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The present report describes a job analysis study conducted by the Office of Personnel Management to help in the development of an entry-level examination for Washington D.C. police officers. The study utilized a task analysis approach and a task-by-ability matching procedure to identify the knowledges, skills, abilities, and other characteristics (KSAO's) necessary for successful performance of the patrol officer job. Three hundred and fifty patrol officers responded to an inventory containing 317 task statements. Those tasks statements in the highest third on rated importance were linked to a set of KSAO's using a task-by-ability rating format. The results indicated that cognitive and social-personal attributes were the most important for differentiating superior from barely acceptable performance of the most important police officer tasks. Physical and perceptual attributes tended to be rated as below average in importance. A high level of agreement was obtained between men and women and black and white patrol officers in terms of rated importance of the KSAO's. The results of the job analysis served as the basis for the development of an experimental written test.

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ABSTRACT

The present report describes a job analysis study conducted by the Office of Personnel Management to help in the development of an entry-level examination for Washington D.C. police officers. The study utilized a task analysis approach and a task-by-ability matching procedure to identify the knowledges, skills, abilities, and other characteristics (KSAO's) necessary for successful performance of the patrol officer job. Three hundred and fifty patrol officers responded to an inventory containing 317 task statements. Those tasks statements in the highest third on rated importance were linked to a set of KSAO's using a task-by-ability rating format. The results indicated that cognitive and social-personal attributes were the most important for differentiating superior from barely acceptable performance of the most important police officer tasks. Physical and perceptual attributes tended to be rated as below average in importance. A high level of agreement was obtained between men and women and black and white patrol officers in terms of rated importance of the KSAO's. The results of the job analysis served as the basis for the development of an experimental written test.

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A JOB ANALYSIS OF THE ENTRY-LEVEL PATROL OFFICER JOB WITH THE DISTRICT OF COLUMBIA POLICE DEPARTMENT

The Office of Personnel Management, formerly the United States Civil Service Commission, has had the responsibility for the development of the written test for selecting entry-level District of Columbia Police Officers over the past several decades. Since 1948 the written test used has been Test 21, an 80-item verbal abilities test. In 1970 the use of this test was challenged in Washington v. Davis. Although the Supreme Court ruled in favor of the District of Columbia and a recent study showed Test 21 to be a valid predictor of training success and job success (Wetrogan & Cundiff, 1976), the decision was made to conduct an extensive job analysis and if necessary develop a new examination procedure. This decision was based on a number of factors: (a) the job may have changed since the original research was conducted some years ago, (b) new methods and techniques had been introduced in job analysis since the original research, and (c) new advances in personnel assessment techniques had been developed which might be employed to measure those job related knowledges, skills, abilities and other characteristics (KSAO's) not included in the current examination.

Many job analysis methodologies are described in the research literature. Methods typically used include direct observation, interviews of job incumbents and supervisors, participant logs, and questionnaires. All the methods have the same goal: The collection of an accurate description of what the job entails.

A number of factors were considered in the selection of a job analysis methodology. Among these factors were: (a) the technique would have to allow for the collection of information from a fairly large representative sample of subjects, (b) the method of data collection would have to have face validity in order to obtain and maintain the cooperation of participants, and (c) the method would have to lead to the identification of the important worker KSAO's and lead to the documentation of their linkage to the important or critical job tasks or behaviors.

After a review of the job analysis literature, the decision was made to incorporate a task analysis procedure and a task-by-ability rating technique to accomplish the job analysis.

The job analysis phase of the project was carried out in four stages. Stage I involved the identification of the tasks performed by police officers and the development of a task inventory. Stage II consisted of the administration of the task inventory. Stage III involved an analysis of task inventory data and the identification of the most important tasks. Stage IV included identifying the KSAO's necessary for successful performance of the important police tasks.

Stage I: Task Identification and Inventory Development

In order to generate a comprehensive list of task statements related to police work, three sources of information were utilized. These included: (a) a content analysis of training and operational manuals, (b) brainstorming sessions with knowledgeable police officers and (c) observations by the present investigators of police officers at work.

Review of Manuals

A content analysis of the police training manuals and operational handbooks and manuals was performed by the present investigators. Any references

to job behaviors or tasks were extracted and written as task statements.

