3	0.7
31. Provide back-up to responding officer	21	1.9	6	11.7	9.9	1.2
32. Respond to report of serious crime (e.g. shooting, breaking and entering, robbery, assault, rape, homicide, etc.) Note specific crime on A/BDF	18	1.7	5	28.1	21.3	2.5
33. Other response to service call. (Note nature of service on A/BDF)	43	4.0	12	18.2	14.5	3.8
IV. PROVIDING EMERGENCY SERVICE						
34. Respond to emergency, non-routine service call (red light, siren, etc.)	5	0.5	1	13.0	9.5	0.3
35. Direct traffic at scene of accident	1	0.1	1	155.0	0	0.8
36. Establish roadblock	0	0	0	0	0	0
37. Drive persons to hospital	0	0	0	0	0	0
38. Provide emergency medical service (first aid) at scene of accident/crime	2	0.2	1	14.0	1.0	0.1
39. Rescue drowning victim	0	0	0	0	0	0
40. Control or extinguish fire	3	0.3	1	6.3	3.9	0.1
41. Handle crowd control at parades, fairs, etc.	1	0.1	1	40.0	0	0.2
42. Handle crowd at demonstration, protest, picket line, emergency scene, etc.	0	0	0	0	0	0

Classification II (Continued)

	Frequency of Occurrence			Time/Occurrence (Min.)		% of Available Officer Time
	Total No.	% Total	Per 100 Hours	Mean	STD Deviation	
V. CHECKING-OUT SUSPICIOUS SITUATIONS						
43. Stop and interrogate suspicious persons, vagrants, possible runaways	22	2.0	6	8.7	9.1	0.9
44. Observe and report potential trouble spots and congregations of people	5	0.5	1	8.0	9.1	0.2
45. Investigate and report attractive nuisances	2	0.2	1	5.5	4.5	0.1
46. Update file of trouble areas/persons. Note and record changes in the people, buildings, and other features of patrol route	3	0.3	1	10.7	12.3	0.2
VI. PERFORMING ARRESTS AT SCENE OF CRIME/ACCIDENT						
47. Place individual under arrest (search, give rights, question, etc.)	5	0.5	1	38.6	34.3	0.9
48. Administer test for intoxication at scene	1	0.1	*	5.0	0	*
49. Transport arrested person to station	6	0.6	2	18.8	13.4	0.5
50. Process arrested person (fingerprint, book, lock-up, etc.)	3	0.3	1	66.0	4.3	0.9
VII. PRELIMINARY CRIME/ACCIDENT INVESTIGATION						
51. Search crime/accident scene for physical evidence	4	0.4	1	21.5	13.2	0.4
52. Guard crime/accident scene and evidence until other law officers arrive	0	0	0	0	0	0
53. Survey crime/accident scene for witnesses and interview witnesses	2	0.2	1	16.0	14.0	0.2
54. Interrogate suspects	1	0.1	1	20.0	0	0.1
VIII. FOLLOW-UP CRIME/ACCIDENT INVESTIGATION						
55. Assist detectives in follow-up investigation as assigned	9	0.8	3	25.2	16.5	1.1
56. Search records bureau for photos and criminal histories	1	0.1	*	19.0	0	0.1
57. Take statements/confessions	2	0.2	1	23.5	8.5	0.2
58. Participate in "raid" to serve warrant	0	0	0	0	0	0
59. Perform stake-out surveillance of persons or places	2	0.2	1	19.0	11.0	0.2
IX. IDENTIFYING PHYSICAL AND SAFETY HAZARDS						
60. Investigate and arrange removal of abandoned stolen vehicle	3	0.3	1	19.0	2.9	0.3
61. Handle cases of dead/injured animals	4	0.4	1	9.0	3.9	0.2
62. Inspect construction sites, places of entertainment, restaurants for code, health, safety violations	0	0	0	0	0	0
63. Inspect and report fire hazards	2	0.2	1	14.5	0.5	0.1
64. Inspect and report public safety hazards (broken water mains, gas mains, power lines, street lights, defective streets)	4	0.4	1	38.0	56.3	0.7
X. ENFORCING TRAFFIC LAWS						
65. Write traffic citation or warning for moving, mechanical or safety violation	62	5.7	18	8.2	5.5	2.5
66. Maintain stationary/moving radar unit	48	4.4	14	18.8	17.5	4.4
67. Maintain stationary/moving patrol for speed, red light, or other violations (without radar unit)	20	1.8	6	23.8	28.1	2.3
68. Enforce meter parking/issue citations	2	0.2	1	20.5	7.5	0.2
69. Provide escort for funerals/oversize loads	0	0	0	0	0	0
70. Participate in traffic chase	1	0.1	*	3.0	0	*
71. Search file of traffic warnings to determine need for citation	0	0	0	0	0	0
¹ Totals	1,082	100.0	315	19.2		100.0

¹Includes 100 Activities Classified as Other

Summary of Police Activities - Classification III

	Frequency of Occurrence			Time/Occurrence (Min.)		% of Available Officer Time
	Total No.	% Total	Per 100 Hours	Mean	STD Deviation	
I. ADMINISTRATIVE AND NONPATROL ACTIVITIES						
1. Roll Call	3	0.6	2	20.0	10.8	0.6
2. Check in/Check out	19	3.8	11	16.8	7.7	3.4
3. Rest Period	41	8.2	24	25.7	15.2	11.1
4. Inspect Patrol Vehicle for Required Equipment, Fuel, etc.	15	3.0	9	8.1	6.2	1.3
5. Repair and Maintain Vehicle	14	2.8	8	10.1	9.2	1.5
6. Complete routine, non-patrol paperwork (leave requests, overtime requests, benefits forms, etc.)	1	0.2	1	90.0	0	1.0
7. Participation in regular departmental training	1	0.2	1	30.0	0	3.2
8. Participate in citizen information or education activities	4	0.8	2	30.8	19.9	1.3
II. ROUTINE PATROL ACTIVITIES						
9. Plan patrol route for upcoming shift	0	0	0	0	0	0
10. Patrol residential area by auto	65	13.0	39	29.2	30.1	20.0
11. Patrol business district by auto	41	8.2	24	24.8	20.4	10.6
12. Patrol public areas by auto (schools, parks, etc.)	9	1.8	5	22.9	16.5	2.2
13. Leave car to inspect location	10	2.0	6	3.6	3.6	0.4
14. Maintain stationary patrol (non-traffic)	0	0	0	0	0	0
15. Talk with business persons or residents about potential problems on patrol route	2	0.4	1	11.0	4.0	0.2
16. Call in license number or stop vehicle to make routine vehicle check	9	1.8	5	6.3	3.0	0.6
17. Transport or deliver money and other materials	6	1.2	4	18.1	10.2	1.2
18. Guard prisoners in hospital, court, etc.	0	0	0	0	0	0
19. Appear in court to prosecute cases handled or citations written	0	0	0	0	0	0
20. Serve warrants, summonses, subpoenas	0	0	0	0	0	0
21. Provide assistance to stranded motorists	13	2.6	8	6.4	4.5	0.9
22. Process lost/stolen/found property	6	1.2	4	24.2	10.6	1.5
III. RESPONDING TO SERVICE CALLS						
23. Handle report of arguments/disputes among family neighbors	4	0.8	2	11.0	2.6	0.5
24. Handle report of prowler/trespassing/peeping tom	1	0.2	1	53.0	0	0.6
25. Handle report of fighting, disorderly conduct, or mischevous conduct	6	1.2	4	11.2	6.0	0.7
26. Handle report of intoxicated (liquor, drugs) person	3	0.6	2	11.0	2.5	0.4
27. Handle report of noise complaints	4	0.8	2	15.8	11.5	0.7
28. Handle missing/found person call	3	0.6	2	7.7	2.1	0.2
29. Handle report of traffic accident	9	1.8	5	14.3	10.3	1.4
30. Respond to burglar alarm	5	1.0	3	4.2	2.3	0.2
31. Provide back-up to responding officer	5	1.0	3	9.2	3.5	0.5
32. Respond to report of serious crime (e.g. shooting, breaking and entering, robbery, assault, rape, homicide, etc.) Note specific crime on A/BDF	6	1.2	4	52.7	47.2	3.3
33. Other response to service call. (Note nature of service on A/BDF)	20	4.0	12	16.1	11.6	3.4
IV. PROVIDING EMERGENCY SERVICE						
34. Respond to emergency, non-routine service call (red light, siren, etc.)	4	0.8	2	9.8	7.2	0.4
35. Direct traffic at scene of accident	1	0.2	1	10.0	0	0.1
36. Establish roadblock	2	0.4	1	13.5	3.5	0.3
37. Drive persons to hospital	0	0	0	0	0	0
38. Provide emergency medical service (first aid) at scene of accident/crime	1	0.2	1	15.0	0	0.2
39. Rescue drowning victim	0	0	0	0	0	0
40. Control or extinguish fire	0	0	0	0	0	0
41. Handle crowd control at parades, fairs, etc.	0	0	0	0	0	0
42. Handle crowd at demonstration, protest, street line, emergency scene, etc.	0	0	0	0	0	0

Classification III (Continued)

	Frequency of Occurrence			Time/Occurrence (Min.)		% of Available Officer Time
	Total No.	% Total	Per 100 Hours	Mean	STD Deviation	
V. CHECKING-OUT SUSPICIOUS SITUATIONS						
43. Stop and interrogate suspicious persons, vagrants, possible runaways	5	1.0	3	14.0	16.1	0.7
44. Observe and report potential trouble spots and congregations of people	7	1.4	4	8.0	5.0	0.6
45. Investigate and report attractive nuisances	0	0	0	0	0	0
46. Update file of trouble areas/persons. Note and record changes in the people, buildings, and other features of patrol route	0	0	0	0	0	0
VI. PERFORMING ARRESTS AT SCENE OF CRIME/ACCIDENT						
47. Place individual under arrest (search, give rights, question, etc.)	2	0.4	1	4.0	1.0	0.1
48. Administer test for intoxication at scene	0	0	0	0	0	0
49. Transport arrested person to station	2	0.4	1	7.0	3.0	0.2
50. Process arrested person (fingerprint, book, lock-up, etc.)	2	0.4	1	25.0	5.0	0.5
VII. PRELIMINARY CRIME/ACCIDENT INVESTIGATION						
51. Search crime/accident scene for physical evidence	1	0.2	1	20.0	0	0.2
52. Guard crime/accident scene and evidence until other law officers arrive	1	0.2	1	32.0	0	0.3
53. Survey crime/accident scene for witnesses and interview witnesses	1	0.2	1	20.0	0	0.2
54. Interrogate suspects	0	0	0	0	0	0
VIII. FOLLOW-UP CRIME/ACCIDENT INVESTIGATION						
55. Assist detectives in follow-up investigation as assigned	0	0	0	0	0	0
56. Search records bureau for photos and criminal histories	1	0.2	1	14.0	0	0.2
57. Take statements/confessions	6	1.2	4	14.2	5.1	0.9
58. Participate in "raid" to serve warrant	1	0.2	1	10.0	0	0.1
59. Perform stake-out surveillance of persons or places	0	0	0	0	0	0
IX. IDENTIFYING PHYSICAL AND SAFETY HAZARDS						
60. Investigate and arrange removal of abandoned/stolen vehicle	0	0	0	0	0	0
61. Handle cases of dead/injured animals	2	0.4	1	16.5	3.5	0.4
62. Inspect construction sites, places of entertainment, restaurants for code, health, safety violations	0	0	0	0	0	0
63. Inspect and report fire hazards	0	0	0	0	0	0
64. Inspect and report public safety hazards (broken water mains, gas mains, power lines, street lights, defective streets)	2	0.4	1	1.5	0.3	0
X. ENFORCING TRAFFIC LAWS						
65. Write traffic citation or warning for moving, mechanical or safety violation	28	5.6	17	9.3	8.0	2.8
66. Maintain stationary/moving radar unit	40	8.0	23	20.1	16.7	8.5
67. Maintain stationary/moving patrol for speed, red light, or other violations (without radar unit)	4	0.8	2	6.2	2.1	0.4
68. Enforce meter parking/issue citations	3	0.6	2	8.0	2.8	0.3
69. Provide escort for funerals/oversize loads	1	0.2	1	7.0	0	0.1
70. Participate in traffic chase	0	0	0	0	0	0
71. Search file of traffic warnings to determine need for citation	0	0	0	0	0	0
Total¹	500	100.0	297	19.0		100.0

¹ Includes 54 Activities Classified as Other

Summary of Police Activities - Classification IV

	Frequency of Occurrence			Time/Occurrence (Min.)		% of Available Officer Time
	Total No.	% Total	Per 100 Hours	Mean	STD Deviation	
I. ADMINISTRATIVE AND NONPATROL ACTIVITIES						
1. Roll Call	0	0	0	0	0	0
2. Check in/Check out	26	3.1	9	13.4	8.3	2.2
3. Rest Period	57	6.8	20	28.0	13.4	9.8
4. Inspect Patrol Vehicle for Required Equipment, Fuel, etc.	14	1.7	6	8.5	4.5	0.7
5. Repair and Maintain Vehicle	24	2.9	9	9.5	9.7	1.4
6. Complete routine, non-patrol paperwork (leave requests, overtime requests, benefits forms, etc.)	3	0.4	1	37.3	40.8	0.7
7. Participation in regular departmental training	2	0.3	1	41.5	6.5	0.5
8. Participate in citizen information or education activities	4	0.5	1	14.5	17.7	0.4
II. ROUTINE PATROL ACTIVITIES						
9. Plan patrol route for upcoming shift	2	0.3	1	1.5	0.5	*
10. Patrol residential area by auto	165	19.8	59	26.5	26.5	26.9
11. Patrol business district by auto	92	11.0	33	24.7	32.4	14.0
12. Patrol public areas by auto (schools, parks, etc.)	22	7.6	9	12.2	18.1	1.7
13. Leave car to inspect location	17	2.0	6	11.0	14.2	1.2
14. Maintain stationary patrol (non-traffic)	0	0	0	0	0	0
15. Talk with business persons or residents about potential problems on patrol route	11	1.3	4	12.8	10.4	0.9
16. Call in license number or stop vehicle to make routine vehicle check	20	2.4	7	5.0	4.8	0.6
17. Transport or deliver money and other materials	19	2.3	7	12.9	9.0	1.5
18. Guard prisoners in hospital, court, etc.	0	0	0	0	0	0
19. Appear in court to prosecute cases handled or citations written	0	0	0	0	0	0
20. Serve warrants, summonses, subpoenas	3	0.4	1	35.3	38.7	0.7
21. Provide assistance to stranded motorists	15	1.8	5	7.0	7.0	0.7
22. Process lost/stolen/found property	3	0.4	1	34.0	25.1	0.6
III. RESPONDING TO SERVICE CALLS						
23. Handle report of arguments/disputes among family/neighbors	5	0.6	2	14.4	9.0	0.4
24. Handle report of prowler/trespassing/peeping tom	1	0.1	1	27.0	0	0.2
25. Handle report of fighting, disorderly conduct, or mischevous conduct	10	1.0	4	16.1	11.2	1.0
26. Handle report of intoxicated (liquor, drugs) person	3	0.4	1	12.7	4.5	0.2
27. Handle report of noise complaints	4	0.5	1	16.8	6.8	0.4
28. Handle missing/found person call	4	0.5	1	38.5	12.0	1.0
29. Handle report of traffic accident	3	0.4	1	21.3	6.9	0.4
30. Respond to burglar alarm	4	0.5	1	17.5	7.6	0.4
31. Provide back-up to responding officer	5	0.6	2	11.2	7.6	0.3
32. Respond to report of serious crime (e.g. shooting, breaking and entering, robbery, assault, rape, homicide, etc.) Note specific crime on A/BDF	8	1.0	3	25	14.6	1.3
33. Other response to service call. (Note nature of service on A/BDF)	26	3.1	9	14.9	13.1	2.4
IV. PROVIDING EMERGENCY SERVICE						
34. Respond to emergency, non-routine service call (red light, siren, etc.)	1	0.1	1	4.0	0	*
35. Direct traffic at scene of accident	1	0.1	1	30.0	0	0.2
36. Establish roadblock	0	0	0	0	0	0
37. Drive persons to hospital	0	0	0	0	0	0
38. Provide emergency medical service (first aid) at scene of accident/crime	3	0.4	1	27.3	10.3	0.5
39. Rescue drowning victim	0	0	0	0	0	0
40. Control or extinguish fire	0	0	0	0	0	0
41. Handle crowd control at parades, fairs, etc.	0	0	0	0	0	0
42. Handle crowd at demonstration, protest, picket line, emergency scene, etc.	0	0	0	0	0	0

Classification IV (Continued)

	Frequency of Occurrence			Time/Occurrence (Min.)		% of Available Officer Time
	Total No.	% Total	Per 100 Hours	Mean	STD Deviation	
V. CHECKING-OUT SUSPICIOUS SITUATIONS						
43. Stop and interrogate suspicious persons, vagrants, possible runaways	11	1.3	4	4.6	4.5	0.3
44. Observe and report potential trouble spots and congregations of people	1	0.1	1	45.0	0	0.3
45. Investigate and report attractive nuisances	1	0.1	1	21.0	0	0.1
46. Update file of trouble areas/persons. Note and record changes in the people, buildings, and other features of patrol route	0	0	0	0	0	0
VI. PERFORMING ARRESTS AT SCENE OF CRIME/ACCIDENT						
47. Place individual under arrest (search, give rights, question, etc.)	0	0	0	0	0	0
48. Administer test for intoxication at scene	1	0.1	1	13.2	0	0.3
49. Transport arrested person to station	0	0	0	0	0	0
50. Process arrested person (fingerprint, book, lock-up, etc.)	0	0	0	0	0	0
VII. PRELIMINARY CRIME/ACCIDENT INVESTIGATION						
51. Search crime/accident scene for physical evidence	2	0.3	1	20.0	0	0.3
52. Guard crime/accident scene and evidence until other law officers arrive	0	0	0	0	0	0
53. Survey crime/accident scene for witnesses and interview witnesses	2	0.3	1	115.0	105.0	1.4
54. Interrogate suspects	3	0.4	1			
VIII. FOLLOW-UP CRIME/ACCIDENT INVESTIGATION						
55. Assist detectives in follow-up investigation as assigned	11	1.3	4	26.0	15.3	0.5
56. Search records bureau for photos and criminal histories	2	0.3	1	23.5	15.9	1.6
57. Take statements/confessions	2	0.3	1	20.0	10.0	0.3
58. Participate in "raid" to serve warrant	0	0	0	0	0	0
59. Perform stake-out surveillance of persons or places	0	0	0	0	0	0
IX. IDENTIFYING PHYSICAL AND SAFETY HAZARDS						
60. Investigate and arrange removal of abandoned/stolen vehicle	7	0.8	3	14.9	12.0	0.6
61. Handle cases of dead/injured animals	4	0.5	1	12.0	10.7	0.3
62. Inspect construction sites, places of entertainment, restaurants for code, health, safety violations	0	0	0	0	0	0
63. Inspect and report fire hazards	1	0.1	1	5.0	0	*
64. Inspect and report public safety hazards (Broken water mains, gas mains, power lines, street lights, defective streets)	2	0.3	1	11.5	0.5	0.1
X. ENFORCING TRAFFIC LAWS						
65. Write traffic citation or warning for moving, mechanical or safety violation	34	4.1	12	10.1	10.4	2.1
66. Maintain stationary/moving radar unit	21	2.6	8	25.1	25.6	3.2
67. Maintain stationary/moving patrol for speed, red light, or other violations (without radar unit)	19	2.3	7	12.6	11.8	1.5
68. Enforce meter parking/issue citations	0	0	0	0	0	0
69. Provide escort for funerals/oversize loads	0	0	0	0	0	0
70. Participate in traffic chase	1	0.1	1	3.0	0	*
71. Search file of traffic warnings to determine need for citation	0	0	0	0	0	0
Totals¹	837	100.0	299	19.4		100.0

¹Includes 145 Activities Classified as Other

Summary of Police Activities - Female Officers

	Frequency of Occurrence			Time/Occurrence (Minutes)		% of Total Work Time
	Total No.	% of all Activities	Per 100 Hours	Mean	Standard Deviation	
I. ADMINISTRATIVE AND NONPATROL ACTIVITIES						
1. Roll Call	6	2.6	9	20.0	12.3	3.0
2. Check in/Check out	5	2.2	8	11.4	5.5	1.5
3. Rest Period	14	6.0	22	35.0	11.1	12.4
4. Inspect Patrol Vehicle for Required Equipment, Fuel, etc.	10	4.3	16	11.0	5.7	2.8
5. Repair and Maintain Vehicle	7	3.0	11	11.6	4.9	2.1
6. Complete routine, non-patrol paperwork (leave requests, overtime requests, benefits forms, etc.)	0	0	0	0	0	0
7. Participation in regular departmental training	2	0.9	3	12.0	8.0	0.6
8. Participate in citizen information or education activities	2	0.9	3	4.0	2.0	0.2
II. ROUTINE PATROL ACTIVITIES						
9. Plan patrol route for upcoming shift	0	0	0	0	0	0
10. Patrol residential area by auto	43	18.5	67	18.0	12.2	19.6
11. Patrol business district by auto	21	9.1	32	22.8	13.1	12.1
12. Patrol public areas by auto (schools, parks, etc.)	2	0.9	3	8.5	4.5	0.4
13. Leave car to inspect location	1	0.4	2	32.0	0	0.8
14. Maintain stationary patrol (non-traffic)	0	0	0	0	0	0
15. Talk with business persons or residents about potential problems on patrol route	1	0.4	2	6.0	0	0.2
16. Call in license number or stop vehicle to make routine vehicle check	14	6.0	22	6.1	5.8	2.2
17. Transport or deliver money and other materials	2	0.9	3	29.5	12.5	1.5
18. Guard prisoners in hospital, court, etc.	0	0	0	0	0	0
19. Appear in court to prosecute cases handled or citations written	0	0	0	0	0	0
20. Serve warrants, summonses, subpoenas	1	0.4	2	7.0	0	0
21. Provide assistance to stranded motorists	4	1.7	6	2.8	1.5	0.3
22. Process lost/stolen/found property	1	0.9	2	10.0	0	0.3
III. RESPONDING TO SERVICE CALLS						
23. Handle report of arguments/disputes among family/neighbors	1	0.9	2	40.0	0	1.0
24. Handle report of prowler/trespassing/pooping tom	1	0.9	2	20.0	0	0.5
25. Handle report of fighting, disorderly conduct, or mischevous conduct	5	2.2	8	14.6	15.4	1.9
26. Handle report of intoxicated (liquor, drugs) person	0	0	0	0	0	0
27. Handle report of noise complaints	2	0.9	3	12.5	2.5	0.6
28. Handle missing/found person call	3	1.3	5	25.7	7.4	2.0
29. Handle report of traffic accident	0	0	0	0	0	0
30. Respond to burglar alarm	3	1.3	5	15.0	7.3	1.1
31. Provide back-up to responding officer	1	0	2	8.0	0	0.2
32. Respond to report of serious crime (e.g. shooting, breaking and entering, robbery, assault, rape, homicide, etc.) Note specific crime on A/BDF	2	0.9	3	32.5	17.5	1.7
33. Other response to service call.	7	3.0	11	14.4	10.4	2.6
IV. PROVIDING EMERGENCY SERVICE						
34. Respond to emergency, non-routine service call (red light, siren, etc.)	1	0.9	2	23.0	0	0.6
35. Direct traffic at scene of accident	0	0	0	0	0	0
36. Establish roadblock	0	0	0	0	0	0
37. Drive persons to hospital	0	0	0	0	0	0
38. Provide emergency medical service (first aid) at scene of accident/crime	1	0.9	2	10.0	0	0.3
39. Rescue drowning victim	0	0	0	0	0	0
40. Control or extinguish fire	0	0	0	0	0	0
41. Handle crowd control at parades, fairs, etc.	0	0	0	0	0	0
42. Handle crowd at demonstration, protest, picket line, emergency scene, etc.	0	0	0	0	0	0

Female Officers (Continued)

	Frequency of Occurrence			Time/Occurrence (Minutes)		% of Total Work Time
	Total No.	% of all Activities	Per 100 Hours	Mean	Standard Deviation	
V. CHECKING-OUT SUSPICIOUS SITUATIONS						
43. Stop and interrogate suspicious persons, vagrants, possible runaways	3	1.3	5	10.0	0	0.8
44. Observe and report potential trouble spots and congregations of people	1	0.9	2	5.0	0	0.1
45. Investigate and report attractive nuisances	0	0	0	0	0	0
46. Update file of trouble areas/persons. Note and record changes in the people, buildings and other features of patrol route	1	0.9	2	25.0	0	0.6
VI. PERFORMING ARRESTS AT SCENE OF CRIME/ACCIDENT						
47. Place individual under arrest (search, give rights, question, etc.)	0	0	0	0	0	0
48. Administer test for intoxication at scene	0	0	0	0	0	0
49. Transport arrested person to station	0	0	0	0	0	0
50. Process arrested person (fingerprint, book, lock-up, etc.)	0	0	0	0	0	0
VII. PRELIMINARY CRIME/ACCIDENT INVESTIGATION						
51. Search crime/accident scene for physical evidence	0	0	0	0	0	0
52. Guard crime/accident scene and evidence until other law officers arrive	0	0	0	0	0	0
53. Survey crime/accident scene for witnesses and interview witnesses	0	0	0	0	0	0
54. Interrogate suspects	1	0.9	2	5.0	0	0.1
VIII. FOLLOW-UP CRIME/ACCIDENT INVESTIGATION						
55. Assist detectives in follow-up investigation as assigned	1	0.9	2	18.0	0	0.5
56. Search records bureau for photos and criminal histories	0	0	0	0	0	0
57. Take statements/confessions	0	0	0	0	0	0
58. Participate in "raid" to serve warrant	0	0	0	0	0	0
59. Perform stake-out surveillance of persons or places	1	0.9	2	5.0	0	0.1
IX. IDENTIFYING PHYSICAL AND SAFETY HAZARDS						
60. Investigate and arrange removal of abandoned/stolen vehicle	0	0	0	0	0	0
61. Handle cases of dead/injured animals	0	0	0	0	0	0
62. Inspect construction sites, places of entertainment, restaurants for code, health, safety violations	0	0	0	0	0	0
63. Inspect and report fire hazards	0	0	0	0	0	0
64. Inspect and report public safety hazards (broken water mains, gas mains, power lines, street lights, defective streets)	0	0	0	0	0	0
X. ENFORCING TRAFFIC LAWS						
65. Write traffic citation or warning for moving, mechanical or safety violation	22	9.5	34	8.5	8.8	4.7
66. Maintain stationary/moving radar unit	8	3.5	13	29.5	10.1	6.0
67. Maintain stationary/moving patrol for speed, red light, or other violations (without radar unit)	8	3.5	13	19.3	9.7	3.9
68. Enforce meter parking/issue citations	3	1.3	5	11.0	7.0	0.8
69. Provide escort for funerals/oversize loads	0	0	0	0	0	0
70. Participate in traffic chase	1	0.9	2	3.0	0	0.1
71. Search file of traffic warnings to determine need for citation	0	0	0	0	0	0
Total¹	232	100.0				100.0

¹ Includes 19 Activities Classified as Other

Summary of Police Activities - Total Sample

	Frequency of Occurrence			Time/Occurrence (Minutes)		% of Total Work Time
	Total No.	% of all Activities	Per 100 Hours	Mean	Standard Deviation	
I. ADMINISTRATIVE AND NONPATROL ACTIVITIES						
1. Roll Call	92	1.9	6	18.2	11.2	1.9
2. Check in/Check out	160	3.3	10	13.1	8.9	2.4
3. Rest Period	361	7.5	24	26.7	14.7	10.7
4. Inspect Patrol Vehicle for Required Equipment, Fuel, etc.	138	2.9	9	8.0	6.0	1.2
5. Repair and Maintain Vehicle	150	3.1	10	11.4	9.7	1.9
6. Complete routine, non-patrol paperwork (leave requests, overtime requests, benefits forms, etc.)	9	0.2	1	32.2	32.6	0.3
7. Participation in regular departmental training	11	0.2	1	77.7	84.8	1.0
8. Participate in citizen information or education activities	16	0.3	1	24.3	33.2	0.4
II. ROUTINE PATROL ACTIVITIES						
9. Plan patrol route for upcoming shift	3	0.1	*	1.7	.5	*
10. Patrol residential area by auto	696	14.4	46	25.1	23.9	19.4
11. Patrol business district by auto	562	11.7	37	24.7	25.1	15.5
12. Patrol public areas by auto (schools, parks, etc.)	86	1.8	6	13.2	13.2	1.3
13. Leave car to inspect location	72	1.5	5	8.3	12.5	0.7
14. Maintain stationary patrol (non-traffic)	4	0.1	*	19.5	9.0	0.1
15. Talk with business persons or residents about potential problems on patrol route	35	0.7	2	9.7	8.6	0.4
16. Call in license number or stop vehicle to make routine vehicle check	124	2.6	8	4.1	4.0	0.5
17. Transport or deliver money and other materials	52	1.1	3	16.2	10.5	0.9
18. Guard prisoners in hospital, court, etc.	1	*	*	43.0		0.1
19. Appear in court to prosecute cases handled or citations written	4	0.1	*	106.5	60.1	0.3
20. Serve warrants, summonses, subpoenas	7	0.2	*	18.1	29.5	0.1
21. Provide assistance to stranded motorists	84	1.7	5	7.4	6.3	0.7
22. Process lost/stolen/found property	19	0.4	1	24.2	20.0	0.5
III. RESPONDING TO SERVICE CALLS						
23. Handle report of arguments/disputes among family/neighbors	26	0.5	2	16.2	9.2	0.5
24. Handle report of prowler/trespassing/peeping tom	23	0.5	2	16.2	10.1	0.5
25. Handle report of fighting, disorderly conduct, or mischievous conduct	69	1.4	5	14.1	10.3	0.5
26. Handle report of intoxicated (liquor, drugs) person	15	0.3	1	16.3	9.1	1.1
27. Handle report of noise complaints	30	0.6	2	12.9	9.6	0.3
28. Handle missing/found person call	17	0.4	1	26.5	22.7	0.4
29. Handle report of traffic accident	43	0.9	3	20.6	11.5	0.5
30. Respond to burglar alarm	40	0.9	3	14.5	15.6	1.0
31. Provide back-up to responding officer	75	1.6	5	11.4	8.3	0.6
32. Respond to report of serious crime (e.g. shooting, breaking and entering, robbery, assault, rape, homicide, etc.) Note specific crime on A/BDF	55	1.1	4	30.4	24.9	1.0
33. Other response to service call.	175	3.6	11	17.3	13.0	1.9
IV. PROVIDING EMERGENCY SERVICE						
34. Respond to emergency, non-routine service call (red light, siren, etc.)	23	0.5	2	10.9	9.1	3.4
35. Direct traffic at scene of accident	6	0.1	*	56.8	49.7	0.3
36. Establish roadblock	4	0.1	*	23.5	19.6	0.3
37. Drive persons to hospital	1	*	*	31.0	0	0.1
38. Provide emergency medical service (first aid) at scene of accident/crime	9	0.2	1	18.4	9.3	*
39. Rescue drowning victim	0	0	0		0	0
40. Control or extinguish fire	7	0.2	*	11.5	8.0	0.1
41. Handle crowd control at parades, fairs, etc.	1	*	*	40.0	0	*
42. Handle crowd at demonstration, protest, picket line, emergency scene, etc.	1	*	*	15.0	0	*

Total Sample (Continued)

	Frequency of Occurrence			Time/Occurrence (Minutes)		% of Total Work Time
	Total No.	% of all Activities	Per 100 Hours	Mean	Standard Deviation	
V. CHECKING-OUT SUSPICIOUS SITUATIONS						
43. Stop and interrogate suspicious persons, vagrants, possible runaways	90	1.9	6	7.4	7.6	0.7
44. Observe and report potential trouble spots and congregations of people	19	0.4	1	10.6	11.3	0.2
45. Investigate and report attractive nuisances	5	0.1	*	7.8	7.3	*
46. Update file of trouble areas/persons. Note and record changes in the people, buildings, and other features of patrol route	7	0.2	*	11.4	10.1	0.1
VI. PERFORMING ARRESTS AT SCENE OF CRIME/ACCIDENT						
47. Place individual under arrest (search, give rights, question, etc.)	16	0.3	1	31.3	28.7	0.6
48. Administer test for intoxication at scene	3	0.1	*	47.0	60.1	0.2
49. Transport arrested person to station	12	0.3	1	20.7	20.7	0.3
50. Process arrested person (fingerprint, sock, lock-up, etc.)	8	0.2	1	39.1	22.4	0.4
VII. PRELIMINARY CRIME/ACCIDENT INVESTIGATION						
51. Search crime/accident scene for physical evidence	17	0.4	1	34.7	43.6	0.7
52. Guard crime/accident scene and evidence until other law officers arrive	1	*	*	32.0	0	*
53. Survey crime/accident scene for witnesses and interview witnesses	10	0.2	1	37.3	61.4	0.4
54. Interrogate suspects	9	0.2	1	26.4	12.4	0.3
VIII. FOLLOW-UP CRIME/ACCIDENT INVESTIGATION						
55. Assist detectives in follow-up investigation as assigned	36	0.8	2	28.3	25.2	1.1
56. Search records bureau for photos and criminal histories	5	0.1	*	18.6	6.7	0.1
57. Take statements/confessions	13	0.3	1	20.5	14.2	0.3
58. Participate in "raid" to serve warrant	1	*	*	10.0	0	*
59. Perform stake-out surveillance of persons or places	6	0.1	*	30.2	40.2	0.2
IX. IDENTIFYING PHYSICAL AND SAFETY HAZARDS						
60. Investigate and arrange removal of abandoned stolen vehicle	14	0.3	1	16.3	10.0	0.3
61. Handle cases of dead/injured animals	13	0.3	1	16.2	11.6	0.2
62. Inspect construction sites, places of entertainment, restaurants for code, health, safety violations	0	0	0		0	*
63. Inspect and report fire hazards	3	0.1	*	11.3	4.5	*
64. Inspect and report public safety hazards (broken water mains, gas mains, power lines, street lights, defective streets)	19	0.4	1	15.5	32.0	0.3
X. ENFORCING TRAFFIC LAWS						
65. Write traffic citation or warning for moving, mechanical or safety violation	292	6.1	19	7.7	6.5	2.5
66. Maintain stationary/moving radar unit	206	4.3	13	19.7	17.9	4.5
67. Maintain stationary/moving patrol for speed, red light, or other violations (without radar unit)	164	3.4	11	16.4	15.4	3.0
68. Enforce meter parking/issue citations	12	0.3	1	13.3	12.5	0.2
69. Provide escort for funerals/oversize loads	1	*	*	7.0	0	*
70. Participate in traffic chase	4	0.1	*	9.5	11.8	*
71. Search file of traffic warnings to determine need for citation	0	0	0	0	0	0
Totals	4,824¹	100.0				100.0

¹ Includes 522 Activities classified as other

SUMMARY OF A/BDF PROFILE FOR:

ADMINISTRATIVE AND NON PATROL ACTIVITIES

Average activity frequency 61 per 100 Shift Hours
 Average activity duration 19.03 Minutes
 Percent of total work time 19.81%
 Average activity importance 5.74

BEHAVIOR	PERCENT OF TIME BEHAVIOR OCCURS		
	Does not occur	Occurs; is minor part	Occurs; is critical part
I. GETTING THE INFORMATION NEEDED TO PERFORM THE ACTIVITY			
1. Read verbal materials.	75.0%	9.8%	15.7%
2. Read quantitative materials.	90.8	1.2	8.1
3. Get information from pictorial or graphic materials.	98.3	0.2	1.5
4. Get information from a mechanical device or tool.	83.9	4.2	11.9
5. Observe a visual display or other device (CRT, gauges, dashboard, etc.).	60.7	12.9	26.5
6. Observe an object(s) or person(s) within arm's reach.	40.9	19.0	40.1
7. Observe an object(s) or person(s) beyond arm's reach.	66.4	16.5	17.1
8. Listen to a verbal statement or report (other than radio dispatch).	58.9	11.3	29.8
9. Observe an ongoing event or set of behaviors.	74.3	19.8	6.0
10. Smell an object(s).	95.8	4.0	0.2
11. Listen for sounds from an object(s) or person(s).	83.3	6.9	9.8
12. Touch an object(s).	15.4	15.0	9.6
13. Estimate or measure the distance between objects, or between self and object.	94.0	4.6	1.3
14. Recognize a person seen in the past or in a photo.	98.7	1.0	0.4
15. Identify a person based on a verbal description.	99.8	0.0	0.2
16. Review notes taken at an earlier time.	88.7	3.6	7.7
17. Recall factual information obtained at an earlier time.	81.6	11.7	6.7
18. Remember specific details of a past event.	93.9	1.9	4.2
19. Recognize differences in sounds or patterns of sounds.	97.5	1.3	1.2
20. Estimate the speed of a moving object(s).	99.8	0.0	0.2
21. Estimate the number of objects or persons.	92.1	5.0	2.9
22. Estimate the size of an object(s) or person.	99.2	0.6	0.2
23. Estimate time elapsed between events.	93.7	3.8	2.5
24. Estimate the time required to complete an activity.	89.1	6.1	4.8
25. Estimate the condition or quality of an object(s) or person(s).	63.7	15.2	21.1
26. Determine the physical position of objects.	66.8	20.9	12.3
27. Examine objects visually to determine and evaluate similarities or differences.	88.3	6.5	5.2

BEHAVIOR	PERCENT OF TIME BEHAVIOR OCCURS		
	Does not occur	Occurs; is minor part	Occurs; is critical part
II. WORKING WITH INFORMATION TO REACH A CONCLUSION			
28. Consult with a superior before proceeding.	86.9%	7.7%	5.4%
29. Determine the appropriate action in a <u>clear</u> situation.	47.6	30.5	21.9
30. Determine the appropriate action in an <u>ambiguous</u> situation.	97.3	1.3	1.3
31. Carefully plan a course of action in advance (e.g., start of shift or earlier).	87.5	4.6	12.9
32. Plan a course of action "on the spot" (e.g., 5 minutes or less before the action).	90.0	8.1	1.9
33. Combine information from more than one source to reach a conclusion.	79.8	9.0	11.1
34. Analyze or break down information to improve understanding.	90.0	4.2	5.8
35. Determine whether physical force was required against another person.	100.0	0.0	0.0
36. Perform mathematical calculations involving counting, adding, or subtracting whole numbers.	88.9	6.3	4.8
37. Perform mathematical calculations involving multiplication or division of whole numbers.	100.0	0.0	0.0
38. Perform mathematical calculations involving decimals, fractions, or percentages.	98.7	0.2	1.2
39. Compare information obtained orally with physical evidence to determine accuracy of report.	96.5	1.9	1.5
III. PHYSICAL ACTIVITIES INVOLVED IN COMPLETING THE ACTIVITY			
40. Drive an automobile at normal speed.	70.1	4.2	25.7
41. Drive an automobile under high speed or other emergency conditions.	99.8	0.0	0.2
42. Maneuver a vehicle in a tight spot.	99.0	1.0	0.0
43. Withdraw and point a firearm.	89.4	0.2	0.4
44. Discharge a firearm.	99.4	0.2	0.4
45. Use a baton or night stick to subdue a suspect.	100.0	0.0	0.0
46. Restrain the movements or activity of another person.	100.0	0.0	0.0
47. Use hand-to-hand fighting.	100.0	0.0	0.0
48. Remain in a sitting position.	73.1	16.9	10.0
49. Move to and maintain a standing position (e.g. exit patrol car, etc.)	41.3	32.2	26.5
50. Climb an object vertically.	100.0	0.0	0.0
51. Jog less than 50 feet.	100.0	0.0	0.0
52. Jog more than 50 feet.	100.0	0.0	0.0
53. Run at full speed less than 50 feet.	100.0	0.0	0.0
54. Run at full speed more than 50 feet.	100.0	0.0	0.0
Lift an object/person weighing between 10 and 50 pounds.	91.4	5.0	3.0

BEHAVIOR	PERCENT OF TIME BEHAVIOR OCCURS		
	Does not occur	Occurs; is minor part	Occurs; is critical part
56. Lift an object/person weighing between 50 and 100 pounds.	99.6%	0.4%	0.0%
57. Lift an object/person weighing more than 100 pounds.	99.6	0.0	0.4
58. Move or pull an object/person weighing between 10 and 50 pounds.	98.3	1.5	0.2
59. Move or pull an object/person weighing between 50 and 100 pounds.	100.0	0.0	0.0
60. Move or pull an object/person weighing more than 100 pounds.	99.6	0.0	0.4
61. Maintain body balance to prevent falling (other than walking or standing).	98.8	0.8	0.4
62. Swim less than 50 feet.	100.0	0.0	0.0
63. Swim more than 50 feet.	100.0	0.0	0.0
64. Jump a span of 4 or more feet.	100.0	0.0	0.0
65. Perform minor maintenance on a vehicle.	86.6	4.6	8.8
66. Stand for a long period of time (2 hrs. or more).	99.8	0.0	0.2
67. Walk for a long period of time (2 hrs. or more).	100.0	0.0	0.0
IV. PROVIDING INFORMATION TO OTHERS			
68. Give a simple oral report.	77.4	16.7	6.0
69. Transcribe information from one source to another document.	73.7	9.2	17.1
70. Give a formal speech or presentation.	99.8	0.0	0.2
71. Explain a law or regulation to another person.	98.8	0.8	0.4
72. Explain a point to a group of 2 or more people.	98.7	0.8	0.6
73. Give a complex oral report.	99.4	0.4	0.2
74. Give signs or signals from a distance using hands and arms.	99.8	0.2	0.0
75. Operate a typewriter.	99.2	0.6	0.2
76. Use a police radio.	75.0	15.9	9.0
77. Provide information by filling in a check list.	63.1	26.3	10.6
78. Use a telephone to provide information.	97.3	1.5	1.2
79. Use paper and pencil to draw a picture or schematic.	99.8	0.0	0.2

SUMMARY OF A/BDF PROFILE FOR:

ROUTINE PATROL ACTIVITIES

Average activity frequency 114 per 100 Shift Hours
 Average activity duration 58.47 Minutes
 Percent of total work time 40.63%
 Average activity importance 6.33

BEHAVIOR	PERCENT OF TIME BEHAVIOR OCCURS		
	Does not occur	Occurs; is minor part	Occurs; is critical part
I. GETTING THE INFORMATION NEEDED TO PERFORM THE ACTIVITY			
1. Read verbal materials.	88.3%	7.1%	4.7%
2. Read quantitative materials.	98.5	0.6	0.9
3. Get information from pictorial or graphic materials.	98.5	0.5	1.1
4. Get information from a mechanical device or tool.	95.5	2.3	2.3
5. Observe a visual display or other device (CRT, gauges, dashboard, etc.).	92.0	6.2	1.8
6. Observe an object(s) or person(s) within arm's reach.	66.1	10.2	23.6
7. Observe an object(s) or person(s) beyond arm's reach.	13.9	9.2	77.0
8. Listen to a verbal statement or report (other than radio dispatch).	75.6	7.5	16.9
9. Observe an ongoing event or set of behaviors.	50.5	13.0	36.6
10. Smell an object(s).	93.7	5.0	1.7
11. Listen for sounds from an object(s) or person(s).	80.0	12.0	8.0
12. Touch an object(s).	93.4	2.0	4.7
13. Estimate or measure the distance between objects, or between self and object.	81.9	10.4	7.7
14. Recognize a person seen in the past or in a photo.	97.7	1.4	0.9
15. Identify a person based on a verbal description.	98.9	0.3	0.8
16. Review notes taken at an earlier time.	98.3	0.8	0.9
17. Recall factual information obtained at an earlier time.	83.9	10.7	5.4
18. Remember specific details of a past event.	95.3	2.3	2.4
19. Recognize differences in sounds or patterns of sounds.	99.5	0.2	0.3
20. Estimate the speed of a moving object(s).	88.6	3.5	8.0
21. Estimate the number of objects or persons.	89.0	4.1	6.9
22. Estimate the size of an object(s) or person.	96.2	1.5	2.3
23. Estimate time elapsed between events.	92.6	2.0	5.4
24. Estimate the time required to complete an activity.	91.3	3.6	5.1
25. Estimate the condition or quality of an object(s) or person(s).	36.6	14.0	49.4
26. Determine the physical position of objects.	54.4	22.0	23.6
27. Examine objects visually to determine and evaluate similarities or differences.	59.5	9.9	30.6

BEHAVIOR	PERCENT OF TIME BEHAVIOR OCCURS		
	Does not occur	Occurs; is minor part	Occurs; is critical part
II. WORKING WITH INFORMATION TO REACH A CONCLUSION			
28. Consult with a superior before proceeding.	98.0%	0.8%	1.2%
29. Determine the appropriate action in a <u>clear</u> situation.	46.8	23.9	29.2
30. Determine the appropriate action in an <u>ambiguous</u> situation.	88.6	3.3	8.1
31. Carefully plan a course of action in advance (e.g., start of shift or earlier).	88.9	1.8	9.3
32. Plan a course of action "on the spot" (e.g., 5 minutes or less before the action).	71.7	13.4	14.9
33. Combine information from more than one source to reach a conclusion.	67.0	11.7	21.2
34. Analyze or break down information to improve understanding.	86.9	6.0	7.1
35. Determine whether physical force was required against another person.	99.4	0.2	0.5
36. Perform mathematical calculations involving counting, adding, or subtracting whole numbers.	99.4	0.5	0.2
37. Perform mathematical calculations involving multiplication or division of whole numbers.	100.0	0.0	0.0
38. Perform mathematical calculations involving decimals, fractions, or percentages.	99.8	0.2	0.0
39. Compare information obtained orally with physical evidence to determine accuracy of report.	89.6	4.4	6.0
III. PHYSICAL ACTIVITIES INVOLVED IN COMPLETING THE ACTIVITY			
40. Drive an automobile at normal speed.	15.4	8.3	76.4
41. Drive an automobile under high speed or other emergency conditions.	100.0	0.0	0.0
42. Maneuver a vehicle in a tight spot.	97.7	1.4	0.9
43. Withdraw and point a firearm.	99.8	0.0	0.2
44. Discharge a firearm.	100.0	0.0	0.0
45. Use a baton or night stick to subdue a suspect.	100.0	0.0	0.0
46. Restrain the movements or activity of another person.	99.7	0.0	0.3
47. Use hand-to-hand fighting.	100.0	0.0	0.0
48. Remain in a sitting position.	33.7	37.0	29.2
49. Move to and maintain a standing position (e.g. exit patrol car, etc.)	67.3	17.8	14.9
50. Climb an object vertically.	99.7	0.2	0.2
51. Jog less than 50 feet.	100.0	0.0	0.0
52. Jog more than 50 feet.	100.0	0.0	0.0
53. Run at full speed less than 50 feet.	100.0	0.0	0.0
54. Run at full speed more than 50 feet.	100.0	0.0	0.0
55. Lift an object/person weighing between 10 and 50 pounds.	98.9	0.3	0.8

BEHAVIOR	PERCENT OF TIME BEHAVIOR OCCURS		
	Does not occur	Occurs; is minor part	Occurs; is critical part
56. Lift an object/person weighing between 50 and 100 pounds.	100.0%	0.0%	0.0%
57. Lift an object/person weighing more than 100 pounds.	100.0	0.0	0.0
58. Move or pull an object/person weighing between 10 and 50 pounds.	98.9	0.3	0.8
59. Move or pull an object/person weighing between 50 and 100 pounds.	100.0	0.0	0.0
60. Move or pull an object/person weighing more than 100 pounds.	99.1	0.0	0.9
61. Maintain body balance to prevent falling (other than walking or standing).	99.4	0.5	0.2
62. Swim less than 50 feet.	100.0	0.0	0.0
63. Swim more than 50 feet.	100.0	0.0	0.0
64. Jump a span of 4 or more feet.	100.0	0.0	0.0
65. Perform minor maintenance on a vehicle.	99.2	0.3	0.5
66. Stand for a long period of time (2 hrs. or more).	100.0	0.0	0.0
67. Walk for a long period of time (2 hrs. or more).	100.0	0.0	0.0
IV. PROVIDING INFORMATION TO OTHERS			
68. Give a simple oral report.	77.4	11.4	11.1
69. Transcribe information from one source to another document.	95.3	2.9	1.8
70. Give a formal speech or presentation.	100.0	0.0	0.0
71. Explain a law or regulation to another person.	97.7	0.8	1.5
72. Explain a point to a group of 2 or more people.	96.7	1.4	2.0
73. Give a complex oral report.	99.8	0.0	0.2
74. Give signs or signals from a distance using hands and arms.	99.4	0.0	0.6
75. Operate a typewriter.	99.7	0.2	0.2
76. Use a police radio.	72.0	15.7	12.3
77. Provide information by filling in a check list.	88.4	10.4	1.2
78. Use a telephone to provide information.	99.4	0.3	0.3
79. Use paper and pencil to draw a picture or schematic.	100.0	0.0	0.0

SUMMARY OF A/BDF PROFILE FOR:

RESPONDING TO SERVICE CALLS

Average activity frequency 37 per 100 Shift Hours
Average activity duration 17.35 Minutes
Percent of total work time 10.95%
Average activity importance 8.15