Panel of Knowledgeable Officers

A panel of seven officers, one from each of the seven D. C. Police districts, was convened in order to generate task statements related to the police officer job. The panel included: one white female, one black female, two white males, two black males and one Spanish-surnamed male. All participants were entry-level officers who had been nominated by their sergeant as being highly knowledgeable about the patrol officer job. The average age of officers comprising the panel was 28.4 years; they had thirteen years of education, that is one year of college, and had been on duty as patrol officers for an average of 5.8 years.

The panel met for five consecutive eight-hour days at the D. C. Police Training Academy. The sessions were led by the present investigators.

The panel was instructed to begin by listing major work areas. This preliminary breakdown of the job included such things as patrolling, investigating, enforcing laws, and performing administrative functions. After the major work areas had been defined, the remainder of the time was spent brainstorming to develop a comprehensive list of task statements related to each of the work areas. The brainstorming session led to the identification of approximately four hundred task statements.

Ride-along Sessions

In order to obtain any additional task statements and in order that the researchers might obtain first-hand knowledge of police work, the two researchers went out with a cruiser to observe the actual work. Each researcher rode along on three shifts. Each ride-along was in a different district and during a different shift, 11 p.m. to 7 a.m., 7 a.m. to 3 p.m. and 3 p.m. to 11 p.m. Shifts and districts were varied for each researcher in order to yield a representative sample of the total work performed. During the ride along, the researchers recorded the tasks they observed as well as any tasks generated during their discussions with the officers.

Review of Task Statements

The task statements identified from the three sources were each typed on a 3 x 5 index card. Next, a panel of four police personnel assigned to the training academy was assembled. The panel included one lieutenant, two sergeants, and one officer. Of these, three were males and one was a female. Three were black and one was white. This second panel performed three functions. First, they reviewed each task statement for accuracy and clarity of language. Second, they eliminated task statements that were duplications of previously included statements but were worded slightly differently. Third, they defined the major duty areas represented in the pool of task statements and sorted the task statements into these duty areas. The final pool consisted of 317 task statements grouped under fourteen major duties.

Development of the Preliminary Patrolman Task Inventory and the Pilot Testing

Appendix A presents a copy of the Patrolman Task Inventory. The inventory began with a cover letter describing the purpose of the study as well as the purpose of the task inventory. Next, there were thirteen questions related to demographic and background and experience factors of each person who completed the inventory. This information was collected for two major reasons. First, the information was used to determine if the sample included in the study was representative of the entire D.C. police force. Second, the data were used to determine if differences on certain demographic variables accounted for any differences in the tasks performed. For example, do females perform different tasks than males or do whites perform different tasks than blacks? Also, do

females' perceptions of the tasks important for job success differ from those of males, and do white officers perceive different tasks as being important for job success than do black officers? It was felt that answers to questions such as these might have implications for the development of a new examination as well as for the development of new performance criteria.

The remainder of the inventory contained the instructions for completing the inventory and the task statements. The instructions began by asking each officer to read through the task statements and check those which they had personally performed during the past 12 months. One reason for including this step was to minimize the amount of rating error due to a lack of firsthand familiarity with the tasks. The next two sets of instructions, pages 5 through 8, instructed the officers on how to rate the task statements. Step 2, pages 5 and 6, explained the ratings on relative-time-spent. Officers were to rate each task statement they checked off as performing in the last 12 months in terms of the amount of time they spent performing each task relative to the other tasks they performed. Ratings were on a seven-point Likert-type scale from 1, very much below average in terms of relative-time-spent, to 7, very much above average in terms of relative-time-spent. The instructions on page 6 asked each officer to review the list of task statements and select one that represented a scale value of 1 and another one that represented a scale value of 7 on the relative-time-spent dimension. This was done in order to aid the officers in anchoring the scale and to insure a high level of intrarater consistency.

Step 3, pages 7 and 8, included instructions for the rating of relative importance of the tasks. The instructions were the same as those for relative time spent, except that in this case each officer was to indicate the relative-importance of each task for differentiating superior from barely acceptable officers. Ratings were obtained on a seven-point Likert-type scale from 1, the task was very much below average in importance relative to other tasks, to 7, the task was very much above average in importance relative to the other tasks. In order to attempt to maximize the independence of the task ratings on the two scales, time spent and importance, each officer was asked to rate all tasks on one dimension before rating the tasks on the other dimension.

In order to investigate and minimize any order effects, two forms of the task inventory were developed. On one form, the relative-time-spent scale was rated before the relative-importance scale. On the other form, the relative-importance scale was rated before the relative-time-spent scale. Half the officers responded to the inventory with importance first; the other half responded to the inventory with relative-time-spent first.