BEHAVIOR	PERCENT OF TIME BEHAVIOR OCCURS		
	Does not occur	Occurs; is minor part	Occurs; is critical part
I. GETTING THE INFORMATION NEEDED TO PERFORM THE ACTIVITY			
1. Read verbal materials.	88.6%	6.5%	4.9%
2. Read quantitative materials.	98.1	1.0	0.9
3. Get information from pictorial or graphic materials.	99.2	0.3	0.5
4. Get information from a mechanical device or tool.	87.6	2.9	9.5
5. Observe a visual display or other device (CRT, gauges, dashboard, etc.).	96.1	2.6	1.3
6. Observe an object(s) or person(s) within arm's reach.	28.7	12.7	58.6
7. Observe an object(s) or person(s) beyond arm's reach.	23.0	13.6	63.5
8. Listen to a verbal statement or report (other than radio dispatch).	21.3	12.7	66.0
9. Observe an ongoing event or set of behaviors.	37.8	19.3	42.9
10. Smell an object(s).	83.9	7.9	8.2
11. Listen for sounds from an object(s) or person(s).	73.3	10.9	15.8
12. Touch an object(s).	73.9	10.2	15.9
13. Estimate or measure the distance between objects, or between self and object.	71.4	14.2	14.4
14. Recognize a person seen in the past or in a photo.	93.4	2.8	3.9
15. Identify a person based on a verbal description.	92.6	2.3	5.1
16. Review notes taken at an earlier time.	98.0	1.3	0.8
17. Recall factual information obtained at an earlier time.	85.7	6.8	7.5
18. Remember specific details of a past event.	92.6	2.9	4.5
19. Recognize differences in sounds or patterns of sounds.	97.9	1.3	0.9
20. Estimate the speed of a moving object(s).	92.0	4.0	4.0
21. Estimate the number of objects or persons.	86.4	7.0	6.5
22. Estimate the size of an object(s) or person.	84.8	7.4	7.8
23. Estimate time elapsed between events.	81.3	7.7	11.0
24. Estimate the time required to complete an activity.	84.9	8.3	6.8
25. Estimate the condition or quality of an object(s) or person(s).	28.5	16.3	55.2
26. Determine the physical position of objects.	49.3	21.0	29.9
27. Examine objects visually to determine and evaluate similarities or differences.	86.3	4.4	9.3

BEHAVIOR	PERCENT OF TIME BEHAVIOR OCCURS		
	Does not occur	Occurs; is minor part	Occurs; is critical part
II. WORKING WITH INFORMATION TO REACH A CONCLUSION			
28. Consult with a superior before proceeding.	91.6%	3.4%	5.0%
29. Determine the appropriate action in a <u>clear</u> situation.	45.5	21.6	32.9
30. Determine the appropriate action in an <u>ambiguous</u> situation.	57.3	12.7	30.0
31. Carefully plan a course of action in advance (e.g., start of shift or earlier).	99.2	0.3	0.5
32. Plan a course of action "on the spot" (e.g., 5 minutes or less before the action).	34.5	24.7	40.8
33. Combine information from more than one source to reach a conclusion.	52.2	14.1	33.8
34. Analyze or break down information to improve understanding.	63.2	10.7	26.1
35. Determine whether physical force was required against another person.	78.8	4.0	17.2
36. Perform mathematical calculations involving counting, adding, or subtracting whole numbers.	97.0	1.5	1.5
37. Perform mathematical calculations involving multiplication or division of whole numbers.	99.7	0.1	0.1
38. Perform mathematical calculations involving decimals, fractions, or percentages.	100.0	0.0	0.0
39. Compare information obtained orally with physical evidence to determine accuracy of report.	57.2	15.8	27.0
III. PHYSICAL ACTIVITIES INVOLVED IN COMPLETING THE ACTIVITY			
40. Drive an automobile at normal speed.	37.1	8.5	54.3
41. Drive an automobile under high speed or other emergency conditions.	70.5	2.0	27.5
42. Maneuver a vehicle in a tight spot.	96.7	0.9	2.4
43. Withdraw and point a firearm.	93.5	1.1	5.4
44. Discharge a firearm.	99.7	0.0	0.3
45. Use a baton or night stick to subdue a suspect.	99.1	0.0	0.9
46. Restrain the movements or activity of another person.	85.9	1.8	12.3
47. Use hand-to-hand fighting.	95.2	0.4	4.4
48. Remain in a sitting position.	80.6	11.4	8.0
49. Move to and maintain a standing position (e.g. exit patrol car, etc.)	22.1	43.3	34.6
50. Climb an object vertically.	97.7	0.8	1.5
51. Jog less than 50 feet.	98.4	0.8	0.9
52. Jog more than 50 feet.	98.9	0.3	0.9
53. Run at full speed less than 50 feet.	97.5	0.5	2.0
54. Run at full speed more than 50 feet.	96.5	0.6	2.9
55. Lift an object/person weighing between 10 and 50 pounds.	97.7	0.9	1.4

BEHAVIOR	PERCENT OF TIME BEHAVIOR OCCURS		
	Does not occur	Occurs; is minor part	Occurs; is critical part
56. Lift an object/person weighing between 50 and 100 pounds.	99.6%	0.0%	0.4%
57. Lift an object/person weighing more than 100 pounds.	95.7	0.5	3.8
58. Move or pull an object/person weighing between 10 and 50 pounds.	99.6	0.3	0.1
59. Move or pull an object/person weighing between 50 and 100 pounds.	98.7	0.4	0.9
60. Move or pull an object/person weighing more than 100 pounds.	90.6	1.3	8.2
61. Maintain body balance to prevent falling (other than walking or standing).	96.9	1.5	1.6
62. Swim less than 50 feet.	100.0	0.0	0.0
63. Swim more than 50 feet.	100.0	0.0	0.0
64. Jump a span of 4 or more feet.	99.6	0.0	0.4
65. Perform minor maintenance on a vehicle.	99.9	0.0	0.1
66. Stand for a long period of time (2 hrs. or more).	99.4	0.3	0.4
67. Walk for a long period of time (2 hrs. or more).	99.7	0.0	0.3
IV. PROVIDING INFORMATION TO OTHERS			
68. Give a simple oral report.	47.9	22.8	29.2
69. Transcribe information from one source to another document.	66.4	16.3	17.3
70. Give a formal speech or presentation.	99.9	0.0	0.1
71. Explain a law or regulation to another person.	77.0	5.1	17.8
72. Explain a point to a group of 2 or more people.	83.8	3.6	12.5
73. Give a complex oral report.	98.4	0.4	1.3
74. Give signs or signals from a distance using hands and arms.	97.5	1.1	1.4
75. Operate a typewriter.	99.1	0.6	0.3
76. Use a police radio.	20.6	45.9	33.5
77. Provide information by filling in a check list.	62.7	26.2	11.0
78. Use a telephone to provide information.	92.0	2.4	5.6
79. Use paper and pencil to draw a picture or schematic.	97.6	0.5	1.9

SUMMARY OF A/BDF PROFILE FOR:

PROVIDING EMERGENCY SERVICES

Average activity frequency 3 per 100 Shift Hours
 Average activity duration 19.57 Minutes
 Percent of total work time 1.12%
 Average activity importance 7.45

BEHAVIOR	PERCENT OF TIME BEHAVIOR OCCURS		
	Does not occur	Occurs; is minor part	Occurs; is critical part
I. GETTING THE INFORMATION NEEDED TO PERFORM THE ACTIVITY			
1. Read verbal materials.	96.1%	1.1%	2.8%
2. Read quantitative materials.	96.6	1.1	2.2
3. Get information from pictorial or graphic materials.	100.0	0.0	0.0
4. Get information from a mechanical device or tool.	82.0	3.4	14.6
5. Observe a visual display or other device (CRT, gauges, dashboard, etc.).	88.2	2.2	9.6
6. Observe an object(s) or person(s) within arm's reach.	19.1	3.9	77.0
7. Observe an object(s) or person(s) beyond arm's reach.	34.3	15.7	50.0
8. Listen to a verbal statement or report (other than radio dispatch).	25.8	20.2	53.9
9. Observe an ongoing event or set of behaviors.	13.5	14.6	71.9
10. Smell an object(s).	79.2	8.2	12.4
11. Listen for sounds from an object(s) or person(s).	43.8	21.9	34.3
12. Touch an object(s).	43.8	19.1	37.1
13. Estimate or measure the distance between objects, or between self and object.	70.8	18.5	10.7
14. Recognize a person seen in the past or in a photo.	98.3	0.6	1.1
15. Identify a person based on a verbal description.	96.6	1.7	1.7
16. Review notes taken at an earlier time.	98.9	0.6	0.6
17. Recall factual information obtained at an earlier time.	84.8	6.7	8.4
18. Remember specific details of a past event.	98.3	1.1	0.6
19. Recognize differences in sounds or patterns of sounds.	91.0	3.4	5.6
20. Estimate the speed of a moving object(s).	89.9	7.3	2.8
21. Estimate the number of objects or persons.	86.5	6.7	6.7
22. Estimate the size of an object(s) or person.	89.3	3.9	6.7
23. Estimate time elapsed between events.	72.5	15.2	12.4
24. Estimate the time required to complete an activity.	78.1	12.9	9.0
25. Estimate the condition or quality of an object(s) or person(s).	12.4	8.4	79.2
26. Determine the physical position of objects.	43.8	30.3	25.8
27. Examine objects visually to determine and evaluate similarities or differences.	87.1	4.5	8.4

BEHAVIOR	PERCENT OF TIME BEHAVIOR OCCURS		
	Does not occur	Occurs; is minor part	Occurs; is critical part
II. WORKING WITH INFORMATION TO REACH A CONCLUSION			
28. Consult with a superior before proceeding.	92.1%	3.4%	4.5%
29. Determine the appropriate action in a <u>clear</u> situation.	47.8	17.4	34.8
30. Determine the appropriate action in an <u>ambiguous</u> situation.	50.6	15.2	34.3
31. Carefully plan a course of action in advance (e.g., start of shift or earlier).	98.9	0.0	1.1
32. Plan a course of action "on the spot" (e.g., 5 minutes or less before the action).	21.9	24.2	53.9
33. Combine information from more than one source to reach a conclusion.	42.1	14.6	43.3
34. Analyze or break down information to improve understanding.	68.5	6.7	24.7
35. Determine whether physical force was required against another person.	89.3	1.7	9.0
36. Perform mathematical calculations involving counting, adding, or subtracting whole numbers.	96.6	1.1	2.2
37. Perform mathematical calculations involving multiplication or division of whole numbers.	100.0	0.0	0.0
38. Perform mathematical calculations involving decimals, fractions, or percentages.	100.0	0.0	0.0
39. Compare information obtained orally with physical evidence to determine accuracy of report.	60.1	16.9	23.0
III. PHYSICAL ACTIVITIES INVOLVED IN COMPLETING THE ACTIVITY			
40. Drive an automobile at normal speed.	79.8	2.8	17.4
41. Drive an automobile under high speed or other emergency conditions.	26.4	8.4	65.2
42. Maneuver a vehicle in a tight spot.	93.8	1.1	5.1
43. Withdraw and point a firearm.	99.4	0.0	0.6
44. Discharge a firearm.	100.0	0.0	0.0
45. Use a baton or night stick to subdue a suspect.	99.4	0.0	0.6
46. Restrain the movements or activity of another person.	91.6	0.6	7.9
47. Use hand-to-hand fighting.	99.4	0.0	0.6
48. Remain in a sitting position.	87.6	7.9	4.5
49. Move to and maintain a standing position (e.g. exit patrol car, etc.)	16.9	44.4	38.8
50. Climb an object vertically.	98.3	1.1	0.6
51. Jog less than 50 feet.	93.3	2.2	4.5
52. Jog more than 50 feet.	97.8	1.1	1.1
53. Run at full speed less than 50 feet.	96.1	2.2	1.7
54. Run at full speed more than 50 feet.	97.2	0.0	2.8
55. Lift an object/person weighing between 10 and 50 pounds.	89.3	4.5	6.7

BEHAVIOR	PERCENT OF TIME BEHAVIOR OCCURS		
	Does not occur	Occurs; is minor part	Occurs; is critical part
56. Lift an object/person weighing between 50 and 100 pounds.	97.2%	0.6%	2.2%
57. Lift an object/person weighing more than 100 pounds.	78.7	2.2	19.1
58. Move or pull an object/person weighing between 10 and 50 pounds.	98.3	1.1	0.6
59. Move or pull an object/person weighing between 50 and 100 pounds.	98.3	0.6	1.1
60. Move or pull an object/person weighing more than 100 pounds.	81.5	2.2	16.3
61. Maintain body balance to prevent falling (other than walking or standing).	95.5	2.8	1.7
62. Swim less than 50 feet.	100.0	0.0	0.0
63. Swim more than 50 feet.	100.0	0.0	0.0
64. Jump a span of 4 or more feet.	100.0	0.0	0.0
65. Perform minor maintenance on a vehicle.	98.3	0.6	1.1
66. Stand for a long period of time (2 hrs. or more).	97.8	0.0	2.2
67. Walk for a long period of time (2 hrs. or more).	98.3	0.0	1.7
IV. PROVIDING INFORMATION TO OTHERS			
68. Give a simple oral report.	50.6	21.9	27.5
69. Transcribe information from one source to another document.	70.2	16.3	13.5
70. Give a formal speech or presentation.	99.4	0.6	0.0
71. Explain a law or regulation to another person.	95.5	2.2	2.2
72. Explain a point to a group of 2 or more people.	87.6	5.6	6.7
73. Give a complex oral report.	97.8	1.1	1.1
74. Give signs or signals from a distance using hands and arms.	94.4	1.1	4.5
75. Operate a typewriter.	99.4	0.0	0.6
76. Use a police radio.	23.0	47.8	29.2
77. Provide information by filling in a check list.	61.8	29.2	9.0
78. Use a telephone to provide information.	91.0	3.4	5.6
79. Use paper and pencil to draw a picture or schematic.	99.4	0.6	0.0

SUMMARY OF A/BDF PROFILE FOR:

CHECKING OUT SUSPICIOUS SITUATIONS

Average activity frequency 8 per 100 Shift Hours
 Average activity duration 8.15 Minutes
 Percent of total work time 1.09%
 Average activity importance 6.75

BEHAVIOR	PERCENT OF TIME BEHAVIOR OCCURS		
	Does not occur	Occurs; is minor part	Occurs; is critical part
I. GETTING THE INFORMATION NEEDED TO PERFORM THE ACTIVITY			
1. Read verbal materials.	81.6%	14.0%	4.4%
2. Read quantitative materials.	99.1	0.0	0.9
3. Get information from pictorial or graphic materials.	96.5	1.8	1.8
4. Get information from a mechanical device or tool.	97.4	0.9	1.8
5. Observe a visual display or other device (CRT, gauges, dashboard, etc.).	95.6	3.5	0.9
6. Observe an object(s) or person(s) within arm's reach.	39.5	22.8	37.7
7. Observe an object(s) or person(s) beyond arm's reach.	7.9	15.8	76.3
8. Listen to a verbal statement or report (other than radio dispatch).	29.8	19.3	50.9
9. Observe an ongoing event or set of behaviors.	27.2	21.9	50.9
10. Smell an object(s).	86.8	7.0	6.1
11. Listen for sounds from an object(s) or person(s).	89.5	7.0	3.5
12. Touch an object(s).	95.6	2.6	1.8
13. Estimate or measure the distance between objects, or between self and object.	79.8	15.8	4.4
14. Recognize a person seen in the past or in a photo.	88.6	5.3	6.1
15. Identify a person based on a verbal description.	98.2	1.8	0.0
16. Review notes taken at an earlier time.	97.4	2.6	0.0
17. Recall factual information obtained at an earlier time.	84.2	12.3	3.5
18. Remember specific details of a past event.	91.2	3.5	5.3
19. Recognize differences in sounds or patterns of sounds.	100.0	0.0	0.0
20. Estimate the speed of a moving object(s).	98.2	1.8	0.0
21. Estimate the number of objects or persons.	76.3	17.5	6.1
22. Estimate the size of an object(s) or person.	93.0	4.4	2.6
23. Estimate time elapsed between events.	93.0	3.5	3.5
24. Estimate the time required to complete an activity.	94.7	2.6	2.6
25. Estimate the condition or quality of an object(s) or person(s).	36.0	25.4	38.6
26. Determine the physical position of objects.	57.9	22.8	19.3
27. Examine objects visually to determine and evaluate similarities or differences.	85.1	8.8	6.1

BEHAVIOR	PERCENT OF TIME BEHAVIOR OCCURS		
	Does not occur	Occurs; is minor part	Occurs; is critical part
II. WORKING WITH INFORMATION TO REACH A CONCLUSION			
28. Consult with a superior before proceeding.	97.4%	0.9%	1.8%
29. Determine the appropriate action in a <u>clear</u> situation.	47.4	26.3	26.3
30. Determine the appropriate action in an <u>ambiguous</u> situation.	59.6	20.2	20.2
31. Carefully plan a course of action in advance (e.g., start of shift or earlier).	94.7	0.9	4.4
32. Plan a course of action "on the spot" (e.g., 5 minutes or less before the action).	55.3	21.9	22.8
33. Combine information from more than one source to reach a conclusion.	55.3	19.3	25.4
34. Analyze or break down information to improve understanding.	83.3	8.8	7.9
35. Determine whether physical force was required against another person.	91.2	3.5	5.3
36. Perform mathematical calculations involving counting, adding, or subtracting whole numbers.	97.4	1.8	0.9
37. Perform mathematical calculations involving multiplication or division of whole numbers.	100.0	0.0	0.0
38. Perform mathematical calculations involving decimals, fractions, or percentages.	100.0	0.0	0.0
39. Compare information obtained orally with physical evidence to determine accuracy of report.	71.1	18.4	10.5
III. PHYSICAL ACTIVITIES INVOLVED IN COMPLETING THE ACTIVITY			
40. Drive an automobile at normal speed.	25.4	9.6	64.9
41. Drive an automobile under high speed or other emergency conditions.	98.2	0.0	1.8
42. Maneuver a vehicle in a tight spot.	99.1	0.0	0.9
43. Withdraw and point a firearm.	97.4	0.9	1.8
44. Discharge a firearm.	100.0	0.0	0.0
45. Use a baton or night stick to subdue a suspect.	100.0	0.0	0.0
46. Restrain the movements or activity of another person.	99.1	0.9	0.0
47. Use hand-to-hand fighting.	99.1	0.0	0.9
48. Remain in a sitting position.	64.9	24.6	10.5
49. Move to and maintain a standing position (e.g. exit patrol car, etc.)	34.2	40.4	25.4
50. Climb an object vertically.	100.0	0.0	0.0
51. Jog less than 50 feet.	100.0	0.0	0.0
52. Jog more than 50 feet.	100.0	0.0	0.0
53. Run at full speed less than 50 feet.	100.0	0.0	0.0
54. Run at full speed more than 50 feet.	98.2	0.0	1.8
Lift an object/person weighing between 10 and 50 pounds.	100.0	0.0	0.0

BEHAVIOR	PERCENT OF TIME BEHAVIOR OCCURS		
	Does not occur	Occurs; is minor part	Occurs; is critical part
56. Lift an object/person weighing between 50 and 100 pounds.	100.0%	0.0%	0.0%
57. Lift an object/person weighing more than 100 pounds.	100.0	0.0	0.0
58. Move or pull an object/person weighing between 10 and 50 pounds.	98.2	1.8	0.0
59. Move or pull an object/person weighing between 50 and 100 pounds.	100.0	0.0	0.0
60. Move or pull an object/person weighing more than 100 pounds.	99.1	0.0	0.9
61. Maintain body balance to prevent falling (other than walking or standing).	99.1	0.0	0.9
62. Swim less than 50 feet.	100.0	0.0	0.0
63. Swim more than 50 feet.	100.0	0.0	0.0
64. Jump a span of 4 or more feet.	100.0	0.0	0.0
65. Perform minor maintenance on a vehicle.	100.0	0.0	0.0
66. Stand for a long period of time (2 hrs. or more).	100.0	0.0	0.0
67. Walk for a long period of time (2 hrs. or more).	100.0	0.0	0.0
IV. PROVIDING INFORMATION TO OTHERS			
68. Give a simple oral report.	46.5	27.2	26.3
69. Transcribe information from one source to another document.	87.7	7.9	4.4
70. Give a formal speech or presentation.	100.0	0.0	0.0
71. Explain a law or regulation to another person.	85.1	3.5	11.4
72. Explain a point to a group of 2 or more people.	84.2	4.4	11.4
73. Give a complex oral report.	100.0	0.0	0.0
74. Give signs or signals from a distance using hands and arms.	100.0	0.0	0.0
75. Operate a typewriter.	99.1	0.0	0.9
76. Use a police radio.	43.0	39.5	17.5
77. Provide information by filling in a check list.	84.2	14.9	0.9
78. Use a telephone to provide information.	94.7	2.6	2.6
79. Use paper and pencil to draw a picture or schematic.	100.0	0.0	0.0

SUMMARY OF A/BDF PROFILE FOR:

PERFORMING ARRESTS AT ACENT OF CRIME/ACCIDENT

Average activity frequency 3 per 100 shift hours
 Average activity duration 30.82 Minutes
 Percent of total work time 1.35%
 Average activity importance 7.68

BEHAVIOR	PERCENT OF TIME BEHAVIOR OCCURS		
	Does not occur	Occurs; is minor part	Occurs; is critical part
I. GETTING THE INFORMATION NEEDED TO PERFORM THE ACTIVITY			
1. Read verbal materials.	78.3%	8.3%	13.3%
2. Read quantitative materials.	96.7	0.0	3.3
3. Get information from pictorial or graphic materials.	96.7	0.0	3.3
4. Get information from a mechanical device or tool.	86.7	1.7	11.7
5. Observe a visual display or other device (CRT, gauges, dashboard, etc.).	88.3	8.3	3.3
6. Observe an object(s) or person(s) within arm's reach.	18.3	11.7	70.0
7. Observe an object(s) or person(s) beyond arm's reach.	36.7	5.0	58.3
8. Listen to a verbal statement or report (other than radio dispatch).	36.7	13.8	50.0
9. Observe an ongoing event or set of behaviors.	26.7	15.0	58.3
10. Smell an object(s).	66.7	21.7	11.7
11. Listen for sounds from an object(s) or person(s).	85.0	11.7	3.3
12. Touch an object(s).	70.0	13.3	16.7
13. Estimate or measure the distance between objects, or between self and object.	80.0	11.7	8.3
14. Recognize a person seen in the past or in a photo.	90.0	5.0	5.0
15. Identify a person based on a verbal description.	86.7	3.3	10.0
16. Review notes taken at an earlier time.	95.0	1.7	3.3
17. Recall factual information obtained at an earlier time.	83.3	8.3	8.3
18. Remember specific details of a past event.	86.7	8.3	5.0
19. Recognize differences in sounds or patterns of sounds.	100.0	0.0	0.0
20. Estimate the speed of a moving object(s).	90.0	6.7	3.3
21. Estimate the number of objects or persons.	91.7	6.7	1.7
22. Estimate the size of an object(s) or person.	85.0	10.0	5.0
23. Estimate time elapsed between events.	88.3	8.3	3.3
24. Estimate the time required to complete an activity.	80.0	16.7	3.3
25. Estimate the condition or quality of an object(s) or person(s).	43.3	15.0	41.7
26. Determine the physical position of objects.	60.0	26.7	13.3
27. Examine objects visually to determine and evaluate similarities or differences.	90.0	3.3	6.7

BEHAVIOR	PERCENT OF TIME BEHAVIOR OCCURS		
	Does not occur	Occurs; is minor part	Occurs; is critical part
II. WORKING WITH INFORMATION TO REACH A CONCLUSION			
28. Consult with a superior before proceeding.	93.3%	0.0%	6.7%
29. Determine the appropriate action in a <u>clear</u> situation.	41.7	13.3	45.0
30. Determine the appropriate action in an <u>ambiguous</u> situation.	63.3	8.3	23.3
31. Carefully plan a course of action in advance (e.g., start of shift or earlier).	98.3	1.7	0.0
32. Plan a course of action "on the spot" (e.g., 5 minutes or less before the action).	51.7	15.0	33.3
33. Combine information from more than one source to reach a conclusion.	50.0	11.7	38.3
34. Analyze or break down information to improve understanding.	78.3	8.3	13.3
35. Determine whether physical force was required against another person.	63.3	6.7	30.0
36. Perform mathematical calculations involving counting, adding, or subtracting whole numbers.	98.3	0.0	1.7
37. Perform mathematical calculations involving multiplication or division of whole numbers.	100.0	0.0	0.0
38. Perform mathematical calculations involving decimals, fractions, or percentages.	100.0	0.0	0.0
39. Compare information obtained orally with physical evidence to determine accuracy of report.	71.7	8.3	20.0
III. PHYSICAL ACTIVITIES INVOLVED IN COMPLETING THE ACTIVITY			
40. Drive an automobile at normal speed.	45.0	8.3	46.7
41. Drive an automobile under high speed or other emergency conditions.	90.0	3.3	6.7
42. Maneuver a vehicle in a tight spot.	100.0	0.0	0.0
43. Withdraw and point a firearm.	86.7	0.0	13.3
44. Discharge a firearm.	100.0	0.0	0.0
45. Use a baton or night stick to subdue a suspect.	98.3	0.0	1.7
46. Restrain the movements or activity of another person.	76.7	1.7	21.7
47. Use hand-to-hand fighting.	86.7	0.0	13.3
48. Remain in a sitting position.	78.3	13.3	8.3
49. Move to and maintain a standing position (e.g. exit patrol car, etc.)	31.7	28.3	40.0
50. Climb an object vertically.	100.0	0.0	0.0
51. Jog less than 50 feet.	100.0	0.0	0.0
52. Jog more than 50 feet.	100.0	0.0	0.0
53. Run at full speed less than 50 feet.	98.3	0.0	1.7
54. Run at full speed more than 50 feet.	96.7	0.0	3.3
55. Lift an object/person weighing between 10 and 50 pounds.	100.0	0.0	0.0

CONTINUED

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BEHAVIOR	PERCENT OF TIME BEHAVIOR OCCURS		
	Does not occur	Occurs; is minor part	Occurs; is critical part
56. Lift an object/person weighing between 50 and 100 pounds.	100.0%	0.0%	0.0%
57. Lift an object/person weighing more than 100 pounds.	95.0	1.7	3.3
58. Move or pull an object/person weighing between 10 and 50 pounds.	100.0	0.0	0.0
59. Move or pull an object/person weighing between 50 and 100 pounds.	96.7	0.0	3.3
60. Move or pull an object/person weighing more than 100 pounds.	93.3	0.6	6.7
61. Maintain body balance to prevent falling (other than walking or standing).	93.3	1.7	5.0
62. Swim less than 50 feet.	100.0	0.0	0.0
63. Swim more than 50 feet.	100.0	0.0	0.0
64. Jump a span of 4 or more feet.	100.0	0.0	0.0
65. Perform minor maintenance on a vehicle.	100.0	0.0	0.0
66. Stand for a long period of time (2 hrs. or more).	100.0	0.0	0.0
67. Walk for a long period of time (2 hrs. or more).	100.0	0.0	0.0
IV. PROVIDING INFORMATION TO OTHERS			
68. Give a simple oral report.	51.7	5.0	43.3
69. Transcribe information from one source to another document.	56.7	20.0	23.3
70. Give a formal speech or presentation.	96.7	0.0	3.3
71. Explain a law or regulation to another person.	50.0	5.0	45.0
72. Explain a point to a group of 2 or more people.	88.3	5.0	6.7
73. Give a complex oral report.	96.7	3.3	0.0
74. Give signs or signals from a distance using hands and arms.	100.0	0.0	0.0
75. Operate a typewriter.	98.3	1.7	0.0
76. Use a police radio.	28.3	36.7	35.0
77. Provide information by filling in a check list.	53.3	30.0	16.7
78. Use a telephone to provide information.	91.7	1.7	6.7
79. Use paper and pencil to draw a picture or schematic.	100.0	0.0	0.0

SUMMARY OF A/BDF PROFILE FOR:

PRELIMINARY CRIME/ACCIDENT INVESTIGATION

Average activity frequency	2 per 100 Shift Hours
Average activity duration	33.30 Minutes
Percent of total work time	1.36%
Average activity importance	8.38

BEHAVIOR	PERCENT OF TIME BEHAVIOR OCCURS		
	Does not occur	Occurs; is minor part	Occurs; is critical part
I. GETTING THE INFORMATION NEEDED TO PERFORM THE ACTIVITY			
1. Read verbal materials.	89.7%	7.7%	2.6%
2. Read quantitative materials.	97.4	0.0	2.6
3. Get information from pictorial or graphic materials.	100.0	0.0	0.0
4. Get information from a mechanical device or tool.	94.9	0.0	5.1
5. Observe a visual display or other device (CRT, gauges, dashboard, etc.).	94.9	2.6	2.6
6. Observe an object(s) or person(s) within arm's reach.	10.3	12.8	76.9
7. Observe an object(s) or person(s) beyond arm's reach.	20.5	15.4	64.1
8. Listen to a verbal statement or report (other than radio dispatch).	23.1	15.4	61.5
9. Observe an ongoing event or set of behaviors.	59.0	17.9	23.1
10. Smell an object(s).	89.7	7.7	2.6
11. Listen for sounds from an object(s) or person(s).	87.2	2.6	10.3
12. Touch an object(s).	74.4	12.8	12.8
13. Estimate or measure the distance between objects, or between self and object.	76.9	15.4	7.7
14. Recognize a person seen in the past or in a photo.	97.4	0.0	2.6
15. Identify a person based on a verbal description.	94.9	5.1	0.0
16. Review notes taken at an earlier time.	92.3	0.0	7.7
17. Recall factual information obtained at an earlier time.	71.8	5.1	23.1
18. Remember specific details of a past event.	84.6	5.1	10.3
19. Recognize differences in sounds or patterns of sounds.	100.0	0.0	0.0
20. Estimate the speed of a moving object(s).	94.9	2.6	2.6
21. Estimate the number of objects or persons.	87.2	12.8	0.0
22. Estimate the size of an object(s) or person.	97.4	2.6	0.0
23. Estimate time elapsed between events.	82.1	10.3	7.7
24. Estimate the time required to complete an activity.	92.3	7.7	0.0
25. Estimate the condition or quality of an object(s) or person(s).	17.9	15.4	66.7
26. Determine the physical position of objects.	41.0	23.1	35.9
27. Examine objects visually to determine and evaluate similarities or differences.	79.5	5.1	15.4

BEHAVIOR	PERCENT OF TIME BEHAVIOR OCCURS		
	Does not occur	Occurs; is minor part	Occurs; is critical part
II. WORKING WITH INFORMATION TO REACH A CONCLUSION			
28. Consult with a superior before proceeding.	92.3%	0.0%	7.7%
29. Determine the appropriate action in a <u>clear</u> situation.	53.8	17.9	28.2
30. Determine the appropriate action in an <u>ambiguous</u> situation.	56.4	15.4	28.2
31. Carefully plan a course of action in advance (e.g., start of shift or earlier).	94.9	0.0	5.1
32. Plan a course of action "on the spot" (e.g., 5 minutes or less before the action).	38.5	25.6	
33. Combine information from more than one source to reach a conclusion.	41.0	12.8	46.2
34. Analyze or break down information to improve understanding.	46.2	10.3	43.6
35. Determine whether physical force was required against another person.	100.0	0.0	0.0
36. Perform mathematical calculations involving counting, adding, or subtracting whole numbers.	94.9	5.1	0.0
37. Perform mathematical calculations involving multiplication or division of whole numbers.	100.0	0.0	0.0
38. Perform mathematical calculations involving decimals, fractions, or percentages.	100.0	0.0	0.0
39. Compare information obtained orally with physical evidence to determine accuracy of report.	51.3	15.4	33.3
III. PHYSICAL ACTIVITIES INVOLVED IN COMPLETING THE ACTIVITY			
40. Drive an automobile at normal speed.	53.8	12.8	33.3
41. Drive an automobile under high speed or other emergency conditions.	89.7	2.6	33.3
42. Maneuver a vehicle in a tight spot.	100.0	0.0	0.0
43. Withdraw and point a firearm.	100.0	0.0	0.0
44. Discharge a firearm.	100.0	0.0	0.0
45. Use a baton or night stick to subdue a suspect.	100.0	0.0	0.0
46. Restrain the movements or activity of another person.	100.0	0.0	0.0
47. Use hand-to-hand fighting.	100.0	0.0	0.0
48. Remain in a sitting position.	100.0	0.0	0.0
49. Move to and maintain a standing position (e.g. exit patrol car, etc.)	79.5	20.5	0.0
50. Climb an object vertically.	12.8	61.5	25.6
51. Jog less than 50 feet.	94.9	2.6	2.6
52. Jog more than 50 feet.	97.4	2.6	0.0
53. Run at full speed less than 50 feet.	100.0	0.0	0.0
54. Run at full speed more than 50 feet.	100.0	0.0	0.0
Lift an object/person weighing between 10 and 50 pounds.	100.0	0.0	0.0
	94.9	5.1	0.0

BEHAVIOR	PERCENT OF TIME BEHAVIOR OCCURS		
	Does not occur	Occurs; is minor part	Occurs; is critical part
56. Lift an object/person weighing between 50 and 100 pounds.	100.0%	0.0%	0.0%
57. Lift an object/person weighing more than 100 pounds.	100.0	0.0	0.0
58. Move or pull an object/person weighing between 10 and 50 pounds.	100.0	0.0	0.0
59. Move or pull an object/person weighing between 50 and 100 pounds.	100.0	0.0	0.0
60. Move or pull an object/person weighing more than 100 pounds.	97.4	0.0	2.6
61. Maintain body balance to prevent falling (other than walking or standing).	100.0	0.0	0.0
62. Swim less than 50 feet.	100.0	0.0	0.0
63. Swim more than 50 feet.	100.0	0.0	0.0
64. Jump a span of 4 or more feet.	100.0	0.0	0.0
65. Perform minor maintenance on a vehicle.	100.0	0.0	0.0
66. Stand for a long period of time (2 hrs. or more).	97.4	0.0	2.6
67. Walk for a long period of time (2 hrs. or more).	97.4	0.0	2.6
IV. PROVIDING INFORMATION TO OTHERS			
68. Give a simple oral report.	59.0	15.4	25.6
69. Transcribe information from one source to another document.	67.7	10.3	23.1
70. Give a formal speech or presentation.	100.0	0.0	0.0
71. Explain a law or regulation to another person.	92.3	0.0	7.7
72. Explain a point to a group of 2 or more people.	71.8	7.7	20.5
73. Give a complex oral report.	94.9	0.0	5.1
74. Give signs or signals from a distance using hands and arms.	94.9	0.0	0.0
75. Operate a typewriter.	100.0	0.0	0.0
76. Use a police radio.	35.9	46.2	17.9
77. Provide information by filling in a check list.	48.7	35.9	15.4
78. Use a telephone to provide information.	94.9	5.1	0.0
79. Use paper and pencil to draw a picture or schematic.	89.7	2.6	7.7

SUMMARY OF A/BDF PROFILE FOR:

FOLLOWUP CRIME/ACCIDENT INVESTIGATION

Average activity frequency 4 per 100 Shift Hours
 Average activity duration 25.72 Minutes
 Percent of total work time 1.74%
 Average activity importance 6.90

BEHAVIOR	PERCENT OF TIME BEHAVIOR OCCURS		
	Does not occur	Occurs; is minor part	Occurs; is critical part
I. GETTING THE INFORMATION NEEDED TO PERFORM THE ACTIVITY			
1. Read verbal materials.	70.4	5.6	24.1
2. Read quantitative materials.	94.4	0.0	5.6
3. Get information from pictorial or graphic materials.	100.0	0.0	0.0
4. Get information from a mechanical device or tool.	92.6	0.0	7.4
5. Observe a visual display or other device (CRT, gauges, dashboard, etc.).	100.0	0.0	0.0
6. Observe an object(s) or person(s) within arm's reach.	53.7	13.0	33.3
7. Observe an object(s) or person(s) beyond arm's reach.	61.1	13.0	25.9
8. Listen to a verbal statement or report (other than radio dispatch).	27.8	13.0	59.3
9. Observe an ongoing event or set of behaviors.	70.4	14.8	14.8
10. Smell an object(s).	100.0	0.0	0.0
11. Listen for sounds from an object(s) or person(s).	90.7	0.0	9.3
12. Touch an object(s).	88.9	5.6	5.6
13. Estimate or measure the distance between objects, or between self and object.	88.9	7.4	3.7
14. Recognize a person seen in the past or in a photo.	94.4	1.9	3.7
15. Identify a person based on a verbal description.	88.9	0.0	11.1
16. Review notes taken at an earlier time.	77.8	5.6	16.7
17. Recall factual information obtained at an earlier time.	70.4	5.6	24.1
18. Remember specific details of a past event.	74.1	3.7	22.2
19. Recognize differences in sounds or patterns of sounds.	100.0	0.0	0.0
20. Estimate the speed of a moving object(s).	98.1	1.9	0.0
21. Estimate the number of objects or persons.	100.0	0.0	0.0
22. Estimate the size of an object(s) or person.	94.4	1.9	3.7
23. Estimate time elapsed between events.	90.7	3.7	5.6
24. Estimate the time required to complete an activity.	90.7	0.0	9.3
25. Estimate the condition or quality of an object(s) or person(s).	77.8	11.1	11.1
26. Determine the physical position of objects.	79.6	5.6	1.9
27. Examine objects visually to determine and evaluate similarities or differences.	97.6	5.6	1.9

BEHAVIOR	PERCENT OF TIME BEHAVIOR OCCURS		
	Does not occur	Occurs; is minor part	Occurs; is critical part
II. WORKING WITH INFORMATION TO REACH A CONCLUSION			
28. Consult with a superior before proceeding.	75.9%	5.6%	18.5%
29. Determine the appropriate action in a <u>clear</u> situation.	55.6	20.4	24.1
30. Determine the appropriate action in an <u>ambiguous</u> situation.	74.1	5.6	20.4
31. Carefully plan a course of action in advance (e.g., start of shift or earlier).	83.3	3.7	13.0
32. Plan a course of action "on the spot" (e.g., 5 minutes or less before the action).	59.3	18.5	22.2
33. Combine information from more than one source to reach a conclusion.	59.3	7.4	33.3
34. Analyze or break down information to improve understanding.	53.4	14.8	31.5
35. Determine whether physical force was required against another person.	90.7	1.9	7.4
36. Perform mathematical calculations involving counting, adding, or subtracting whole numbers.	96.3	1.9	1.9
37. Perform mathematical calculations involving multiplication or division of whole numbers.	100.0	0.0	0.0
38. Perform mathematical calculations involving decimals, fractions, or percentages.	100.0	0.0	0.0
39. Compare information obtained orally with physical evidence to determine accuracy of report.	75.9	3.7	20.4
III. PHYSICAL ACTIVITIES INVOLVED IN COMPLETING THE ACTIVITY			
40. Drive an automobile at normal speed.	40.7	16.7	42.6
41. Drive an automobile under high speed or other emergency conditions.	98.1	0.0	1.9
42. Maneuver a vehicle in a tight spot.	98.1	0.0	1.9
43. Withdraw and point a firearm.	92.6	0.0	7.4
44. Discharge a firearm.	100.0	0.0	0.0
45. Use a baton or night stick to subdue a suspect.	100.0	0.0	0.0
46. Restrain the movements or activity of another person.	100.0	0.0	0.0
47. Use hand-to-hand fighting.	100.0	0.0	0.0
48. Remain in a sitting position.	75.9	14.8	9.3
49. Move to and maintain a standing position (e.g. exit patrol car, etc.)	31.5	40.7	27.8
50. Climb an object vertically.	98.1	0.0	1.9
51. Jog less than 50 feet.	98.1	0.0	1.9
52. Jog more than 50 feet.	100.0	0.0	0.0
53. Run at full speed less than 50 feet.	100.0	0.0	0.0
54. Run at full speed more than 50 feet.	100.0	0.0	0.0
55. Lift an object/person weighing between 10 and 50 pounds.	100.0	0.0	0.0

BEHAVIOR	PERCENT OF TIME BEHAVIOR OCCURS		
	Does not occur	Occurs; is minor part	Occurs; is critical part
56. Lift an object/person weighing between 50 and 100 pounds.	100.0	0.0	0.0
57. Lift an object/person weighing more than 100 pounds.	100.0	0.0	0.0
58. Move or pull an object/person weighing between 10 and 50 pounds.	100.0	0.0	0.0
59. Move or pull an object/person weighing between 50 and 100 pounds.	100.0	0.0	0.0
60. Move or pull an object/person weighing more than 100 pounds.	98.1	1.9	0.0
61. Maintain body balance to prevent falling (other than walking or standing).	100.0	0.0	0.0
62. Swim less than 50 feet.	100.0	0.0	0.0
63. Swim more than 50 feet.	100.0	0.0	0.0
64. Jump a span of 4 or more feet.	100.0	0.0	0.0
65. Perform minor maintenance on a vehicle.	100.0	0.0	0.0
66. Stand for a long period of time (2 hrs. or more).	98.1	1.9	0.0
67. Walk for a long period of time (2 hrs. or more).	100.0	0.0	0.0
IV. PROVIDING INFORMATION TO OTHERS			
68. Give a simple oral report.	57.3	13.0	33.3
69. Transcribe information from one source to another document.	70.4	7.4	22.2
70. Give a formal speech or presentation.	100.0	0.0	0.0
71. Explain a law or regulation to another person.	87.0	1.9	11.1
72. Explain a point to a group of 2 or more people.	96.3	1.9	1.9
73. Give a complex oral report.	96.3	0.0	3.7
74. Give signs or signals from a distance using hands and arms.	100.0	0.0	0.0
75. Operate a typewriter.	98.1	1.9	0.0
76. Use a police radio.	59.3	22.2	18.5
77. Provide information by filling in a check list.	79.6	13.0	7.4
78. Use a telephone to provide information.	87.0	3.7	9.3
79. Use paper and pencil to draw a picture or schematic.	92.6	0.0	7.4

SUMMARY OF A/BDF PROFILE FOR:

IDENTIFYING PHYSICAL AND SAFETY HAZARDS

Average activity frequency	3 per 100 Shift Hours
Average activity duration	15.65 Minutes
Percent of total work time	0.85%
Average activity importance	4.74

BEHAVIOR	PERCENT OF TIME BEHAVIOR OCCURS		
	Does not occur	Occurs; is minor part	Occurs; is critical part
I. GETTING THE INFORMATION NEEDED TO PERFORM THE ACTIVITY			
1. Read verbal materials.	79.1%	7.0%	14.0%
2. Read quantitative materials.	100.0	0.0	0.0
3. Get information from pictorial or graphic materials.	100.0	0.0	0.0
4. Get information from a mechanical device or tool.	86.0	4.7	9.3
5. Observe a visual display or other device (CRT, gauges, dashboard, etc.).	95.3	0.0	4.7
6. Observe an object(s) or person(s) within arm's reach.	53.5	14.0	32.6
7. Observe an object(s) or person(s) beyond arm's reach.	16.3	11.6	72.1
8. Listen to a verbal statement or report (other than radio dispatch).	65.1	16.3	18.6
9. Observe an ongoing event or set of behaviors.	60.5	9.3	30.2
10. Smell an object(s).	90.7	4.7	4.7
11. Listen for sounds from an object(s) or person(s).	90.7	9.3	0.0
12. Touch an object(s).	79.1	7.0	14.0
13. Estimate or measure the distance between objects, or between self and object.	79.1	16.3	4.7
14. Recognize a person seen in the past or in a photo.	97.7	2.3	0.0
15. Identify a person based on a verbal description.	100.0	0.0	0.0
16. Review notes taken at an earlier time.	97.7	0.0	2.3
17. Recall factual information obtained at an earlier time.	88.4	4.7	7.0
18. Remember specific details of a past event.	95.3	4.7	0.0
19. Recognize differences in sounds or patterns of sounds.	100.0	0.0	0.0
20. Estimate the speed of a moving object(s).	93.0	7.0	0.0
21. Estimate the number of objects or persons.	97.7	2.3	0.0
22. Estimate the size of an object(s) or person.	83.7	9.3	7.0
23. Estimate time elapsed between events.	93.0	0.0	7.0
24. Estimate the time required to complete an activity.	83.7	7.0	9.3
25. Estimate the condition or quality of an object(s) or person(s).	30.2	14.0	55.8
26. Determine the physical position of objects.	46.5	23.3	30.2
27. Examine objects visually to determine and evaluate similarities or differences.	88.4	4.7	7.0

BEHAVIOR	PERCENT OF TIME BEHAVIOR OCCURS		
	Does not occur	Occurs; is minor part	Occurs; is critical part
II. WORKING WITH INFORMATION TO REACH A CONCLUSION			
28. Consult with a superior before proceeding.	100.0%	0.0%	0.0%
29. Determine the appropriate action in a <u>clear</u> situation.	23.3	41.9	34.9
30. Determine the appropriate action in an <u>ambiguous</u> situation.	83.7	9.3	7.0
31. Carefully plan a course of action in advance (e.g., start of shift or earlier).	97.7	0.0	2.3
32. Plan a course of action "on the spot" (e.g., 5 minutes or less before the action).	53.5	23.3	23.3
33. Combine information from more than one source to reach a conclusion.	65.1	7.0	27.9
34. Analyze or break down information to improve understanding.	86.0	9.3	4.7
35. Determine whether physical force was required against another person.	100.0	0.0	0.0
36. Perform mathematical calculations involving counting, adding, or subtracting whole numbers.	97.7	2.3	0.0
37. Perform mathematical calculations involving multiplication or division of whole numbers.	100.0	0.0	0.0
38. Perform mathematical calculations involving decimals, fractions, or percentages.	100.0	0.0	0.0
39. Compare information obtained orally with physical evidence to determine accuracy of report.	79.1	7.0	14.0
III. PHYSICAL ACTIVITIES INVOLVED IN COMPLETING THE ACTIVITY			
40. Drive an automobile at normal speed.	23.3	14.0	62.8
41. Drive an automobile under high speed or other emergency conditions.	100.0	0.0	0.0
42. Maneuver a vehicle in a tight spot.	97.7	2.3	0.0
43. Withdraw and point a firearm.	100.0	0.0	0.0
44. Discharge a firearm.	100.0	0.0	0.0
45. Use a baton or night stick to subdue a suspect.	100.0	0.0	0.0
46. Restrain the movements or activity of another person.	100.0	0.0	0.0
47. Use hand-to-hand fighting.	100.0	0.0	0.0
48. Remain in a sitting position.	53.5	30.2	16.3
49. Move to and maintain a standing position (e.g. exit patrol car, etc.)	44.2	27.9	27.9
50. Climb an object vertically.	100.0	0.0	0.0
51. Jog less than 50 feet.	100.0	0.0	0.0
52. Jog more than 50 feet.	100.0	0.0	0.0
53. Run at full speed less than 50 feet.	97.7	0.0	2.3
54. Run at full speed more than 50 feet.	100.0	0.0	0.0
Lift an object/person weighing between 10 and 50 pounds.	88.4	0.0	11.6

BEHAVIOR	PERCENT OF TIME BEHAVIOR OCCURS		
	Does not occur	Occurs; Is minor part	Occurs; Is critical part
56. Lift an object/person weighing between 50 and 100 pounds.	100.0%	0.0%	0.0%
57. Lift an object/person weighing more than 100 pounds.	97.7	0.0	2.3
58. Move or pull an object/person weighing between 10 and 50 pounds.	95.3	0.0	4.7
59. Move or pull an object/person weighing between 50 and 100 pounds.	97.7	0.0	2.3
60. Move or pull an object/person weighing more than 100 pounds.	97.7	2.3	0.0
61. Maintain body balance to prevent falling (other than walking or standing).	100.0	0.0	0.0
62. Swim less than 50 feet.	100.0	0.0	0.0
63. Swim more than 50 feet.	100.0	0.0	0.0
64. Jump a span of 4 or more feet.	100.0	0.0	0.0
65. Perform minor maintenance on a vehicle.	100.0	0.0	0.0
66. Stand for a long period of time (2 hrs. or more).	100.0	0.0	0.0
67. Walk for a long period of time (2 hrs. or more).	100.0	0.0	0.0
IV. PROVIDING INFORMATION TO OTHERS			
68. Give a simple oral report.	48.8	18.6	32.6
69. Transcribe information from one source to another document.	62.8	27.9	9.3
70. Give a formal speech or presentation.	100.0	0.0	0.0
71. Explain a law or regulation to another person.	93.0	0.0	7.0
72. Explain a point to a group of 2 or more people.	95.3	0.0	4.7
73. Give a complex oral report.	97.7	2.3	0.0
74. Give signs or signals from a distance using hands and arms.	97.7	0.0	2.3
75. Operate a typewriter.	100.0	0.0	0.0
76. Use a police radio.	27.9	41.9	30.2
77. Provide information by filling in a check list.	69.8	27.9	2.3
78. Use a telephone to provide information.	97.7	0.0	2.3
79. Use paper and pencil to draw a picture or schematic.	100.0	0.0	0.0

SUMMARY OF A/BDF PROFILE FOR:

ENFORCING TRAFFIC LAWS

Average activity frequency 44 per 100 Shift Hours
Average activity duration 13.55 Minutes
Percent of total work time 10.23%
Average activity importance 5.37