Pages 9 through 37 contained the list of the task statements grouped into major duty areas. The inventory consisted of 317 task statements grouped into 14 duty areas. The duty areas were:

Duty A) Preparing For Tour of Duty
Duty B) Patrolling to Determine Violations
Duty C) Patrolling for Incidentals
Duty D) Patrolling For Community Relations
Duty E) Patrolling For Crime Prevention
Duty F) Controlling Traffic and Enforcing Laws
Duty G) Caring for the Sick or Injured
Duty H) Conducting Preliminary Investigations
Duty I) Handling Property
Duty J) Conducting Follow-Up Investigations
Duty K) Patrolling to Apprehend Offenders
Duty L) Conducting An Arrest
Duty M) Preparing Cases for Court and Testifying
Duty N) Administrative Activities (Supportive)

The three columns to the right of the task statements were used by

the officers for recording their responses.

Page 38, entitled "Additional Task Statements", was included so that officers could add tasks not found in the inventory and rate them along the importance and time-spent scales. On page 39, officers were requested to indicate the percentage of their total work time spent performing each duty. This information was collected for two reasons: (a) to determine the rank order of duties in terms of total time-spent and (b) to compare the relative-time-spent on tasks within each duty to the overall rating of time-spent on each duty. The questions on page 40 allowed the officers the opportunity to provide the researchers with comments and suggestions concerning the format of the task inventory.

Once the patrolman task inventory had been developed, it was sent out for review and comment to officials of the training academy as well as to top level Police Department administrators. Also, members of the D. C. Police Personnel Department contacted union officials to inform them of the purpose of the research and to solicit their cooperation. Feedback from these sources indicated that the task inventory was comprehensive and accurately described the job of a patrol officer.

Following the review, the patrolman task inventory was administered in a pilot study. The sample consisted of 14 officers, two from each of the seven districts. As well as representing each of the seven districts, the sample was representative in terms of sex and race. Information collected during the pilot study suggested that the instructions in the inventory were clearly understood by the officers and that the task statements presented a comprehensive breakdown of the patrol officer job. However, the study indicated a need to modify and expand the oral presentation related to the purpose of the research and the oral instructions for completing the inventory. This included presenting more examples to help define the relative-time-spent and relative-importance scales.

Stage II: Administration of the Task Inventory

Operational Administration of Patrolman Task Inventory

The patrolman task inventory was administered to a sample of 350 patrol officers, fifty from each of the seven districts, during April, 1976, at the D. C. Police Training Academy. In order to acquire the necessary sample size and at the same time cause minimal disruption to normal police activities, five patrol officers from each of the seven districts were included in the sample per day for ten days. Two administrations of the inventory were conducted each day, one in the morning and one in the afternoon, so that no more than three patrol officers from each district were taken off the streets at any one time. Officers were selected from each district by the sergeants on duty at that time. The only restrictions placed on the selecting sergeants were:

1. the officers had to be in a patrol position rather than a detective or some other special assignment.
2. the officers had to have a minimum of one year patrol experience.
3. the proportion of males, females, blacks and whites had to be representative of the D. C. Police patrol officer population.

The sessions were conducted by the present researchers. The researchers began by giving a standardized introduction to the background and purpose of the research. Following the introduction, the researchers read aloud the introductory letter as well as the instructions for completing the inventory. Instructions for each section of the inventory were read only after all officers had completed the previous section. The researchers were on hand during each

session in order to answer questions or clarify instructions. On the average, it took officers approximately two and one half hours to complete the inventory.

There was an interest in collecting racial data for determining the representativeness of the sample as well as studying any racial differences on the task inventory responses. Consequently, racial information was obtained by observation when the completed task inventories were turned into the researchers.

Stage III: Analysis of Task Inventory data and Identification of the Most Important Tasks

Of the 350 officers completing the inventory, data on fifteen were eliminated from the analysis. This yielded a final sample of 335 patrol officers. Data were eliminated where:

1. officers were felt to have indiscriminately rated the task statements because all or most of the tasks had the same numerical rating,
2. officers had failed to rate more than 10 percent of the task statements which they had checked as having performed in the last twelve months, or
3. officers had been performing in a position other than patrol officer for 25% or more of the previous twelve months.