BEHAVIOR	PERCENT OF TIME BEHAVIOR OCCURS		
	Does not occur	Occurs; is minor part	Occurs; is critical part
I. GETTING THE INFORMATION NEEDED TO PERFORM THE ACTIVITY			
1. Read verbal materials.	71.5%	19.6%	8.8%
2. Read quantitative materials.	93.4	1.9	4.7
3. Get information from pictorial or graphic materials.	95.6	0.8	3.6
4. Get information from a mechanical device or tool.	83.7	1.9	14.4
5. Observe a visual display or other device (CRT, gauges, dashboard, etc.).	63.8	5.5	30.7
6. Observe an object(s) or person(s) within arm's reach.	46.7	22.4	30.9
7. Observe an object(s) or person(s) beyond arm's reach.	5.0	7.7	87.3
8. Listen to a verbal statement or report (other than radio dispatch).	51.7	22.1	22.6
9. Observe an ongoing event or set of behaviors.	24.9	19.1	56.1
10. Smell an object(s).	90.3	5.8	3.9
11. Listen for sounds from an object(s) or person(s).	82.0	10.5	7.5
12. Touch an object(s).	91.7	6.6	1.7
13. Estimate or measure the distance between objects, or between self and object.	59.7	22.9	17.4
14. Recognize a person seen in the past or in a photo.	97.8	1.1	1.1
15. Identify a person based on a verbal description.	98.9	0.0	1.1
16. Review notes taken at an earlier time.	99.2	0.0	0.8
17. Recall factual information obtained at an earlier time.	88.7	6.1	5.2
18. Remember specific details of a past event.	95.9	2.2	1.9
19. Recognize differences in sounds or patterns of sounds.	99.2	0.6	0.3
20. Estimate the speed of a moving object(s).	55.8	12.2	32.0
21. Estimate the number of objects or persons.	89.0	6.6	4.4
22. Estimate the size of an object(s) or person.	93.4	5.0	1.7
23. Estimate time elapsed between events.	83.4	11.0	5.5
24. Estimate the time required to complete an activity.	88.7	7.2	4.1
25. Estimate the condition or quality of an object(s) or person(s).	39.0	23.5	37.6
26. Determine the physical position of objects.	49.4	29.0	21.5
27. Examine objects visually to determine and evaluate similarities or differences.	82.9	8.3	8

BEHAVIOR	PERCENT OF TIME BEHAVIOR OCCURS		
	Does not occur	Occurs; is minor part	Occurs; is critical part
II. WORKING WITH INFORMATION TO REACH A CONCLUSION			
28. Consult with a superior before proceeding.	99.2%	0.0%	0.8%
29. Determine the appropriate action in a <u>clear</u> situation.	36.2	35.4	28.5
30. Determine the appropriate action in an <u>ambiguous</u> situation.	79.3	5.0	15.7
31. Carefully plan a course of action in advance (e.g., start of shift or earlier).	96.4	1.1	2.5
32. Plan a course of action "on the spot" (e.g., 5 minutes or less before the action).	55.2	21.3	23.5
33. Combine information from more than one source to reach a conclusion.	65.2	16.3	18.5
34. Analyze or break down information to improve understanding.	83.7	8.0	8.3
35. Determine whether physical force was required against another person.	91.7	3.0	5.2
36. Perform mathematical calculations involving counting, adding, or subtracting whole numbers.	89.2	3.3	7.5
37. Perform mathematical calculations involving multiplication or division of whole numbers.	100.0	0.0	0.0
38. Perform mathematical calculations involving decimals, fractions, or percentages.	100.0	0.0	0.0
39. Compare information obtained orally with physical evidence to determine accuracy of report.	82.6	9.9	7.5
III. PHYSICAL ACTIVITIES INVOLVED IN COMPLETING THE ACTIVITY			
40. Drive an automobile at normal speed.	31.5	6.9	61.6
41. Drive an automobile under high speed or other emergency conditions.	80.9	0.8	18.2
42. Manouever a vehicle in a tight spot.	90.9	2.2	6.9
43. Withdraw and point a firearm.	97.5	1.4	1.1
44. Discharge a firearm.	99.7	0.3	0.0
45. Use a baton or night stick to subdue a suspect.	99.7	0.3	0.0
46. Restrain the movements or activity of another person.	95.3	1.1	3.6
47. Use hand-to-hand fighting.	98.9	0.0	1.1
48. Remain in a sitting position.	57.5	27.3	15.2
49. Move to and maintain a standing position (e.g. exit patrol car, etc.)	40.3	39.2	20.4
50. Climb an object vertically.	99.7	0.0	0.3
51. Jog less than 50 feet.	98.9	1.1	0.0
52. Jog more than 50 feet.	100.0	0.0	0.0
53. Run at full speed less than 50 feet.	99.2	0.3	0.6
54. Run at full speed more than 50 feet.	97.8	0.3	1.9
55. Lift an object/person weighing between 10 and 50 pounds.	100.0	0.0	0.0

BEHAVIOR	PERCENT OF TIME BEHAVIOR OCCURS		
	Does not occur	Occurs; is minor part	Occurs; is critical part
56. Lift an object/person weighing between 50 and 100 pounds.	100.0	0.0	0.0
57. Lift an object/person weighing more than 100 pounds.	99.7	0.0	0.3
58. Move or pull an object/person weighing between 10 and 50 pounds.	100.0	0.0	0.0
59. Move or pull an object/person weighing between 50 and 100 pounds.	99.2	0.6	0.3
60. Move or pull an object/person weighing more than 100 pounds.	97.8	0.8	1.4
61. Maintain body balance to prevent falling (other than walking or standing).	99.7	0.3	0.0
62. Swim less than 50 feet.	100.0	0.0	0.0
63. Swim more than 50 feet.	100.0	0.0	0.0
64. Jump a span of 4 or more feet.	100.0	0.0	0.0
65. Perform minor maintenance on a vehicle.	97.7	0.3	0.0
66. Stand for a long period of time (2 hrs. or more).	100.0	0.0	0.0
67. Walk for a long period of time (2 hrs. or more).	100.0	0.0	0.0
IV. PROVIDING INFORMATION TO OTHERS			
68. Give a simple oral report.	61.3	19.3	19.3
69. Transcribe information from one source to another document.	74.3	9.7	16.0
70. Give a formal speech or presentation.	100.0	0.0	0.0
71. Explain a law or regulation to another person.	62.7	13.5	23.8
72. Explain a point to a group of 2 or more people.	95.6	2.5	1.9
73. Give a complex oral report.	99.4	0.0	0.6
74. Give signs or signals from a distance using hands and arms.	97.8	1.4	0.8
75. Operate a typewriter.	100.0	0.0	0.0
76. Use a police radio.	50.3	29.6	20.2
77. Provide information by filling in a check list.	59.9	22.7	17.4
78. Use a telephone to provide information.	99.4	0.3	0.3
79. Use paper and pencil to draw a picture or schematic.	100.0	0.0	0.0

POLICE ACTIVITIES IN WHICH CRITICAL, EMERGENCY OR THREATENING SITUATIONS OCCUR	Total Sample	
	Reported Incidents	Frequency In Year/ Per Officer
I. ADMINISTRATIVE AND NONPATROL ACTIVITIES		
1. Roll Call	0	0.0
2. Check in/Check out	0	0.0
3. Rest Period	0	0.0
4. Inspect Patrol Vehicle for Required Equipment, Fuel, etc.	0	0.0
5. Repair and Maintain Vehicle	0	0.0
6. Complete routine nonpatrol paperwork (leave requests, overtime requests, benefit forms, etc.)	0	0.0
7. Participation in regular depart- mental training	0	0.0
8. Participate in citizen information or education activities	1	*
II. ROUTINE PATROL ACTIVITIES		
9. Plan patrol route for upcoming shift	0	0.0
10. Patrol residential area by auto	0	0.0
11. Patrol business district by auto	0	0.0
12. Patrol public areas by auto (schools, parks, etc.)	0	0.0
13. Leave car to inspect location	1	*
14. Maintain stationary patrol (nontraffic)	0	0.0
15. Talk with business persons or residents about potential problems on patrol route	0	0.0
16. Call in license number or stop vehicle to make routine vehicle check	0	0.0
17. Transport or deliver money and other materials	0	0.0
18. Guard prisoners in hospital, court, etc.	1	*
19. Appear in court to prosecute cases handled or citations written	0	0.0
20. Serve warrants, summonses, subpoenas	0	0.0
21. Provide assistance to stranded motorists	1	*
22. Process lost/stolen/found property	0	0.0
III. RESPONDING TO SERVICE CALLS		
23. Handle report of arguments/disputes among family/neighbors	282	3.0
24. Handle report of prowler/trespassing/ peeping tom	3	*
25. Handle report of fighting, disorderly conduct, or mischievous conduct	72	0.7
26. Handle report of intoxicated (liquor, drugs) person	57	0.6

POLICE ACTIVITIES IN WHICH CRITICAL, EMERGENCY OR THREATENING SITUATIONS OCCUR	Total Sample	
	Reported Incidents	Frequency In Year/ Per Officer
27. Handle report of noise complaints	69	0.7
28. Handle missing/found person call	7	0.1
29. Handle report of traffic accident	81	0.9
30. Respond to burglar alarm	10	0.1
31. Provide backup to responding officer	8	0.1
32. Respond to report of serious crime (e.g., shooting, breaking and enter- ing, robbery, assault, rape, homicide, etc.) Note specific crime on A/BDF	86	0.9
33. Other response to service call. (Note nature of service on A/BDF)	51	0.5
IV. PROVIDING EMERGENCY SERVICE		
34. Respond to emergency, nonroutine service call (red light, siren, etc.)	42	0.5
35. Direct traffic at scene of accident	1	*
36. Establish roadblock	0	0.0
37. Drive persons to hospital	6	0.1
38. Provide emergency medical service (first aid) at scene of accident/crime	351	3.7
39. Rescue drowning victim	1	*
40. Control or extinguish fire	8	0.1
41. Handle crowd control at parades, fairs, etc.	8	0.1
42. Handle crowd at demonstration, protest, picket line, emergency scene, etc.	3	*
V. CHECKING OUT SUSPICIOUS SITUATIONS		
43. Stop and interrogate suspicious per- sons, vagrants, possible runaways	6	0.1
44. Observe and report potential trouble spots and congregations of people	3	*
45. Investigate and report attractive nuisances	1	*
46. Update file of trouble areas/persons. Note and record changes in people, buildings, and other features of patrol route.	0	0.0
VI. PERFORMING ARRESTS AT SCENE OF CRIME/ACCIDENT		
47. Place individual under arrest (search, give rights, question, etc.)	26	0.3
48. Administer test for intoxication at scene	0	0.0
49. Transport arrested person to station	2	*
50. Process arrested person (fingerprint, book, lockup, etc.)	0	0.0

POLICE ACTIVITIES IN WHICH CRITICAL, EMERGENCY OR THREATENING SITUATIONS OCCUR	Total Sample	
	Reported Incidents	Frequency In Year/ Per Officer
VII. PRELIMINARY CRIME/ACCIDENT INVESTIGATION		
51. Search crime/accident scene for physical evidence	2	*
52. Guard crime/accident scene and evidence until other law officers arrive	1	*
53. Survey crime/accident scene for witnesses and interview witnesses	2	*
54. Interrogate suspects	0	0.0
VIII. FOLLOW-UP CRIME/ACCIDENT INVESTIGATION		
55. Assist detectives in follow-up investigation as assigned	1	*
56. Search records bureau for photos and criminal histories	0	0.0
57. Take statements/confessions	0	0.0
58. Participate in "raid" to serve warrant	6	0.1
59. Perform stake-out surveillance of persons or places	1	*
IX. IDENTIFYING PHYSICAL AND SAFETY HAZARDS		
60. Investigate and arrange removal of abandoned/stolen vehicle	0	0.0
61. Handle cases of dead/injured animals	0	0.0
62. Inspect construction sites, places of entertainment, restaurants for code, health, safety violations	0	0.0
63. Inspect and report fire hazards	0	0.0
64. Inspect and report public safety hazards (broken water mains, gas mains, power lines, street lights, defective streets)	0	0.0
X. ENFORCING TRAFFIC LAWS		
65. Write traffic citation or warning for moving, mechanical or safety violation	5	0.1
66. Maintain stationary/moving radar unit	0	0.0
67. Maintain stationary/moving patrol for speed, red light, or other violations (without radar unit)	2	*
68. Enforce meter parking/issue citations	2	*
69. Provide escort for funerals/oversize loads	0	0.0
70. Participate in traffic chase	66	0.7
71. Search file of traffic warnings to determine need for citation	0	0.0
	<u>1,321</u>	<u>14.1</u>
	45	.5

POLICE ACTIVITY IMPORTANCE QUESTIONNAIRE

This questionnaire asks your opinion about the importance of police activities. The term "importance" refers to the significance of each activity in determining overall police officer effectiveness. Importance of police officer activities is not necessarily related to the difficulty of the activity or the possible consequences of success or failure in the activity. You can probably think of certain police activities that you would consider among the most important aspects of police work. Likewise, there are other things that you would consider least important.

The following questionnaire provides a list of police activities and asks your opinion regarding the importance of each one. Keep in mind that there are no "correct" answers to these questions. All you are asked to do is give your opinion.

Instructions

Here is how you should fill out the questionnaire. Be sure that you read and understand these instructions before marking your answers.

1. Fill out the Respondent Identification sheet before beginning to work on the questionnaire.
2. Read the entire list of police activities. This will give you an idea about the kinds of activities police officers perform. While reading the list, begin to think about the activities you consider most important and those that are least important. Do not mark any question until you have read the entire list.
3. After you have read the entire list, return to the first item and begin to provide your opinion about the importance of each activity.

You will see a series of numbers from 1 through 11, typed to the right of each activity like this:

	Least Important											Most Important
10 Patrol residential area by auto	1	2	3	4	5	6	7	8	9	10	11	

Think about the activity. If you think it is one of the most important police activities, circle a number near the top of the scale. For example:

		<u>Least</u>								<u>Most</u>		
		Important								Important		
10	Patrol residential area by auto	1	2	3	4	5	6	7	8	9	(10)	11

If you think the activity is one of the least important things a patrol officer does, you should circle a number near the bottom of the scale. For example:

		<u>Least</u>								<u>Most</u>		
		Important								Important		
10	Patrol residential area by auto	1	(2)	3	4	5	6	7	8	9	10	11

For some activities, you might circle a number near the center of the scale to indicate an activity you consider "moderately" important. You must decide on the importance of each activity. Again, there is no "correct answer." The purpose of the questionnaire is to obtain your opinion.

Summary of Instructions

1. Complete Respondent's Identification Sheet.
2. Read each activity and rate how important a part of police work you think is described.
3. Try to use the full range of importance ratings throughout the questionnaire. Do not use only "1" or "11" to mark your answers. Try to use all the numbers to accurately report your opinion.
4. Once you have completed the questionnaire, go back and look at your answers. See if they make sense to you. Change any answer that you think is not accurate. Do not stop working until you are completely satisfied with your answers.

RESPONDENT IDENTIFICATION

Name _____

Age _____ Sex: Male _____ Female _____

Race: White _____ Black _____ American Indian _____
Spanish Surname American _____ Oriental _____City: Where employed _____
of residence _____County: Where employed _____
of residence _____

Please check the appropriate description below:

(Check only one):

Adult Citizen _____

Police Officer _____

Minority Citizen _____

City Manager _____

Young Citizen _____
(under 18)

Police Chief _____

QUESTIONNAIRE

<u>Activity</u>	<u>Activity Importance</u>										
	<u>Least Important</u>					<u>Most Important</u>					
Handle crowd control at parades, fairs, etc.	1	2	3	4	5	6	7	8	9	10	11
Transport or deliver money and other materials	1	2	3	4	5	6	7	8	9	10	11
Respond to burglar alarm	1	2	3	4	5	6	7	8	9	10	11
Handle missing/found person calls	1	2	3	4	5	6	7	8	9	10	11
Respond to emergency, non-routine service call (red light, siren)	1	2	3	4	5	6	7	8	9	10	11
Roll call	1	2	3	4	5	6	7	8	9	10	11
Repair and maintain equipment/vehicle	1	2	3	4	5	6	7	8	9	10	11
Take statements/confessions	1	2	3	4	5	6	7	8	9	10	11
Appear in court to prosecute cases handled or citations written	1	2	3	4	5	6	7	8	9	10	11
Administer test for intoxication at scene	1	2	3	4	5	6	7	8	9	10	11
Place individual under arrest (search, give rights, question)	1	2	3	4	5	6	7	8	9	10	11
Assist detectives in follow-up investigation as assigned	1	2	3	4	5	6	7	8	9	10	11
Inspect construction sites, restaurants, etc. for code, health, safety violations	1	2	3	4	5	6	7	8	9	10	11
Patrol public areas by auto (schools, parks, etc.)	1	2	3	4	5	6	7	8	9	10	11
Give citizen directions/information	1	2	3	4	5	6	7	8	9	10	11
Rescue drowning victim	1	2	3	4	5	6	7	8	9	10	11
Guard crime/accident scene and evidence until other law officers arrive	1	2	3	4	5	6	7	8	9	10	11
Routine patrol related paperwork	1	2	3	4	5	6	7	8	9	10	11
Serve warrants, summonses, subpoenas	1	2	3	4	5	6	7	8	9	10	11
Drive persons to hospital	1	2	3	4	5	6	7	8	9	10	11
Write traffic citation or warning for moving or safety violation	1	2	3	4	5	6	7	8	9	10	11

	Least Important					Most Important					
	1	2	3	4	5	6	7	8	9	10	11
Participating in regular departmental training	1	2	3	4	5	6	7	8	9	10	11
Process arrested person (fingerprint, book, lock-up, etc.)	1	2	3	4	5	6	7	8	9	10	11
Maintain stationary/moving radar unit	1	2	3	4	5	6	7	8	9	10	11
Handle report of fighting, disorderly conduct, or mischevous conduct	1	2	3	4	5	6	7	8	9	10	11
Perform stake-out surveillance of persons or place	1	2	3	4	5	6	7	8	9	10	11
Inspect and report public safety hazards (broken water mains, power lines, street lights, etc.)	1	2	3	4	5	6	7	8	9	10	11
Provide escort for funerals/over-size loads	1	2	3	4	5	6	7	8	9	10	11
Direct traffic at scene of accident	1	2	3	4	5	6	7	8	9	10	11
Observe and report potential trouble spots and congregations of people	1	2	3	4	5	6	7	8	9	10	11
Maintain stationary/moving patrol for speed, red light, or other violations (without radar unit)	1	2	3	4	5	6	7	8	9	10	11
Participate in traffic chase	1	2	3	4	5	6	7	8	9	10	11
Meet with other officer or supervisor for discussion	1	2	3	4	5	6	7	8	9	10	11
Handle report of noise complaints	1	2	3	4	5	6	7	8	9	10	11
Call in license number or stop vehicle to make routine motor vehcile check	1	2	3	4	5	6	7	8	9	10	11
Control or extinguish fire	1	2	3	4	5	6	7	8	9	10	11
Search records bureau for photos and criminal histories	1	2	3	4	5	6	7	8	9	10	11
Patrol residential area by auto	1	2	3	4	5	6	7	8	9	10	11
Participate in "raid" to serve warrant	1	2	3	4	5	6	7	8	9	10	11
Handle complaint of loud/reckless motorcycle/snowmobile/minibike	1	2	3	4	5	6	7	8	9	10	11
Establish roadblock	1	2	3	4	5	6	7	8	9	10	11
Provide back-up to responding officer	1	2	3	4	5	6	7	8	9	10	11

	Least Important										Most Important
	1	2	3	4	5	6	7	8	9	10	11
Inspect and report fire hazards	1	2	3	4	5	6	7	8	9	10	11
Transportation of officer to/from duty	1	2	3	4	5	6	7	8	9	10	11
Interrogate suspects	1	2	3	4	5	6	7	8	9	10	11
Notify family of death, injury, or accident	1	2	3	4	5	6	7	8	9	10	11
Stop and interrogate suspicious persons - vagrants, runaways	1	2	3	4	5	6	7	8	9	10	11
Investigate and arrange removal of abandoned/stolen vehicle	1	2	3	4	5	6	7	8	9	10	11
Guard prisoners in hospital, court	1	2	3	4	5	6	7	8	9	10	11
Respond to report of serious crime (shooting, breaking and entering, robbery, assault, rape, homicide)	1	2	3	4	5	6	7	8	9	10	11
Participate in citizen information or education activities	1	2	3	4	5	6	7	8	9	10	11
Maintain stationary patrol (non-traffic)	1	2	3	4	5	6	7	8	9	10	11
Handle report of intoxicated (liquor, drugs) person	1	2	3	4	5	6	7	8	9	10	11
Transport arrested persons to station	1	2	3	4	5	6	7	8	9	10	11
Handle report of traffic accident	1	2	3	4	5	6	7	8	9	10	11
Provide emergency medical service (first aid) at scene of accident/crime	1	2	3	4	5	6	7	8	9	10	11
Handle report of prowler/trespassing/peeping tom	1	2	3	4	5	6	7	8	9	10	11
Plan patrol route for upcoming shift	1	2	3	4	5	6	7	8	9	10	11
Leave car to inspect location	1	2	3	4	5	6	7	8	9	10	11
Process lost/stolen/found property	1	2	3	4	5	6	7	8	9	10	11
Rest period	1	2	3	4	5	6	7	8	9	10	11
Search crime/accident scene for physical evidence	1	2	3	4	5	6	7	8	9	10	11
Search file of traffic warnings to determine need for citation	1	2	3	4	5	6	7	8	9	10	11
Investigate/report attractive nuisances	1	2	3	4	5	6	7	8	9	10	11
Survey crime/accident scene for witnesses	1	2	3	4	5	6	7	8	9	10	11

	Least Important					Most Important					
Inspect patrol vehicle for required equipment, fuel, etc.	1	2	3	4	5	6	7	8	9	10	11
Patrol business district by auto	1	2	3	4	5	6	7	8	9	10	11
Complete routine, non-patrol paperwork (leave or overtime request)	1	2	3	4	5	6	7	8	9	10	11
Handle crowd at demonstrations, protest, picket line, emergency scene, etc.	1	2	3	4	5	6	7	8	9	10	11
Provide assistance to stranded motorist	1	2	3	4	5	6	7	8	9	10	11
Enforce meter parking/issue citations	1	2	3	4	5	6	7	8	9	10	11
Handle cases of dead/injured animals	1	2	3	4	5	6	7	8	9	10	11
Check in/Check out	1	2	3	4	5	6	7	8	9	10	11
Update file of trouble areas/persons. Note and record changes in features of patrol route	1	2	3	4	5	6	7	8	9	10	11
Handle report of arguments/disputes among family/neighbors	1	2	3	4	5	6	7	8	9	10	11
Talk with business persons or residents on patrol route	1	2	3	4	5	6	7	8	9	10	11

AVERAGE REPRESENTATIVE PANEL JUDGEMENTS OF
ACTIVITY IMPORTANCE

ACTIVITY: ROLL CALL

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	3.43	2.93	5.28	4.63	7.86	4.12
	Large/ Outer	3.78	4.71	5.60	4.40	6.71	4.81
	Small/ Inner	3.67	4.00	5.00	4.75	5.85	4.56
	Small/ Outer	2.58	2.83	4.10	4.11	5.42	3.90
	Column Means	3.42	3.40	5.08	4.47	6.31	Overall Mean 4.27

ACTIVITY: CHECK IN/CHECK OUT

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	4.54	5.14	5.20	5.75	6.57	4.99
	Large/ Outer	5.89	5.17	8.10	3.40	5.00	5.87
	Small/ Inner	3.75	2.00	6.17	5.25	7.17	5.12
	Small/ Outer	3.08	3.00	4.18	4.90	8.09	4.75
	Column Means	4.51	4.56	5.65	4.97	6.87	Overall Mean 5.13

AVERAGE REPRESENTATIVE PANEL JUDGEMENTS OF
ACTIVITY IMPORTANCE

ACTIVITY: REST PERIOD

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	5.86	5.29	5.84	4.38	4.71	5.60
	Large/ Outer	7.83	6.50	7.10	4.00	4.14	6.52
	Small/ Inner	6.36	1.00	5.67	3.50	6.00	5.28
	Small/ Outer	5.31	3.83	4.09	3.90	5.17	4.58
Column Means		6.20	5.07	5.69	3.94	5.00	Overall Mean 5.51

ACTIVITY: INSPECT PATROL VEHICLE FOR REQUIRED EQUIPMENT, FUEL, ETC.

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	4.72	6.29	8.20	6.88	8.00	6.05
	Large/ Outer	6.58	6.50	9.20	5.40	7.43	7.13
	Small/ Inner	4.50	8.00	8.67	7.00	7.83	6.58
	Small/ Outer	4.57	6.00	8.09	7.20	8.82	6.88
Column Means		5.02	6.33	8.42	6.77	8.13	Overall Mean 6.51

AVERAGE REPRESENTATIVE PANEL JUDGEMENTS OF
ACTIVITY IMPORTANCE

ACTIVITY: REPAIR AND MAINTAIN EQUIPMENT/VEHICLE

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	2.28	5.25	7.08	3.38	7.14	4.12
	Large/ Outer	3.00	8.29	6.40	4.20	5.29	4.94
	Small/ Inner	1.58	8.50	3.50	3.38	7.17	3.74
	Small/ Outer	2.36	2.14	3.17	2.51	3.20	3.20
	Column Means	2.34	6.34	6.43	3.83	6.66	Overall Mean 4.44

ACTIVITY: COMPLETE ROUTINE, NON-PATROL PAPERWORK (LEAVE REQUESTS, OVERTIME REQUEST, BENEFITS FORMS, ETC.)

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	3.42	5.50	3.68	4.25	6.29	3.97
	Large/ Outer	4.58	5.60	6.20	3.00	3.71	4.74
	Small/ Inner	4.17	5.00	5.17	3.25	5.83	4.45
	Small/ Outer	2.43	3.17	3.45	4.60	5.73	3.85
	Column Means	3.59	4.96	4.29	3.90	5.42	Overall Mean 4.16

AVERAGE REPRESENTATIVE PANEL JUDGEMENTS OF
ACTIVITY IMPORTANCE

ACTIVITY: PARTICIPATION IN REGULAR DEPARTMENTAL TRAINING

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	8.11	7.53	8.12	9.38	9.00	8.18
	Large/ Outer	9.32	8.71	8.10	8.80	8.29	8.77
	Small/ Inner	8.27	8.50	8.67	8.75	9.00	8.61
	Small/ Outer	7.86	6.00	7.82	9.30	9.17	8.17
Column Means		8.31	7.52	8.12	9.10	8.91	Overall Mean 8.35

ACTIVITY: PARTICIPATE IN CITIZEN INFORMATION OR EDUCATION ACTIVITIES

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	7.40	6.13	7.56	8.00	8.14	7.35
	Large/ Outer	8.42	8.83	8.60	8.80	8.43	8.55
	Small/ Inner	7.00	8.50	7.33	7.88	8.17	7.58
	Small/ Outer	5.50	4.83	7.00	7.40	8.42	6.75
Column Means		7.28	6.59	7.62	7.90	8.31	Overall Mean 7.48

AVERAGE REPRESENTATIVE PANEL JUDGEMENTS OF
ACTIVITY IMPORTANCE

ACTIVITY: PLAN PATROL ROUTE FOR UPCOMING SHIFT

Department Classification	PANEL GROUP					Row Means
	Adults	Youth	Police Officers	City Managers	Police Chiefs	
Large/ Inner	4.83	6.20	4.44	6.75	8.86	5.31
Large/ Outer	5.63	5.00	5.40	5.20	6.00	5.51
Small/ Inner	5.73	6.40	5.67	3.88	5.50	5.27
Small/ Outer	4.71	3.17	3.45	5.20	4.83	4.40
Column Means	5.06	5.34	4.56	5.26	6.09	Overall Mean 5.15

ACTIVITY: PATROL RESIDENTIAL AREA BY AUTO

Department Classification	PANEL GROUP					Row Means
	Adults	Youth	Police Officers	City Managers	Police Chiefs	
Large/ Inner	8.39	6.40	8.60	8.13	5.57	7.99
Large/ Outer	9.05	8.00	8.60	6.00	7.86	8.32
Small/ Inner	7.36	10.00	8.17	6.75	7.17	7.48
Small/ Outer	7.50	6.14	7.27	7.60	8.75	7.57
Column Means	8.29	6.90	8.27	7.26	7.56	Overall Mean 7.90

AVERAGE REPRESENTATIVE PANEL JUDGEMENTS OF
ACTIVITY IMPORTANCE

ACTIVITY: PATROL BUSINESS DISTRICT BY AUTO

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	7.57	7.29	8.44	8.38	7.29	7.76
	Large/ Outer	8.42	6.17	8.70	6.80	7.71	7.91
	Small/ Inner	6.58	5.00	8.67	6.63	7.83	7.15
	Small/ Outer	7.00	5.00	7.91	7.10	8.18	7.23
	Column Means	7.53	6.44	8.40	7.26	7.81	Overall Mean 7.60

ACTIVITY: PATROL PUBLIC AREAS BY AUTO (SCHOOLS, PARKS, ETC.)

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	8.07	6.50	7.16	7.50	7.00	7.55
	Large/ Outer	8.95	7.86	7.10	5.80	6.71	7.75
	Small/ Inner	6.42	9.50	7.83	7.25	7.17	7.18
	Small/ Outer	6.93	4.57	7.40	7.33	7.33	6.87
	Column Means	7.88	6.56	7.27	7.10	7.09	Overall Mean 7.39

AVERAGE REPRESENTATIVE PANEL JUDGEMENTS OF
ACTIVITY IMPORTANCE

ACTIVITY: LEAVE CAR TO INSPECT LOCATION

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	6.44	6.00	7.67	7.50	8.14	6.83
	Large/ Outer	6.21	7.00	8.30	8.20	6.43	7.00
	Small/ Inner	7.33	9.00	8.33	6.25	6.50	7.21
	Small/ Outer	5.40	3.33	5.70	7.70	6.42	5.94
	Column Means	6.40	5.86	7.48	7.35	6.81	Overall Mean 6.74

ACTIVITY: MAINTAIN STATIONARY PATROL (NONTRAFFIC)

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	5.76	5.13	6.00	6.38	5.00	5.73
	Large/ Outer	6.11	6.00	6.50	4.20	4.57	5.74
	Small/ Inner	6.00	7.50	6.67	4.00	5.83	5.71
	Small/ Outer	4.07	4.83	5.64	5.00	4.58	4.77
	Column Means	5.62	5.41	6.10	4.97	4.91	Overall Mean 5.52

AVERAGE REPRESENTATIVE PANEL JUDGEMENTS OF
ACTIVITY IMPORTANCE

ACTIVITY: TALK WITH BUSINESS PERSONS OR RESIDENTS ABOUT POTENTIAL PROBLEMS OR PATROL ROUTE

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	6.93	5.36	8.76	8.25	9.00	7.36
	Large/ Outer	7.95	7.67	9.70	7.20	8.71	8.32
	Small/ Inner	7.67	11.00	8.67	6.88	7.83	7.79
	Small/ Outer	5.14	4.50	8.27	7.80	9.00	7.06
Column Means		6.96	5.89	8.83	7.58	8.71	Overall Mean 7.54

ACTIVITY: CALL IN LICENSE NUMBER OR STOP VEHICLE TO MAKE ROUTINE MOTOR VEHICLE CHECK

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	5.66	4.40	7.48	6.50	6.43	5.99
	Large/ Outer	6.74	4.71	6.70	4.00	5.86	6.02
	Small/ Inner	4.55	9.00	7.50	5.63	4.50	5.50
	Small/ Outer	4.29	4.14	5.18	5.60	6.67	5.22
Column Means		5.55	4.57	6.85	5.58	6.03	Overall Mean 5.77

AVERAGE REPRESENTATIVE PANEL JUDGEMENTS OF
ACTIVITY IMPORTANCE

ACTIVITY: TRANSPORT OR DELIVER MONEY AND OTHER MATERIALS

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	2.44	5.50	2.72	2.88	3.29	3.00
	Large/ Outer	2.63	3.57	3.50	1.80	3.43	2.98
	Small/ Inner	1.90	6.00	2.83	4.50	3.83	3.34
	Small/ Outer	2.79	5.17	2.60	3.11	3.58	3.27
	Column Means	2.47	5.03	2.86	3.20	3.53	Overall Mean 3.10

ACTIVITY: GUARD PRISONERS IN HOSPITAL, COURT, ETC.

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	6.36	7.47	6.08	4.75	5.00	6.25
	Large/ Outer	7.37	7.83	7.00	2.40	5.57	6.55
	Small/ Inner	5.08	8.50	6.17	4.88	5.50	5.50
	Small/ Outer	4.36	7.67	5.27	3.40	2.36	4.33
	Column Means	6.13	7.66	6.10	3.97	4.29	Overall Mean 5.80

AVERAGE REPRESENTATIVE PANEL JUDGEMENTS OF
ACTIVITY IMPORTANCE

ACTIVITY: APPEAR IN COURT TO PROSECUTE CASES HANDLED OR CITATIONS WRITTEN

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	8.36	6.88	9.36	9.50	9.14	8.50
	Large/ Outer	8.47	8.14	8.80	9.00	8.86	8.60
	Small/ Inner	8.08	10.00	9.17	8.00	9.67	8.65
	Small/ Outer	6.86	7.43	8.60	7.44	9.42	7.96
	Column Means	8.15	7.47	9.08	8.40	9.28	Overall Mean 8.43

ACTIVITY: SERVE WARRANTS, SUMMONSES, SUBPOENAS

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	3.82	6.75	5.00	5.75	5.00	4.68
	Large/ Outer	4.47	6.14	5.90	2.80	4.00	4.77
	Small/ Inner	3.08	6.50	8.17	3.13	4.17	4.03
	Small/ Outer	3.21	8.00	5.10	5.00	4.33	4.73
	Column Means	3.77	6.84	5.33	4.33	4.38	Overall Mean 4.62

AVERAGE REPRESENTATIVE PANEL JUDGEMENTS OF
ACTIVITY IMPORTANCE

ACTIVITY: PROVIDE ASSISTANCE TO STRANDED MOTORISTS

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	7.97	9.07	7.48	7.63	8.14	7.98
	Large/ Outer	8.32	9.83	7.90	7.80	8.14	8.34
	Small/ Inner	7.67	10.00	8.17	6.25	7.67	7.48
	Small/ Outer	7.36	6.83	6.91	7.40	7.55	7.25
Column Means		7.91	8.78	7.52	7.23	7.84	Overall Mean 7.83

ACTIVITY: PROCESS LOST/STOLEN/FOUND PROPERTY

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	4.82	6.20	6.44	6.00	6.57	5.54
	Large/ Outer	5.63	5.67	7.50	4.40	4.86	5.79
	Small/ Inner	5.33	8.00	6.83	3.00	4.83	5.03
	Small/ Outer	4.43	5.17	4.82	6.30	5.75	5.25
Column Means		4.97	5.93	6.35	5.06	5.56	Overall Mean 5.46

AVERAGE REPRESENTATIVE PANEL JUDGEMENTS OF
ACTIVITY IMPORTANCE

ACTIVITY: HANDLE REPORT OF ARGUMENTS/DISPUTES AMONG FAMILY/NEIGHBORS

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	6.38	6.79	7.76	8.88	7.71	6.99
	Large/ Outer	7.68	6.50	9.00	7.80	7.14	7.74
	Small/ Inner	5.75	8.00	8.67	7.50	7.50	7.09
	Small/ Outer	4.50	4.33	7.18	7.40	6.91	6.12
	Column Means	6.30	6.22	7.98	7.87	7.26	Overall Mean 6.96

ACTIVITY: HANDLE REPORT OF PROWLER/TRESPASSING/PEEPING TOM

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	8.70	8.53	8.80	8.88	8.71	8.71
	Large/ Outer	9.74	8.50	9.00	7.20	8.29	8.94
	Small/ Inner	9.00	9.00	9.17	7.63	8.67	8.65
	Small/ Outer	8.43	7.17	8.00	8.50	7.50	8.00
	Column Means	8.89	8.28	8.71	8.16	8.16	Overall Mean 8.59

AVERAGE REPRESENTATIVE PANEL JUDGEMENTS OF
ACTIVITY IMPORTANCE

ACTIVITY: HANDLE REPORT OF FIGHTING, DISORDERLY CONDUCT, OR MISCHIEVOUS CONDUCT

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	8.28	6.93	9.08	8.75	8.29	8.31
	Large/ Outer	8.95	7.43	8.30	7.40	8.43	8.35
	Small/ Inner	7.91	9.00	9.17	6.75	9.17	8.15
	Small/ Outer	7.00	6.29	8.00	8.30	8.25	7.63
	Column Means	8.19	7.03	8.71	7.87	8.47	Overall Mean 8.15

ACTIVITY: HANDLE REPORT OF INTOXICATED (LIQUOR, DRUGS) PERSON

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	7.23	7.67	7.64	8.25	7.14	7.44
	Large/ Outer	7.95	7.50	7.70	6.20	6.43	7.43
	Small/ Inner	5.67	8.00	8.33	6.75	6.67	6.71
	Small/ Outer	6.93	6.50	7.27	6.90	7.25	7.02
	Column Means	7.14	7.41	7.65	7.10	6.94	Overall Mean 7.25

AVERAGE REPRESENTATIVE PANEL JUDGEMENTS OF
ACTIVITY IMPORTANCE

ACTIVITY: HANDLE REPORT OF NOISE COMPLAINTS

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	5.44	5.87	6.20	6.38	5.14	5.71
	Large/ Outer	7.00	5.43	7.10	4.00	5.86	6.31
	Small/ Inner	6.36	4.50	6.33	5.75	6.67	6.15
	Small/ Outer	4.93	5.14	5.64	5.70	5.00	5.26
	Column Means	5.75	5.52	6.27	5.61	5.53	Overall Mean 5.78

ACTIVITY: HANDLE MISSING/FOUND PERSON CALL

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	7.05	8.56	7.36	6.63	7.57	7.33
	Large/ Outer	7.11	6.71	8.20	6.30	6.86	7.15
	Small/ Inner	7.08	6.00	7.50	6.50	8.00	7.12
	Small/ Outer	5.79	9.14	7.60	7.44	7.08	7.17
	Column Means	6.89	8.13	7.59	6.77	7.31	Overall Mean 7.23

AVERAGE REPRESENTATIVE PANEL JUDGEMENTS OF
ACTIVITY IMPORTANCE

ACTIVITY: HANDLE REPORT OF TRAFFIC ACCIDENT

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	7.82	7.07	8.36	8.00	5.86	7.73
	Large/ Outer	8.68	9.83	8.90	6.40	6.57	8.32
	Small/ Inner	6.33	10.50	8.33	6.38	8.33	7.29
	Small/ Outer	7.29	7.67	8.09	8.30	8.00	7.85
	Column Means	7.73	8.00	8.40	7.42	7.28	Overall Mean 7.81

ACTIVITY: RESPOND TO BURGLAR ALARM

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	9.48	9.06	9.72	10.13	9.00	9.49
	Large/ Outer	10.53	8.86	9.10	8.80	8.00	9.44
	Small/ Inner	9.50	7.50	10.00	9.38	10.20	9.55
	Small/ Outer	9.71	9.71	9.30	9.78	9.33	9.56
	Column Means	9.70	9.06	9.55	9.60	9.10	Overall Mean 9.50

AVERAGE REPRESENTATIVE PANEL JUDGEMENTS OF
ACTIVITY IMPORTANCE

ACTIVITY: PROVIDE BACK-UP TO RESPONDING OFFICER

		PANEL GROUP					
		Adults	Youth	Police Officers	City Managers	Police Chiefs	Row Means
Department Classification	Large/ Inner	9.25	8.20	10.40	10.38	9.29	9.44
	Large/ Outer	9.95	9.33	10.60	9.20	9.57	9.87
	Small/ Inner	8.18	10.00	10.00	8.75	10.17	9.12
	Small/ Outer	8.00	8.71	10.00	10.00	10.17	9.35
	Column Means	9.10	8.67	10.31	9.65	9.84	Overall Mean 9.46

ACTIVITY: RESPOND TO REPORT OF SERIOUS CRIME (E.G., SHOOTING, BREAKING AND ENTERING, ROBBERY, ASSAULT, RAPE, HOMICIDE, ETC.)

		PANEL GROUP					
		Adults	Youth	Police Officers	City Managers	Police Chiefs	Row Means
Department Classification	Large/ Inner	10.73	10.13	10.68	10.88	10.86	10.66
	Large/ Outer	10.89	10.14	10.70	11.00	10.71	10.73
	Small/ Inner	10.08	10.50	10.83	10.75	11.00	10.56
	Small/ Outer	10.64	10.83	10.73	10.80	10.58	10.70
	Column Means	10.67	10.30	10.71	10.84	10.75	Overall Mean 10.67

AVERAGE REPRESENTATIVE PANEL JUDGEMENTS OF
ACTIVITY IMPORTANCE

ACTIVITY: RESPOND TO EMERGENCY, NON-ROUTINE SERVICE CALL (RED LIGHT, SIREN, ETC.)

Department Classification	PANEL GROUP					Row Means
	Adults	Youth	Police Officers	City Managers	Police Chiefs	
Large/ Inner	9.73	8.81	10.56	10.38	10.43	9.87
Large/ Outer	10.32	7.86	10.20	9.80	9.00	9.69
Small/ Inner	8.73	10.50	10.67	9.88	10.67	9.82
Small/ Outer	8.92	8.43	10.30	10.11	9.75	9.53
Column Means	9.63	8.63	10.45	10.07	9.91	Overall Mean 9.76

AVERAGE REPRESENTATIVE PANEL JUDGEMENTS OF
ACTIVITY IMPORTANCE

ACTIVITY: DIRECT TRAFFIC AT SCENE OF ACCIDENT

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	8.00	7.40	8.40	8.00	7.00	7.95
	Large/ Outer	8.89	8.43	8.20	6.40	8.14	8.31
	Small/ Inner	6.77	9.50	9.00	6.63	8.17	7.39
	Small/ Outer	8.14	8.14	7.36	7.20	7.67	7.70
	Column Means	8.00	7.94	8.21	7.13	7.72	Overall Mean 7.89

ACTIVITY: ESTABLISH ROADBLOCK

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	7.86	6.13	6.88	6.75	7.71	7.33
	Large/ Outer	7.79	5.67	7.10	6.60	6.71	7.09
	Small/ Inner	7.18	5.50	7.67	6.38	7.83	7.09
	Small/ Outer	7.50	7.14	4.91	5.70	5.67	6.19
	Column Means	7.73	6.23	6.60	6.29	6.75	Overall Mean 7.00

AVERAGE REPRESENTATIVE PANEL JUDGEMENTS OF
ACTIVITY IMPORTANCE

ACTIVITY: DRIVE PERSONS TO HOSPITAL

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	5.67	7.94	5.88	5.13	4.57	5.92
	Large/ Outer	4.74	8.14	5.40	3.20	4.14	5.13
	Small/ Inner	5.25	5.50	5.33	2.75	3.00	4.29
	Small/ Outer	3.93	10.00	6.70	3.22	2.50	4.83
Column Means		5.23	8.28	5.88	3.60	3.41	Overall Mean 5.32

ACTIVITY: PROVIDE EMERGENCY MEDICAL SERVICE (FIRST AID) AT SCENE OF ACCIDENT/CRIME

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	9.92	8.80	10.80	10.00	10.71	10.02
	Large/ Outer	10.05	9.50	10.80	7.60	10.29	9.91
	Small/ Inner	9.17	10.50	10.83	9.63	10.83	9.94
	Small/ Outer	9.14	9.40	10.36	9.50	10.42	9.79
Column Means		9.75	9.18	10.71	9.35	10.53	Overall Mean 9.94

AVERAGE REPRESENTATIVE PANEL JUDGEMENTS OF
ACTIVITY IMPORTANCE

ACTIVITY: RESCUE DROWNING VICTIM

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	8.85	10.75	10.64	8.13	10.86	9.57
	Large/ Outer	8.42	10.86	10.60	8.20	10.57	9.52
	Small/ Inner	8.25	11.00	10.83	8.75	11.00	9.47
	Small/ Outer	9.29	10.29	10.20	6.89	9.42	9.21
	Column Means	8.76	10.69	10.57	7.93	10.28	Overall Mean 9.47

ACTIVITY: CONTROL OR EXTINGUISH FIRE

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	5.93	7.50	7.83	5.00	8.00	6.59
	Large/ Outer	5.53	6.33	9.30	5.40	5.43	6.40
	Small/ Inner	5.09	1.50	5.83	5.50	8.33	5.70
	Small/ Outer	4.79	8.86	7.45	5.00	6.58	6.30
	Column Means	5.62	7.17	7.80	5.19	5.97	Overall Mean 6.37

AVERAGE REPRESENTATIVE PANEL JUDGEMENTS OF
ACTIVITY IMPORTANCE

ACTIVITY: HANDLE CROWD CONTROL AT PARADES, FAIRS, ETC.

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large Inner	5.25	4.75	4.44	5.25	5.57	5.03
	Large Outer	6.00	5.00	5.20	3.60	5.86	5.42
	Small Inner	5.33	6.50	5.00	4.00	5.00	4.97
	Small Outer	4.50	6.57	4.70	5.56	4.83	5.08
Column Means		5.29	5.31	4.71	4.73	5.25	Overall Mean 5.10

ACTIVITY: HANDLE CROWD AT DEMONSTRATION, PROTEST, PICKET LINE, EMERGENCY SCENE, ETC.

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large Inner	7.69	8.29	8.88	8.88	9.43	8.22
	Large Outer	9.00	8.33	8.00	8.80	9.57	8.77
	Small Inner	7.08	11.00	10.00	7.38	8.50	8.06
	Small Outer	7.21	7.00	7.55	7.90	8.18	7.60
Column Means		7.80	8.11	8.56	8.16	8.84	Overall Mean 8.17

AVERAGE REPRESENTATIVE PANEL JUDGEMENTS OF
ACTIVITY IMPORTANCE

ACTIVITY: STOP AND INTERROGATE SUSPICIOUS PERSONS, VAGRANTS, POSSIBLE RUNAWAYS

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	6.93	6.33	8.36	7.63	6.71	7.20
	Large/ Outer	8.32	5.83	8.20	5.60	7.43	7.55
	Small/ Inner	6.67	4.50	8.50	7.25	7.83	7.21
	Small/ Outer	7.21	5.33	7.27	7.80	8.33	7.38
	Column Means	7.19	5.90	8.12	7.26	7.69	Overall Mean 7.31

ACTIVITY: OBSERVE AND REPORT POTENTIAL TROUBLE

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	7.08	7.00	8.16	8.50	7.57	7.43
	Large/ Outer	8.53	5.71	7.60	6.60	8.14	7.67
	Small/ Inner	7.27	9.50	8.50	6.50	8.00	7.58
	Small/ Outer	6.36	7.00	6.27	7.70	7.08	6.83
	Column Means	7.27	6.86	7.69	7.42	7.59	Overall Mean 7.37

AVERAGE REPRESENTATIVE PANEL JUDGEMENTS OF
ACTIVITY IMPORTANCE

ACTIVITY: INVESTIGATE AND REPORT ATTRACTIVE NUISANCES

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	5.38	7.53	5.60	7.00	5.43	5.84
	Large/ Outer	6.11	6.29	7.40	4.80	5.29	6.15
	Small/ Inner	5.17	8.00	5.17	4.63	5.17	5.12
	Small/ Outer	4.43	4.00	4.18	5.50	5.58	4.79
Column Means		5.36	6.52	5.60	5.55	5.41	Overall Mean 5.58

ACTIVITY: UPDATE FILE OF TROUBLE AREAS/PERSONS. NOTE AND RECORD CHANGES IN THE PEOPLE, BUILDINGS, AND OTHER FEATURES OF PATROL ROUTE

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	6.40	6.50	6.72	8.13	7.14	6.65
	Large/ Outer	7.32	7.83	8.00	5.40	6.71	7.23
	Small/ Inner	6.25	7.00	7.17	6.00	7.50	6.61
	Small/ Outer	5.29	5.67	5.73	7.30	7.18	6.21
Column Means		6.40	6.63	6.81	6.87	7.13	Overall Mean 6.66

AVERAGE REPRESENTATIVE PANEL JUDGEMENTS OF
ACTIVITY IMPORTANCE

ACTIVITY: SEARCH CRIME/ACCIDENT SCENE FOR PHYSICAL EVIDENCE

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large Inner	8.52	7.20	9.28	9.00	9.29	8.59
	Large Outer	8.84	8.33	9.60	7.60	9.14	8.85
	Small Inner	8.92	10.00	9.50	6.25	9.50	8.52
	Small Outer	7.79	7.17	8.64	8.90	8.75	8.32
	Column Means	8.52	7.54	9.23	8.03	9.09	Overall Mean 8.57

ACTIVITY: GUARD CRIME/ACCIDENT SCENE AND EVIDENCE UNTIL OTHER LAW OFFICERS ARRIVE

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large Inner	9.33	8.25	9.96	9.63	9.71	9.36
	Large Outer	8.89	9.00	9.80	6.60	9.86	9.00
	Small Inner	9.08	9.00	10.17	8.25	10.17	9.26
	Small Outer	8.00	8.43	9.20	9.00	9.75	8.87
	Column Means	9.05	8.50	9.80	8.57	9.84	Overall Mean 9.18