Analysis of Demographic Data

The final sample consisted of 300 males and 31 females. Four officers did not indicate their sex. Of these 167 were black and 162 were white. Racial data were not obtained on six officers. Table 1 presents the means and standard deviations on selected background information variables.

The officers had spent an average of 55 months as patrol officers and had been with the Police Department for an average of 64.4 months. This difference of nine months partly reflects training time with the Police Department. In the sample, the officers had spent an average of 87.5% of the previous twelve months working in their present assignment. Since sergeants were asked to select for the sample only officers in a patrol capacity, the data would suggest that the sampling on this variable was highly accurate. Secondly, the data would indicate that officers in the sample were quite familiar with the patrol officer job since they had spent most of their time functioning in that capacity. The data also indicate that the average height for officers in the sample was 70.5 inches and the average weight was 178.6 pounds. The mean age of officers in the sample was 27.8 years.

Table 2 presents a frequency distribution of the number of officers in the sample by district. The data indicate that two districts, Districts 4 and 7, had the smallest samples, with 46 officers each. Only one district, District 6, had the proposed size, with 50 officers. The difference in sample size between that district contributing the largest sample and those contributing the smallest represented 1.2 percent. This difference was considered small enough to conclude that each district was sufficiently represented.

The data on previous law enforcement experience indicate that only 67, or 20% of the officers in the sample had had any law enforcement experience before entering the MPDC. Also, 114, or 34% of the officers in the sample had had courses in law enforcement before entering the MPDC. This difference may suggest that some of the officers who had college training had taken courses in criminology or law enforcement prior to coming to work for the Police Department.

Analysis for Order Effects

Prior to analyzing the task inventory ratings, it was necessary to determine if the data on the two

forms of the inventory could be combined. The two forms of the inventory were identical except that on one the frequency scale was completed before the importance scale, while on the other form the order was reversed. In order to determine if an order effect existed, a series of one-way analyses of variance was performed where the independent variable was the scale order and the dependent variables were the frequency and importance duty means. A duty mean was computed for each officer on each of the duties for the frequency and importance scales. A duty mean represented the arithmetic mean of the mean ratings for the task statements defining each duty area. Table 3 presents the results of the analyses of variance for the effect of scale order on each of the frequency duty means. The table shows the mean for the two orders of presentation, degrees of freedom, F ratios, and the probability of each mean difference occuring by chance. The data indicate that there were significant differences ($p<.05$) in the frequency means on two duties. The first significant F occurred for the frequency duty means on the duty labeled Patrolling for Incidentals. A significantly higher frequency mean was obtained when the frequency scale was presented second. The second significant F occurred for the frequency means on the Administrative Activities duty. Inspection of the means indicate that a significantly higher mean was obtained when the frequency scale was evaluated second.

Table 4 shows the analyses of variance results where scale order was the independent variable and the duty importance mean was the dependent variable. The results indicate that three of the fourteen mean differences were significant at the .05 level or below. The duties which showed significant mean differences in importance were: Conducting an Arrest, Preparing Cases for Court and Testifying and Administrative Activities. In all three cases, the mean importance rating was higher when the importance scale was rated second.

Since the primary purpose of the task inventory was to rank order the tasks and duties in terms of mean ratings on frequency and importance rather than in terms of the absolute value of the means, it was felt that the correlation between the mean duty ratings for frequency and importance for each scale order would give additional evidence of any order effects. A Pearson product-moment correlation was computed between the two scale orders for the frequency duty means and for the importance duty means. The correlation between the two scale orders for the frequency duty means was .98 and for the importance duty means was .94. These results suggest that the rank ordering of duties does not differ substantially as a function of scale order. Consequently, based on all the evidence, data for the two forms were combined for all subsequent analyses.

TABLE 1

Means and Standard Deviations on Selected Officer Background Information Variables

Demographic Variable	Mean	Standard Deviation
Number of Months as a Patrolman	55.0	32.2
Number of Months with Police Department	64.4	33.0
Percent of Previous 12 months in Present Assignment	87.5	24.3
Officer Height	70.5 inches	3.0
Officer Weight	178.6 pounds	24.4
Officer Age	27.8 years	4.0

Computations of Relative-Time-Spent and Relative-Importance for Tasks and Duties

Appendix B displays a sample copy of one page of computer output from the Task Level Job Description program of the CODAP-Comprehensive Occupational Data Analysis Program-System. It can be seen that the program computes four basic pieces of summary information:

1. Percent of Members Performing
2. Average Percent Time Spent by Members Performing
3. Average Percent Time Spent by all Members and
4. Cumulative Sum of Average Percent Time Spent

It will be recalled that in filling out the task inventory, incumbents checked off and rated only those tasks which they had performed in the last twelve months. In order to permit comparisons across raters on specific tasks or duties, the ratings on the two scales were converted to percentage values. These values are considered estimates of the percentage of work time spent by each rater on each task or duty and the percentage of perceived importance by each rater on each task or duty. The analysis assumes that the total of an incumbent's raw ratings represent 100% of his work time spent or that the raw ratings on importance represent 100% of that which is important for job success. Each raw rating on each scale is then expressed as a percentage of this total. If r is the rating by an incumbent on task i, and $\sum_{i=1}^{n} r_i$ is the sum of his ratings on n tasks in the inventory, the "percent time spent" or "percent importance" by the incumbent on task i is

$$\frac{r_i}{\sum_{i=1}^{n} r_i} \times 100$$

Proceeding from left to right in Appendix B the column, "Percent of Members Performing," indicates the percentage of incumbents who checked that they had performed the task in the previous twelve months out of the total number of incumbents completing the inventory. The next column is labeled "Average Percent time Spent by Members Performing." This column represents the average percent of time spent by only those incumbents who indicated performing the task within the previous twelve months. The third column from the left is entitled "Average Percent Time Spent by all Members". This column reflects the average percent time spent rating across all raters, including those not having performed the task in the last twelve months. When all members indicate that they performed the task in the previous twelve months, the "Average Percent Time Spent by Members Performing" and the "Average Percent Time Spent by all Members" should be equal. When fewer than all members indicate performing the task, the "Average Percent Time

TABLE 2

Distribution of Number of Officers in Sample by District

District	Sample Size	% Total Sample
1	49	14.6
2	47	14.0
3	49	14.6
4	46	13.7
5	48	14.3
6	50	14.9
7	46	13.7
Total	335	99.8 (.2 rounding error)

Spent by Members Performing" should be higher than the "Average Percent Time Spent by all Members." Task statements were printed in descending order beginning with the task that had the highest "Average Percent Time Spent by all Members." The right-most column is labeled "Cumulative Sum of Average Percent Time Spent by all Members." The value in this column for any one task represents the cumulative sum on the "Average Percent Time Spent by all Members" for all tasks down to and including the task of interest.

The same analyses and computer printouts were obtained on the relative-importance ratings.

Duty Level Job Description

In order to identify the most important duties and tasks performed in the patrol officer job, duty and task level job description analyses were performed. While the job description analyses were performed on both the relative-importance and relative-time spent scales, primary interest was on the results of the relative-importance analyses, since the job analysis was designed to aid in the development of a selection examination. Consequently, only the results of the analyses on the relative-importance ratings will be discussed in the remainder of the paper.

The job description analysis was carried out on the total sample as well as on males, females, blacks, and whites separately. The purpose of the separate analysis for each sex and race subgroup was to identify and include for further analysis tasks whose importance for the job performance of one or more subgroups might have been obscured by the analysis performed on the combined sample.

Table 5 presents the average percent importance by all members on the duties for the total sample and for blacks, whites, males, and females. The average percent importance by all

TABLE 3

Analysis of Variance Results with Scale Order as the Independent Variable and Mean Duty Frequencies as the Dependent Variable

Duty	MEAN FREQ. 1st	MEAN FREQ. 2nd	DF1	DF2	F	PROB.
A. Preparing for Tour of Duty	4.40	4.68	1	331	3.78	.053
B. Patrolling to Determine Violations	3.70	3.92	1	325	2.97	.086
C. Patrolling for Incidentals	2.89	3.37	1	321	10.75	.001
D. Patrolling for Community Relations	3.27	3.36	1	332	.80	.372
E. Patrolling for Crime Prevention	4.22	4.23	1	331	.00	.958
F. Controlling Traffic and Enforcing Traffic Laws	3.25	3.46	1	327	3.21	.074
G. Caring for Sick and Injured	2.68	2.89	1	321	2.45	.118
H. Conducting Preliminary Investigations	3.50	3.70	1	329	2.35	.126
I. Handling Property	2.80	3.00	1	324	1.72	.191
J. Conducting Follow-Up Investigations	2.89	3.07	1	324	1.91	.168
K. Patrolling to Apprehend Offenders	3.11	3.28	1	322	1.25	.265
L. Conducting an Arrest	3.68	3.94	1	325	3.19	.075
M. Preparing Cases for Court and Testifying	3.52	3.71	1	327	1.61	.206
N. Administrative Activities (supportive)	3.51	3.80	1	332	6.41	.012