AVERAGE REPRESENTATIVE PANEL JUDGEMENTS OF
ACTIVITY IMPORTANCE

ACTIVITY: SURVEY CRIME/ACCIDENT SCENE FOR WITNESSES AND INTERVIEW WITNESSES
AND INTERVIEW WITNESSES

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large Inner	8.40	8.00	8.08	9.25	8.43	8.34
	Large Outer	8.74	8.17	9.00	7.20	8.43	8.51
	Small Inner	8.50	11.00	8.83	5.50	9.33	8.06
	Small Outer	7.57	6.50	6.82	7.20	8.08	7.34
	Column Means	8.36	7.82	8.08	7.29	8.47	Overall Mean 8.12

ACTIVITY: INTERROGATE SUSPECTS

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large Inner	7.65	7.20	8.44	8.25	8.57	7.86
	Large Outer	7.58	6.83	8.40	6.20	8.71	7.68
	Small Inner	7.82	8.00	7.50	6.00	8.00	7.36
	Small Outer	6.64	7.00	7.45	7.80	7.92	7.36
	Column Means	7.52	7.14	8.12	7.19	8.25	Overall Mean 7.65

AVERAGE REPRESENTATIVE PANEL JUDGEMENTS OF
ACTIVITY IMPORTANCE

**ACTIVITY: ASSIST DETECTIVES IN FOLLOW-UP
INVESTIGATION AS ASSIGNED**

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	8.20	6.31	7.56	8.63	8.29	7.84
	Large/ Outer	8.63	7.14	7.60	9.40	8.57	8.27
	Small/ Inner	8.75	7.00	8.83	7.13	6.67	7.91
	Small/ Outer	7.21	6.86	6.40	7.44	7.67	7.15
	Column Means	8.21	6.66	7.49	8.00	7.81	Overall Mean 7.79

**ACTIVITY: SEARCH RECORDS BUREAU FOR PHOTOS
AND CRIMINAL HISTORIES**

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	4.74	5.87	5.96	4.75	5.14	5.17
	Large/ Outer	5.84	4.57	6.10	3.00	4.43	5.21
	Small/ Inner	5.27	5.50	5.17	4.50	4.17	4.88
	Small/ Outer	3.71	5.29	2.73	4.10	2.75	3.57
	Column Means	4.86	5.42	5.21	4.19	3.91	Overall Mean 4.80

AVERAGE REPRESENTATIVE PANEL JUDGEMENTS OF
ACTIVITY IMPORTANCE

ACTIVITY: TAKE STATEMENTS/CONFESSIONS

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large Inner	7.76	6.20	8.16	8.63	9.43	7.81
	Large Outer	7.16	7.00	8.50	7.60	8.43	7.65
	Small Inner	7.00	7.50	8.50	7.13	9.17	7.71
	Small Outer	6.36	5.14	8.40	7.22	9.42	7.44
Column Means		7.38	6.23	8.31	7.63	9.16	Overall Mean 7.69

ACTIVITY: PARTICIPATE IN "RAID" TO SERVE WARRANT

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large Inner	6.15	7.53	7.24	7.50	7.00	6.71
	Large Outer	7.74	6.17	7.50	5.60	6.71	7.11
	Small Inner	5.36	6.00	7.83	4.88	6.67	5.97
	Small Outer	7.21	6.17	6.27	5.70	4.92	6.09
Column Means		6.50	6.86	7.15	5.94	6.09	Overall Mean 6.55

AVERAGE REPRESENTATIVE PANEL JUDGEMENTS OF
ACTIVITY IMPORTANCE

ACTIVITY: PERFORM STAKE-OUT SURVEILLANCE OF PERSONS OR PLACES

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large Inner	7.90	7.13	8.28	8.63	7.43	7.91
	Large Outer	8.26	6.71	7.90	5.60	8.14	7.67
	Small Inner	7.27	7.50	9.00	6.00	7.50	7.33
	Small Outer	7.29	8.43	7.18	6.60	6.58	7.13
	Column Means	7.82	7.35	8.06	6.81	7.28	Overall Mean 7.62

**ACTIVITY: INVESTIGATE AND ARRANGE REMOVAL OF ABANDONED/
STOLEN VEHICLE**

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large Inner	6.07	6.73	7.32	7.00	5.86	6.48
	Large Outer	7.16	6.83	7.30	5.40	6.43	6.85
	Small Inner	5.25	6.50	7.50	5.25	5.00	5.68
	Small Outer	4.71	5.67	6.36	5.80	6.82	5.83
	Column Means	5.99	6.52	7.13	5.90	6.16	Overall Mean 6.30

AVERAGE REPRESENTATIVE PANEL JUDGEMENTS OF
ACTIVITY IMPORTANCE

ACTIVITY: HANDLE CASES OF DEAD/INJURED ANIMALS

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	3.76	6.38	3.44	3.25	3.71	3.96
	Large/ Outer	3.16	4.83	5.00	2.40	3.57	3.72
	Small/ Inner	2.58	4.00	3.17	2.38	3.83	2.91
	Small/ Outer	2.50	8.00	3.09	2.70	3.45	3.50
	Column Means	3.35	6.31	3.61	2.71	3.61	Overall Mean 3.67

ACTIVITY: INSPECT CONSTRUCTION SITES, PLACES OF ENTERTAINMENT, RESTAURANTS FOR CODE, HEALTH, SAFETY VIOLATIONS

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	2.77	5.56	2.48	2.25	2.71	3.05
	Large/ Outer	2.53	5.29	3.10	3.60	3.43	3.29
	Small/ Inner	3.50	2.00	2.00	2.63	3.33	2.91
	Small/ Outer	2.71	5.29	2.10	2.22	3.00	2.92
	Column Means	2.80	5.22	2.47	2.57	3.09	Overall Mean 3.05

AVERAGE REPRESENTATIVE PANEL JUDGEMENTS OF
ACTIVITY IMPORTANCE

ACTIVITY: INSPECT AND REPORT FIRE HAZARDS

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large Inner	3.64	7.40	4.80	5.75	5.00	4.62
	Large Outer	4.37	6.00	7.10	5.60	4.00	5.23
	Small Inner	2.92	2.00	4.17	3.50	5.33	3.65
	Small Outer	4.64	8.43	4.09	4.30	3.92	4.80
	Column Means	3.83	7.00	5.02	4.68	4.44	Overall Mean 4.64

ACTIVITY: INSPECT AND REPORT PUBLIC SAFETY HAZARDS (BROKEN WATER MAINS, GAS MAINS, POWER LINES, STREET LIGHTS, DEFECTIVE STREETS, ETC.)

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large Inner	6.10	6.87	5.72	6.88	5.57	6.14
	Large Outer	5.63	5.14	7.30	6.60	8.00	6.35
	Small Inner	4.00	5.50	7.00	5.50	5.83	5.33
	Small Outer	6.29	8.86	5.82	4.50	7.00	6.35
	Column Means	5.82	6.84	6.19	5.71	6.69	Overall Mean 6.12

AVERAGE REPRESENTATIVE PANEL JUDGEMENTS OF
ACTIVITY IMPORTANCE

ACTIVITY: WRITE TRAFFIC CITATION OR WARNING FOR MOVING, MECHANICAL OR SAFETY VIOLATION

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	7.48	6.81	8.08	8.88	7.86	7.63
	Large/ Outer	7.95	6.71	8.70	6.20	7.14	7.63
	Small/ Inner	6.33	8.50	8.67	6.38	8.00	7.18
	Small/ Outer	6.21	4.00	7.80	7.33	8.00	6.88
Column Means		7.26	6.35	8.22	7.30	7.78	Overall Mean 7.42

ACTIVITY: MAINTAIN STATIONARY/MOVING RADAR UNIT

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	5.72	5.93	6.72	5.38	6.43	5.98
	Large/ Outer	6.61	5.86	7.00	5.40	6.43	6.43
	Small/ Inner	5.50	8.00	7.83	6.50	7.00	6.42
	Small/ Outer	5.29	4.67	6.91	6.50	6.25	6.00
Column Means		5.74	5.80	6.94	6.03	6.47	Overall Mean 6.13

AVERAGE REPRESENTATIVE PANEL JUDGEMENTS OF
ACTIVITY IMPORTANCE

ACTIVITY: MAINTAIN STATIONARY/MOVING PATROL FOR SPEED, RED LIGHT, OR OTHER VIOLATIONS (WITHOUT RADAR UNIT)

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	6.36	6.47	7.68	7.50	7.00	6.78
	Large/ Outer	6.74	6.71	6.60	6.00	5.71	6.48
	Small/ Inner	6.27	9.00	8.33	6.38	6.50	6.88
	Small/ Outer	5.43	6.33	5.82	6.60	6.83	6.15
Column Means		6.30	6.67	7.15	6.68	6.56	Overall Mean 6.60

ACTIVITY: ENFORCE METER PARKING/ISSUE CITATIONS

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	3.60	5.43	4.40	4.50	3.57	4.06
	Large/ Outer	4.42	4.50	5.60	2.60	4.29	4.47
	Small/ Inner	3.25	4.00	4.50	3.13	3.67	3.55
	Small/ Outer	2.07	4.67	2.64	2.70	3.00	2.81
Column Means		3.50	5.00	4.27	3.26	3.55	Overall Mean 3.80

AVERAGE REPRESENTATIVE PANEL JUDGEMENTS OF
ACTIVITY IMPORTANCE

ACTIVITY: PROVIDE ESCORT FOR FUNERALS/OVERSIZE LOADS

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large Inner	2.98	5.87	2.96	1.38	3.00	3.24
	Large Outer	2.79	4.71	3.70	1.00	2.71	3.06
	Small Inner	2.00	6.50	4.33	2.00	2.50	2.79
	Small Outer	1.79	6.57	2.36	2.90	2.50	2.89
	Column Means	2.69	5.81	3.13	1.97	2.66	Overall Mean 3.07

ACTIVITY: PARTICIPATE IN TRAFFIC CHASE

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large Inner	6.13	7.80	7.36	7.13	6.00	6.67
	Large Outer	6.67	6.43	6.90	2.80	5.00	6.02
	Small Inner	6.27	6.00	8.17	5.29	5.67	6.28
	Small Outer	5.38	5.43	5.09	3.40	4.83	4.83
	Column Means	6.15	6.84	6.88	4.73	5.28	Overall Mean 6.10

AVERAGE REPRESENTATIVE PANEL JUDGEMENTS OF
ACTIVITY IMPORTANCE

ACTIVITY: SEARCH FILE OF TRAFFIC WARNINGS TO DETERMINE NEED FOR CITATION

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large Inner	4.48	6.87	3.20	5.75	4.43	4.60
	Large Outer	5.11	6.17	4.50	2.40	3.86	4.64
	Small Inner	4.42	8.00	4.67	4.50	3.67	4.45
	Small Outer	3.79	4.00	3.64	5.30	4.17	4.15
	Column Means	4.50	6.14	3.71	4.74	4.06	Overall Mean 4.49

ACTIVITY: PLACE INDIVIDUAL UNDER ARREST (SEARCH, GIVE RIGHTS, QUESTION, ETC.)

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large Inner	9.48	8.75	9.20	10.13	10.29	9.41
	Large Outer	9.68	8.86	9.00	9.60	9.14	9.33
	Small Inner	9.42	10.50	9.67	8.00	8.50	9.03
	Small Outer	9.79	8.57	8.30	9.22	10.25	9.35
	Column Means	9.55	8.84	9.04	9.20	9.69	Overall Mean 9.33

AVERAGE REPRESENTATIVE PANEL JUDGEMENTS OF
ACTIVITY IMPORTANCE

ACTIVITY: ADMINISTER TEST FOR INTOXICATION AT SCENE

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	8.25	7.50	7.88	6.50	7.00	7.87
	Large/ Outer	7.89	7.00	7.30	6.80	7.86	7.52
	Small/ Inner	8.17	8.00	7.17	5.50	5.33	6.85
	Small/ Outer	8.43	7.20	7.70	7.22	6.67	7.52
	Column Means	8.20	7.37	7.65	6.50	6.75	Overall Mean 7.59

ACTIVITY: TRANSPORT ARRESTED PERSON TO STATION

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	8.00	6.93	7.72	8.88	8.00	7.86
	Large/ Outer	7.68	8.57	8.20	6.00	6.43	7.56
	Small/ Inner	5.83	9.50	8.83	5.88	7.50	6.88
	Small/ Outer	6.21	7.00	6.73	7.20	7.25	6.83
	Column Means	7.46	7.50	7.73	7.10	7.28	Overall Mean 7.45

AVERAGE REPRESENTATIVE PANEL JUDGEMENTS OF
ACTIVITY IMPORTANCE

ACTIVITY: PROCESS ARRESTED PERSON (FINGERPRINT, BOOK, LOCK-UP, ETC.)

		PANEL GROUP					Row Means
		Adults	Youth	Police Officers	City Managers	Police Chiefs	
Department Classification	Large/ Inner	6.48	6.60	6.52	7.50	6.71	6.59
	Large/ Outer	6.26	6.57	7.60	5.80	5.86	6.48
	Small/ Inner	5.64	8.50	8.83	6.38	6.50	6.73
	Small/ Outer	5.14	7.57	6.27	6.10	4.92	5.81
	Column Means	6.17	6.94	6.94	6.48	5.81	Overall Mean 6.42

ABILITIES

1. Ability to write concise, understandable sentences.
2. Ability to write legibly.
3. Ability to express in writing that which has been observed or heard personally.
4. Ability to express in writing that which has been related by another person.
5. Ability to follow written instructions in completing a checklist-type report.
6. Ability to copy information from one source to another (copy drivers license number on citation, transcribe information from one report form to another, etc.).
7. Ability to depict an object or event in a drawing or in schematic form (draw depiction of accident scene, draw map for citizen, etc.).
8. Ability to read and understand written material of average difficulty (newspaper, magazine, introductory texts, etc.).
9. Ability to read complex written material (legal text, court transcript, technical publication, mechanical or mathematical explanation of a phenomenon, etc.).
10. Ability to understand spoken messages.
11. Ability to express thoughts orally in a clear, understandable manner.
12. Ability to explain complicated information in simple language.
13. Ability to extract important information during oral communications (listening ability).
14. Ability to project one's voice clearly.
15. Ability to add and subtract.
16. Ability to multiply and divide.
17. Ability to work with fractions, decimals, or percentages.
18. Ability to plan an appropriate course of action to reach an objective.

19. Ability to develop alternative solutions to problems and to evaluate their respective utilities.
20. Ability to make sound decisions "on the spot."
21. Ability to recognize specific signs or symptoms which indicate a larger or broader problem or situation.
22. Ability to focus on a task and ignore distractions.
23. Ability to extract specific details from a complex set of information.
24. Ability to combine details from several sources to reach a solution.
25. Ability to compare information from several sources for similarities and differences.
26. Ability to develop alternative explanations or causes for situations or events.
27. Ability to modify one's approach or personal style to reach an objective.
28. Ability to stay with a problem or line of thought until the matter is resolved.
29. Ability to recall factual information (for example, laws, suspects' descriptions, license numbers, etc.).
30. Ability to remember visual information (photograph, pictorial display, building layout, map, etc.).
31. Ability to remember specific details of a past event (accident, arrest, condition of building, etc.).
32. Ability to apply simple mechanical principles (leverage, force, acceleration, friction, etc.).
33. Ability to estimate the time required to complete an event.
34. Ability to learn new information quickly.
35. Ability to perform a complex learned series of movements rapidly in the proper sequence.
36. Ability to type.

KNOWLEDGES

1. Police report writing procedures.
2. Police department administrative rules and regulations.
3. Police agency jurisdictions and jurisdictional limits (for example, FBI, Sheriffs Department, Highway Patrol jurisdiction).
4. Constitution of the U.S. and the Bill of Rights.
5. State statutes (for example, Minnesota Criminal Code, Traffic Code, etc.).
6. Civil rights law.
7. City ordinances.
8. Patrol techniques (random patrol, formal patrol procedures, etc.).
9. Radio communication rules and procedures.
10. Interrogation and interview techniques.
11. Methods for administering chemical tests (for example, DWI).
12. Arrest procedures and laws of arrest.
13. Suspect booking and processing procedures.
14. Methods for serving summons and civil papers.
15. Laws of search and seizure.
16. Rules of evidence.
17. Legal terminology and definition.
18. Methods for handling evidence for laboratory analysis.
19. Basic first aid (treatment for shock, stopping minor bleeding, artificial respiration, etc.).
20. Advanced first aid (cardiopulmonary resuscitation, stop severe bleeding, etc.).

21. Traffic enforcement techniques.
22. Traffic direction techniques.
23. Accident investigation techniques.
25. Field notetaking and sketching techniques.
25. Techniques for handling juvenile offenders.
26. How to handle persons with psychological or emotional problems.
27. Crime prevention equipment and methods.
28. Crime investigation techniques.
29. Narcotics and dangerous drugs, their identification and effects.
30. Fingerprint detection and lifting.
31. Care of firearms.
32. Use of firearms.
33. Physical defense tactics.
34. Mechanical devices and how they work (resuscitator, traffic radar unit, firearm, basic automobile mechanics, etc.).
35. Simple hand tools and their uses (hammer, screwdriver, car jack, lug wrench, etc.).
36. Automobile operation (nonemergency, urban or suburban operation of a motor vehicle).
37. Emergency driving techniques (high speed, traffic chase techniques, hazardous weather driving, etc.).
38. Weather phenomena and their behavior (most likely path of a tornado, lightning hazard areas, type of snow fall and expected effect on driving conditions, etc.).
39. High school education.
40. Associate degree.
41. College education.

PHYSICAL CHARACTERISTICS

1. Between _____ and _____ in height.
2. Between _____ and _____ in weight.
3. Weight in proportion to height.
4. Ability to recognize differences in sound patterns (auto engine sounds, voice differences, different caliber firearm discharges, etc.).
5. Ability to recognize changes in sounds.
6. Ability to identify and distinguish colors.
7. Ability to judge distances between self and objects, or between objects (depth perception).
8. Ability to maintain a high level of physical exertion for an extended period.
9. Ability to run an extended distance without stopping.
10. Ability to coordinate movement of hands and arms.
11. Ability to coordinate the movement of limbs based on visual input.
12. Ability to maintain body balance in unusual contexts (climbing, crawling, crossing barriers, etc.).
13. Ability to exert forces equivalent to lifting over 100 pounds.
14. Ability to identify odors of various types (alcohol, gasoline, natural gas, odors of various materials when burning, etc.).

PERSONAL CHARACTERISTICS

1. Willingness to expose self to physical danger.
2. Willingness to use physical force against others.
3. Willingness to perform despite physical discomfort.
4. Willingness to work in cooperation with others.
5. Openness to different types of people.
6. Willingness to view people objectively without prejudice.
7. Introversion (shy, withdrawn).
8. Extroversion (outgoing, enthusiastic, willingness to deal with strangers).
9. Willingness to be assertive and aggressive.
10. Willingness to assume direction or charge of a large group of people.
11. Willingness to challenge people who are behaving suspiciously.
12. Personal cleanliness and neatness.
13. Willingness to accept responsibility for own actions.
14. Tendency to seek responsibility.
15. Willingness to make decisions having major consequences.
16. Willingness to make decisions without specific instructions.
17. Interest in police work.
18. Interest in learning new skills or acquiring new information.
19. Honesty/integrity.
20. Willingness to improve self.
21. Dependability - tendency to be on time or to be there when needed.
22. Ability to perform effectively under emotional stress.

23. Ability to perform effectively under time pressure.
24. Willingness to enforce any law.
25. Willingness to perform routine or monotonous work.
26. Tendency to be fast-moving and energetic as opposed to slow and easily fatigued.
27. Tendency for evenness of mood, optimism and cheerfulness, rather than showing fluctuations in mood and pessimism.
28. Tendency to be interested in overt activity, as opposed to reflection and thinking activities.
29. Tendency to be suspicious, rather than trustful.

METROPOLITAN AREA MANAGEMENT ASSOCIATION

SUBURBAN POLICE OFFICER JOB ANALYSIS

EXPERT PANEL CONFERENCE

JULY 14 - 15, 1977

ARTHUR YOUNG & COMPANY

CONFERENCE FORMAT

- I. INTRODUCTION
- II. PROJECT BACKGROUND
- III. RECAP OF THE JOB ANALYSIS
- IV. JOB ANALYSIS DATA COLLECTION INSTRUMENTS
- V. LOGIC OF THE DATA ANALYSIS
- VI. SUMMARY OF JOB ANALYSIS RESULTS
- VII. TASK OF THE EXPERT PANEL
- VIII. SUMMARY AND WRAP-UP

I. INTRODUCTION

A. WELCOME

B. PROJECT STAFF

DR. MARK L. LIFTER

MR. PHILLIP F. ALLIVATO

DR. DAVID P. JONES

C. THE EXPERT PANEL

ATTORNEY

CARDIOLOGIST

POLICE CHIEFS

POLICE STANDARDS SPECIALIST

POLICE TRAINING SPECIALIST

PHYSIOLOGIST

PSYCHOLOGISTS

PUBLIC ADMINISTRATION SPECIALIST

II. PROJECT BACKGROUND

A. PURPOSE OF THE STUDY

1. SELECTION AND VALIDATION RESEARCH
2. ROLE OF THE JOB ANALYSIS STUDY
3. OBJECTIVES OF THE JOB ANALYSIS
4. ROLE OF THE EXPERT PANEL CONFERENCE
5. OBJECTIVES OF THE EXPERT PANEL CONFERENCE

B. PROJECT HISTORY

1. DEVELOPMENT OF THE WORKPLAN
2. DEPARTMENT CLASSIFICATION PROJECT AND SAMPLING PLAN
3. DEVELOPMENT OF THE INSTRUMENTATION
4. PILOT TESTING THE INSTRUMENTS
5. JOB ANALYSIS DATA COLLECTION
6. DATA ANALYSIS AND INTERPRETATION
7. REVIEW OF MINNESOTA BASIC POLICE OFFICER TRAINING PROGRAM
8. SUMMARY OF RESULTS

PROJECT BACKGROUND (CONTINUED)

C. NEXT PHASES OF THE PROJECT

1. EXPERT PANEL CONFERENCE
2. DEVELOPMENT OF KNOWLEDGE, ABILITY, PERSONAL AND PHYSICAL CHARACTERISTIC REQUIREMENTS
3. DEVELOPMENT OF SUMMARY RECOMMENDATIONS

D. NEXT PROJECT

1. DEVELOPMENT AND VALIDATION OF SELECTION PROCEDURES

III. RECAP OF THE JOB ANALYSIS

- A. REASON FOR DIFFERENT METHODS IN THE STUDY
- B. THE JOB ANALYSTS
- C. JOB ANALYSIS METHODS
 - 1. PATROL OBSERVATIONS
 - 2. POST-SHIFT INTERVIEWS
 - 3. INCIDENT-ORIENTED INTERVIEWS
 - 4. ELECTROCARDIOGRAM RECORDS WHILE ON PATROL
- D. HOW EACH DATA SET WAS COLLECTED

IV. JOB ANALYSIS DATA COLLECTION INSTRUMENTS

A. PATROL OBSERVATIONS

1. ACTIVITY CLASSIFICATION: OBSERVER/INTERVIEWER LOGSHEET
2. OBSERVER/INTERVIEWER NOTE SHEET
3. A/BDF

B. POST-SHIFT INTERVIEWS

1. PRELIMINARY INTERVIEW OUTLINE
2. ACTIVITY CLASSIFICATION
3. OBSERVER/INTERVIEWER NOTE SHEET
4. A/BDF

C. INCIDENT-ORIENTED INTERVIEWS

1. SCREENER EXAMPLES
2. OBSERVER/INTERVIEWER NOTE SHEET
3. A/BDF

D. EXAMPLES OF JOB ANALYSIS DATA

V. LOGIC OF THE DATA ANALYSIS

- A. DETERMINE TYPES AND FREQUENCY OF POLICE ACTIVITIES
- B. DETERMINE BEHAVIORS INVOLVED IN CARRYING OUT THE ACTIVITIES
- C. REVIEW CONTENT OF POLICE OFFICER TRAINING PROGRAM
- D. SUMMARIZE SO THAT ACTIVITY/BEHAVIOR AND TRAINING PROGRAM INFORMATION WILL PERMIT THE EXPERT PANEL TO SPECIFY REQUIREMENTS FOR:
 - 1. ABILITIES
 - 2. KNOWLEDGES
 - 3. PERSONAL CHARACTERISTICS
 - 4. PHYSICAL CHARACTERISTICSOF ENTRY-LEVEL POLICE OFFICERS.

VI. SUMMARY OF JOB ANALYSIS RESULTS

- A. SUMMARY OF POLICE OFFICER ACTIVITIES
 - 1. OVERALL ANALYSIS OF POLICE ACTIVITIES
 - 2. ANALYSIS BY DEPARTMENT CLASSIFICATION
 - 3. ANALYSIS OF FEMALE OFFICER ACTIVITIES
 - 4. ANALYSIS OF CRITICAL, EMERGENCY, OR THREATENING ACTIVITIES

- B. SUMMARY OF POLICE OFFICER BEHAVIORS
 - 1. OVERALL ANALYSIS OF POLICE BEHAVIORS
 - 2. ANALYSIS OF BEHAVIORS BY MAJOR ACTIVITY AREAS
 - 3. ANALYSIS OF BEHAVIORS USED IN CRITICAL, EMERGENCY, OR THREATENING SITUATIONS

- C. ENVIRONMENTAL CONTEXT OF POLICE ACTIVITIES

- D. TRAINING PROGRAM CONTENT

VII. TASK OF THE EXPERT PANEL

- A. REVIEW THE JOB ANALYSIS RESULTS
- B. REVIEW TRAINING PROGRAM CONTENT
- C. REVIEW LIST OF POTENTIAL ATTRIBUTE (ABILITY, KNOWLEDGE, PERSONAL AND PHYSICAL CHARACTERISTIC) REQUIREMENTS
- D. PROVIDE EXPERT OPINION REGARDING:
 - 1. WHETHER EACH ATTRIBUTE IS REQUIRED TO PERFORM POLICE WORK
 - 2. THE AMOUNT OF THE ATTRIBUTE REQUIRED
 - 3. IF THE ATTRIBUTE SHOULD BE "SELECTED FOR" THROUGH ENTRY-LEVEL SCREENING, OR "TRAINED FOR" ONCE ON THE JOB
- E. METHOD
 - 1. INFORMATION-GATHERING FORM
 - 2. SCALE FOR MAKING EXPERT JUDGMENTS
 - 3. AN EXAMPLE

Expert Panel Procedure

TASK 1: Determination of ability, knowledge, personal or physical characteristic requirements for performance of police-related behavior.

Instructions:

Consider each police job behavior. A person's ability to perform these behaviors may require certain human attributes; that is, certain abilities, specific job knowledges, or certain personal and physical characteristics. Consider each job behavior in turn. Read the list of attributes (abilities, knowledges, personal or physical characteristics) and decide the degree to which each attribute would contribute to successful accomplishment of the behavior. Use the following scale:

- 3 - **Essential**-This attribute is a key factor in determining whether the behavior will be successfully performed.
- 2 - **Useful**-This attribute is not essential, but would contribute to some degree in successfully performing the behavior.
- 1 - **Not Relevant**-This attribute would not contribute to successful performance of the behavior.

TASK 2: Determination of the level of each ability, knowledge, personal or physical characteristic requirement needed for performance of police-related behaviors at adequate and superior levels.

Instructions:

Rate the amount of the ability, knowledge, personal or physical characteristic (attribute) that is required to perform the behavior at: 1. An adequate level, and 2. A superior level. Use the following scale:

- 4 - A high amount of the attribute is required (for example, only about 5 percent of the general population would be expected to possess the attribute at this level or higher).
- 3 - A considerable amount of the attribute is required (for example, about 15 percent (one of six) of the general population would be expected to possess the attribute at this level or higher).
- 2 - A moderate amount of the attribute is required (for example, about 30 percent of the general population would be expected to possess the attribute at this level or higher).
- 1 - A small amount of the attribute is required (for example, nearly all in the general population would possess a sufficient amount of the attribute).

TASK 3: Determination of the need to "Select for" versus "Train for" each ability, knowledge, personal or physical characteristic requirements.

Instructions:

Rate the degree to which each attribute (ability, knowledge, personal or physical characteristic) must be possessed at entry to the job, versus learned or developed through formal (8 weeks) or brief on-the-job (one month) training. Use the following scale:

- 5 - Patrol officer must have all of the attribute at entry. The attribute cannot be trained in a practical and effective manner.
- 4 - Patrol officer must have nearly all of attribute at entry. Only a small amount (up to 20 percent) can be trained in a practical and effective manner.
- 3 - Patrol officer must have most of attribute at entry; however, up to 50 percent can be trained.
- 2 - Patrol officer must have some of attribute at entry, but most of the attribute (up to 80 percent) can be trained.
- 1 - Patrol officer need not possess any of the attribute at entry. All can be trained.

CONTINUED

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MATRIX OF ATTRIBUTE REQUIREMENTS FOR PERFORMING POLICE WORK

ATTRIBUTE	ATTRIBUTE REQUIREMENT			LEVEL 1 REQUIREMENT				LEVEL 2 REQUIREMENT				SELECT vs. TRAIN					BASES FOR REQUIREMENT	
	1	2	3	1	2	3	4	1	2	3	4	1	2	3	4	5	Activities	Behaviors
IV. Personal Characteristics																		
1. Willingness to expose self to physical danger.																		
2. Willingness to use physical force against others.																		
3. Willingness to perform despite physical discomfort.																		
4. Willingness to work in cooperation with others.																		
5. Openness to different types of people.																		
6. Willingness to view people objectively without prejudice.																		
7. Introversion (shy, withdrawn).																		
8. Extroversion (outgoing, enthusiastic, willingness to deal with strangers).																		
9. Willingness to be assertive and aggressive.																		
10. Willingness to assume direction or charge of a large group of people.																		
11. Willingness to challenge people who are behaving suspiciously.																		
12. Personal cleanliness and neatness.																		
13. Willingness to accept responsibility for own actions.																		
14. Tendency to seek responsibility.																		
15. Willingness to make decisions having major consequences.																		
16. Willingness to make decisions without specific instructions.																		
17. Interest in police work.																		
18. Interest in learning new skills or acquiring new information.																		
19. Honesty/integrity.																		
20. Willingness to improve self.																		
21. Dependability - tendency to be on time or to be there when needed.																		
22. Ability to perform effectively under emotional stress.																		
23. Ability to perform effectively under time pressure.																		
24. Willingness to enforce any law.																		
25. Willingness to perform routine or monotonous work.																		
26. Tendency to be fast-moving and energetic as opposed to slow and easily fatigued.																		
27. Tendency for evenness of mood, optimism and cheerfulness, rather than showing fluctuations in mood and pessimism.																		
28. Tendency to be interested in overt activity, as opposed to reflection and thinking activities.																		
29. Tendency to be suspicious, rather than trustful.																		
30. _____																		
31. _____																		
32. _____																		
33. _____																		

I. Abilities

1. Ability to write concise, understandable sentences.
2. Ability to write legibly.

Activity:

6. Complete routine, non-patrol paperwork (leave requests, overtime request, benefits forms, etc.)
8. Participate in citizen information or education activities
46. Update file of trouble areas/persons. Note and record changes in the people, buildings, and other features of patrol route
57. Take statements/confessions
65. Write traffic citation or warning for moving, mechanical or safety violation

Behavior:

16. Review notes taken at an earlier time.
69. Transcribe information from one source to another document.
70. Give a formal speech or presentation.

3. Ability to express in writing that which has been observed or heard personally.

Activity:

6. Complete routine, non-patrol paperwork (leave requests, overtime request, benefits forms, etc.)
44. Observe and report potential trouble spots and congregations of people
45. Investigate and report attractive nuisances

Behavior:

17. Recall factual information obtained at an earlier time.

4. Ability to express in writing that which has been related by another person.

Activity:

6. Complete routine, non-patrol paperwork (leave requests, overtime request, benefits forms, etc.)
57. Take statements/confessions

Behavior:

8. Listen to a verbal statement or report (other than radio dispatch).
17. Recall factual information obtained at an earlier time.

5. Ability to follow written instructions in completing a checklist-type report.

Activity:

6. Complete routine, non-patrol paperwork (leave requests, overtime request, benefits forms, etc.)
50. Process arrested person (fingerprint, book, lock-up, etc.)
65. Write traffic citation or warning for moving, mechanical or safety violation

Behavior:

77. Provide information by filling in a check list.

6. Ability to copy information from one source to another (copy drivers license number on citation, transcribe information from one report form to another, etc.).

Activity:

6. Complete routine, non-patrol paperwork (leave requests, overtime request, benefits forms, etc.)
16. Call in license number or stop vehicle to make routine motor vehicle check
65. Write traffic citation or warning for moving, mechanical or safety violation

Behavior:

69. Transcribe information from one source to another document.

7. Ability to depict an object or event in a drawing or in schematic form (draw depiction of accident scene, draw map for citizen, etc.).

Activity:

- 29. Handle report of traffic accident
- 65. Write traffic citation or warning for moving, mechanical or safety violation

Behavior:

- 79. Use paper and pencil to draw a picture or schematic.

8. Ability to read and understand written material of average difficulty (newspaper, magazine, introductory texts, etc.).

Activity:

- 56. Search records bureau for photos and criminal histories

Behavior:

- 1. Read verbal materials.
- 2. Read quantitative materials.

10. Ability to understand spoken messages.

Activity:

- 15. Talk with business persons or residents about potential problems on patrol route
- 19. Appear in court to prosecute cases handled or citations written
- 24. Handle report of prowler/trespassing/peeping tom
- 28. Handle missing/found person call
- 31. Provide back-up to responding officer
- 54. Interrogate suspects
- 57. Take statements/confessions

Behavior:

- 76. Use a police radio.

11. Ability to express thoughts orally in a clear, understandable manner.

Activity:

- 7. Participation in regular departmental training
- 8. Participate in citizen information or education activities
- 15. Talk with business persons or residents about potential problems on patrol route
- 19. Appear in court to prosecute cases handled or citations written
- 53. Survey crime/accident scene for witnesses and interview witnesses

Behavior:

- 28. Consult with a superior before proceeding.
- 68. Give a simple oral report.
- 70. Give a formal speech or presentation.
- 73. Give a complex oral report.

12. Ability to explain complicated information in simple language.

Activity:

- 2. Check in/Check out
- 8. Participate in citizen information or education activities
- 15. Talk with business persons or residents about potential problems on patrol route
- 19. Appear in court to prosecute cases handled or citations written

Behavior:

- 70. Give a formal speech or presentation.
- 73. Give a complex oral report.
- 76. Use a police radio.

13. Ability to extract important information during oral communications (listening ability).

Activity:

- 1. Roll call
- 7. Participation in regular departmental training
- 15. Talk with business persons or residents about potential problems on patrol route
- 23. Handle report of arguments/disputes among family/neighbors
- 29. Handle report of traffic accident
- 57. Take statements/confessions

Behavior:

- 76. Use a police radio.

14. Ability to project one's voice clearly.

Activity:

- 8. Participate in citizen information or education activities
- 23. Handle report of arguments/disputes among family/neighbors
- 25. Handle report of fighting, disorderly conduct, or mischevous conduct

Behavior:

- 68. Give a simple oral report.
- 76. Use a police radio.
- 78. Use a telephone to provide information.

15. Ability to add and subtract.

Behavior:

- 36. Perform mathematical calculations involving counting, adding, or subtracting whole numbers.

16. Ability to multiply and divide.

Behavior:

- 37. Perform mathematical calculations involving multiplication or division of whole numbers.

17. Ability to work with fractions, decimals, or percentages.

Behavior:

38. Perform mathematical calculations involving decimals, fractions, or percentages.

18. Ability to plan an appropriate course of action to reach an objective.

Activity:

9. Plan patrol route for upcoming shift
 36. Establish roadblock
 41. Handle crowd control at parades, fairs, etc.
 59. Perform stake-out surveillance of persons or places

Behavior:

31. Carefully plan a course of action in advance (e.g., start of shift or earlier).

20. Ability to make sound decisions "on the spot."

Activity:

38. Provide emergency medical service (first aid) at scene of accident/ crime
 40. Control or extinguish fire
 42. Handle crowd at demonstration, protest, picket line, emergency scene, etc.
 43. Stop and interrogate suspicious persons, vagrants, possible runaways

Behavior:

32. Plan a course of action "on the spot" (e.g., 5 minutes or less before the action).
 41. Drive an automobile under high speed or other emergency conditions.

21. Ability to recognize specific signs or symptoms which indicate a larger or broader problem or situation.

Activity:

51. Search crime/accident scene for physical evidence

Behavior:

30. Determine the appropriate action in an ambiguous situation.
33. Combine information from more than one source to reach a conclusion.
34. Analyze or break down information to improve understanding.

25. Ability to compare information from several sources for similarities and differences.

Activity:

16. Call in license number or stop vehicle to make routine motor vehicle check
17. Transport or deliver money and other materials
51. Search crime/accident scene for physical evidence

Behavior:

9. Observe an ongoing event or set of behaviors.
33. Combine information from more than one source to reach a conclusion.
39. Compare information obtained orally with physical evidence to determine accuracy of report.

26. Ability to develop alternative explanations or causes for situations or events.

Activity:

51. Search crime/accident scene for physical evidence

Behavior:

33. Combine information from more than one source to reach a conclusion.

29. Ability to recall factual information (for example, laws, suspects' descriptions, license numbers, etc.).

Activity:

19. Appear in court to prosecute cases handled or citations written

Behavior:

15. Identify a person based on a verbal description.
17. Recall factual information obtained at an earlier time.

30. Ability to remember visual information (photograph, pictorial display, building layout, map, etc.).

Activity:

19. Appear in court to prosecute cases handled or citations written

Behavior:

14. Recognize a person seen in the past or in a photo.

31. Ability to remember specific details of a past event (accident, arrest, condition of building, etc.).

Activity:

15. Talk with business persons or residents about potential problems on patrol route
19. Appear in court to prosecute cases handled or citations written

Behavior:

17. Recall factual information obtained at an earlier time.
18. Remember specific details of a past event.

34. Ability to learn new information quickly.

Activity:

1. Roll call
7. Participation in regular departmental training
15. Talk with business persons or residents about potential problems on patrol route
32. Respond to report of serious crime (e.g. shooting, breaking and entering, robbery, assault, rape, homicide, etc.)
34. Respond to emergency, non-routine service call (red light, siren, etc.)

35. Ability to perform a complex learned series of movements rapidly in the proper sequence.

Activity:

34. Respond to emergency, non-routine service call (red light, siren, etc.)
38. Provide emergency medical service (first aid) at scene of accident/crime

Behavior:

41. Drive an automobile under high speed or other emergency conditions.
42. Maneuver a vehicle in a tight spot.
43. Withdraw and point a firearm.
47. Use hand-to-hand fighting.

II. Knowledges

33. Physical defense tactics.

Activity:

- 25. Handle report of fighting, disorderly conduct, or mischevous conduct
- 42. Handle crowd at demonstration, protest, picket line, emergency scene, etc.
- 47. Place individual under arrest (search, give rights, question, etc.)
- 52. Guard crime/accident scene and evidence until other law officers arrive

Behavior:

- 47. Use hand-to-hand fighting.

39. High school education.

Activity or Behavior: Insufficient Data

III. Physical Characteristics

3. Weight in proportion to height.

Activity or Behavior: Insufficient Data

4. Ability to recognize differences in sound patterns (auto engine sounds, voice differences, different caliber firearm discharges, etc.).

Activity:

- 5. Repair and maintain equipment/vehicle
- 27. Handle report of noise complaints
- 30. Respond to burglar alarm
- 44. Observe and report potential trouble spots and congregations of people

Behavior:

- 8. Listen to a verbal statement or report (other than radio dispatch).
- 9. Observe an ongoing event or set of behaviors.
- 11. Listen for sounds from an object(s) or person(s).
- 19. Recognize differences in sounds or patterns of sounds.

6. Ability to identify and distinguish colors.

Activity:

- 11. Patrol business district by auto
- 22. Process lost/stolen/found property
- 51. Search crime/accident scene for physical evidence
- 62. Inspect construction sites, places of entertainment, restaurants for code, health, safety violations

Behavior:

- 3. Get information from pictorial or graphic materials.
- 5. Observe a visual display or other device (CRT, gauges, dashboard, etc.).
- 9. Observe an ongoing event or set of behaviors.
- 27. Examine objects visually to determine and evaluate similarities or differences.

7. Ability to judge distances between self and objects, or between objects (depth perception).

Activity:

- 35. Direct traffic at scene of accident
- 39. Rescue drowning victim
- 67. Maintain stationary/moving patrol for speed, red light, or other violations (without radar unit)
- 70. Participate in traffic chase

Behavior:

- 13. Estimate or measure the distance between objects, or between self and object.
- 22. Estimate the size of an object(s) or person.
- 26. Determine the physical position of objects.
- 41. Drive an automobile under high speed or other emergency conditions.
- 42. Maneuver a vehicle in a tight spot.

8. Ability to maintain a high level of physical exertion for an extended period.

Activity:

- 25. Handle report of fighting, disorderly conduct, or mischevous conduct
- 39. Rescue drowning victim
- 47. Place individual under arrest (search, give rights, question, etc.)
- 56. Participate in "raid" to serve warrant

Behavior:

- 46. Restrain the movements or activity of another person.
- 50. Climb an object vertically.
- 54. Run at full speed more than 50 feet.
- 57. Lift an object/person weighing more than 100 pounds.

10. Ability to coordinate movement of hands and arms.

Activity:

- 5. Repair and maintain equipment/vehicle
- 35. Direct traffic at scene of accident
- 42. Handle crowd at demonstration, protest, picket line, emergency scene, etc.

Behavior:

- 47. Use hand-to-hand fighting.
- 62. Swim less than 50 feet.
- 74. Give signs or signals from a distance using hands and arms.

11. Ability to coordinate the movement of limbs based on visual input.

Activity:

- 35. Direct traffic at scene of accident
- 40. Control or extinguish fire
- 70. Participate in traffic chase

Behavior:

- 41. Drive an automobile under high speed or other emergency conditions.
- 42. Maneuver a vehicle in a tight spot.
- 43. Withdraw and point a firearm.

12. Ability to maintain body balance in unusual contexts (climbing, crawling, crossing barriers, etc.).

Activity:

- 24. Handle report of prowler/trespassing/peeping tom
- 30. Respond to burglar alarm
- 40. Control or extinguish fire
- 42. Handle crowd at demonstration, protest, picket line, emergency scene, etc.

Behavior:

- 50. Climb an object vertically.
- 61. Maintain body balance to prevent falling (other than walking or standing).
- 64. Jump a span of 4 or more feet.

13. Ability to exert forces equivalent to lifting over 100 pounds.

Activity:

- 25. Handle report of fighting, disorderly conduct, or mischevous conduct
- 26. Handle report of intoxicated (liquor, drugs) person
- 38. Provide emergency medical service (first aid) at scene of accident/ crime
- 39. Rescue drowning victim
- 42. Handle crowd at demonstration, protest, picket line, emergency scene, etc.

Behavior:

- 46. Restrain the movements or activity of another person.
- 50. Climb an object vertically.
- 57. Lift an object/person weighing more than 100 pounds.
- 60. Move or pull an object/person weighing more than 100 pounds

IV. Personal Characteristics

1. Willingness to expose self to physical danger.

Activity:

- 25. Handle report of fighting, disorderly conduct, or mischevous conduct
- 32. Respond to report of serious crime (e.g. shooting, breaking and entering, robbery, assault, rape, homicide, etc.)
- 42. Handle crowd at demonstration, protest, picket line, emergency scene, etc.
- 70. Participate in traffic chase

Behavior:

- 41. Drive an automobile under high speed or other emergency conditions.
- 45. Use a baton or night stick to subdue a suspect.
- 46. Restrain the movements or activity of another person.
- 47. Use hand-to-hand fighting.

2. Willingness to use physical force against others.

Activity:

- 25. Handle report of fighting, disorderly conduct, or mischevous conduct
- 42. Handle crowd at demonstration, protest, picket line, emergency scene, etc.
- 47. Place individual under arrest (search, give rights, question, etc.)

Behavior:

- 43. Withdraw and point a firearm.
- 44. Discharge a firearm.
- 45. Use a baton or night stick to subdue a suspect.
- 46. Restrain the movements or activity of another person.
- 47. Use hand-to-hand fighting.

3. Willingness to perform despite physical discomfort.

Activity:

- 14. Maintain stationary patrol (nontraffic)
- 40. Control or extinguish fire

Behavior:

- 46. Restrain the movements or activity of another person.
- 66. Stand for a long period of time (2 hrs. or more).
- 67. Walk for a long period of time (2 hrs. or more).

4. Willingness to work in cooperation with others.

Activity:

- 7. Participation in regular departmental training
- 15. Talk with business persons or residents about potential problems on patrol route
- 21. Provide assistance to stranded motorists

Behavior:

- 8. Listen to a verbal statement or report (other than radio dispatch).
- 28. Consult with a superior before proceeding.
- 72. Explain a point to a group of 2 or more people.

5. Openness to different types of people.

Activity:

- 8. Participate in citizen information or education activities
- 23. Handle report of arguments/disputes among family/neighbors

Behavior:

- 71. Explain a law or regulation to another person.

6. Willingness to view people objectively without prejudice

Activity:

- 24. Handle report of prowler/trespassing/peeping tom
- 25. Handle report of fighting, disorderly conduct, or mischevous conduct
- 26. Handle report of intoxicated (liquor, drugs) person
- 34. Interrogate suspects

Behavior:

- 71. Explain a law or regulation to another person.

9. Willingness to be assertive and aggressive.

Activity:

- 20. Serve warrants, summonses, subpoenas
- 43. Stop and interrogate suspicious persons, vagrants, possible runaways

Behavior:

- 45. Use a baton or night stick to subdue a suspect.
- 47. Use hand-to-hand fighting.

11. Willingness to challenge people who are behaving suspiciously.

Activity:

- 24. Handle report of prowler/trespassing/peeping tom
- 32. Respond to report of serious crime (e.g. shooting, breaking and entering, robbery, assault, rape, homicide, etc.)
- 43. Stop and interrogate suspicious persons, vagrants, possible runaways
- 44. Observe and report potential trouble spots and congregations of people

Behavior:

- 7. Observe an object(s) or person(s) beyond arm's reach.
- 32. Plan a course of action "on the spot" (e.g., 5 minutes or less before the action).

13. Willingness to accept responsibility for own actions.

Activity:

- 43. Stop and interrogate suspicious persons, vagrants, possible runaways
- 47. Place individual under arrest (search, give rights, question, etc.)
- 54. Interrogate suspects
- 65. Write traffic citation or warning for moving, mechanical or safety violation

Behavior:

- 30. Determine the appropriate action in an ambiguous situation.
- 31. Carefully plan a course of action in advance (e.g., start of shift or earlier).
- 35. Determine whether physical force was required against another person.

14. Tendency to seek responsibility.

Activity:

- 8. Participate in citizen information or education activities
- 43. Stop and interrogate suspicious persons, vagrants, possible runaways
- 44. Observe and report potential trouble spots and congregations of people

Behavior:

- 29. Determine the appropriate action in a clear situation.
- 30. Determine the appropriate action in an ambiguous situation.
- 31. Carefully plan a course of action in advance (e.g., start of shift or earlier).

16. Willingness to make decisions without specific instructions.

Activity:

- 23. Handle report of arguments/disputes among family/neighbors
- 39. Rescue drowning victim
- 40. Control or extinguish fire

Behavior:

- 30. Determine the appropriate action in an ambiguous situation.
- 34. Analyze or break down information to improve understanding.

17. Interest in police work.

Activity:

10. Patrol residential area by auto
21. Provide assistance to stranded motorists

Behavior:

9. Observe an ongoing event or set of behaviors.
71. Explain a law or regulation to another person.
76. Use a police radio.

18. Interest in learning new skills or acquiring new information.

Activity:

7. Participation in regular departmental training
46. Update file of trouble areas/persons.
Note and record changes in the people, buildings, and other features of patrol route

Behavior:

1. Read verbal materials.

19. Honesty/integrity.

Activity:

17. Transport or deliver money and other materials
18. Guard prisoners in hospital, court, etc.
47. Place individual under arrest (search, give rights, question, etc.)

Behavior:

29. Determine the appropriate action in a clear situation.
30. Determine the appropriate action in an ambiguous situation.

20. Willingness to improve self.

Activity:

7. Participation in regular departmental training

21. Dependability - tendency to be on time or to be there when needed.

Activity:

31. Provide back-up to responding officer
 34. Respond to emergency, non-routine service call (red light, siren, etc.)
 38. Provide emergency medical service (first aid) at scene of accident/crime

22. Ability to perform effectively under emotional stress.

Activity:

23. Handle report of arguments/disputes among family/neighbors
 25. Handle report of fighting, disorderly conduct, or mischevous conduct
 32. Respond to report of serious crime (e.g. shooting, breaking and entering, robbery, assault, rape, homicide, etc.)

Behavior:

30. Determine the appropriate action in an ambiguous situation.
 41. Drive an automobile under high speed or other emergency conditions.

27. Tendency for evenness of mood, optimism and cheerfulness, rather than showing fluctuations in mood and pessimism.

Activity:

15. Talk with business persons or residents about potential problems on patrol route
 42. Handle crowd at demonstration, protest, picket line, emergency scene, etc.

END