members for a duty was obtained by summing the percentages of importance on the tasks within each duty for each member and next averaging that sum across all members completing the inventory. The table indicates that there was perfect agreement across groups on the highest four duties. The most important duty was N, Administrative Activities, followed by H, Conducting Preliminary Investigations, E, Patrolling for Crime Prevention, and L, Conducting an Arrest.

In order to obtain an indication of the extent of agreement between races and sexes on average percent importance by all members for the duties, Pearson product-moment correlations were computed between the two race and sex subgroups. The correlation for average percent importance by all members for duties between males and females was .92. The correlation between blacks and whites for average percent importance by all members for duties was .99. These results indicate a high level of agreement between the sexes and races on duty importance and suggest a potentially high degree of commonality across subgroups.

Task Level Job Description

Since our primary concern was the identification of the most important tasks which differentiated superior from barely acceptable police officers, task level job description analyses were performed on the relative importance ratings. Separate analyses were carried out for the total sample, males, females, blacks, and whites. Table 6 lists those tasks in the highest third for the total sample on average percent importance by all members. The tasks are grouped according to their relevant duty area. Only the top third is presented, since it was decided by the present investigators that the top third would be retained for further analysis. The use of the highest-one-third criterion for task retention was based on a number of

TABLE 4

Analysis of Variance Results with Scale Order as the Independent Variable and Mean Duty Importance as the Dependent Variable

Duty	MEAN IMP. 1st	MEAN IMP. 2nd	DF1	DF2	F	PROB.
A. Preparing for Tour of Duty	4.52	4.35	1	331	1.42	.234
B. Patrolling to Determine Violations	4.57	4.41	1	325	2.02	.156
C. Patrolling for Incidentals	4.31	4.08	1	323	2.30	.130
D. Patrolling for Community Relations	4.52	4.46	1	333	.44	.509
E. Patrolling for Crime Prevention	5.17	5.17	1	332	.00	.998
F. Controlling Traffic and Enforcing Traffic Laws	4.33	4.18	1	328	1.57	.211
G. Caring for Sick and Injured	5.57	5.35	1	322	3.23	.073
H. Conducting Preliminary Investigations	5.04	5.09	1	329	0.25	.619
I. Handling Property	4.62	4.76	1	325	1.17	.280
J. Conducting Follow-Up Investigations	4.84	4.84	1	326	.00	.962
K. Patrolling to Apprehend Offenders	5.69	5.78	1	324	.74	.390
L. Conducting an Arrest	5.39	5.70	1	327	7.34	.007
M. Preparing Cases for Court and Testifying	4.91	5.25	1	329	6.64	.010
N. Administrative Activities (supportive)	4.29	4.53	1	333	3.94	.048

considerations. First, average percent importance by all members for the top third accounted for over half, 50.20% of the total variance in ratings of perceived importance across all 317 tasks. Second, the highest third criterion yielded a final pool of tasks, in terms of number, reasonable for inclusion in the task-by-ability matching process. Third, inspection of the tasks in the highest third on average percent importance by all members indicated a consistent trend leading to the identification of the most important duties.

Inspection of Table 6 indicates that Duty H, Conducting Preliminary Investigations, contained the largest number of tasks in the highest third for the total sample (19 tasks). Included under Duty H were tasks related to questioning suspects, interviewing victims and witnesses, and completing forms and evaluating information. Following Duty H and tied for second place with 16 tasks each were Duties N, Administrative Activities, E, Patrolling for Crime Prevention, and L, Conducting an Arrest. Tasks included under Administrative Activities, N, related to using the police communication systems as well as to completing forms for booking suspects. Tasks related to inspecting the police vehicle and reporting any damages to the vehicle were also among the administrative tasks. Among the tasks included under Duty E, Patrolling for Crime Prevention, were Cruising at low speed while observing for crimes or incidents, Checking open doors and windows for unlawful entry, Checking

TABLE 5

Average Percent Importance by all Members for the Duties for Total Sample, Males, Females, Blacks, and Whites

Duty	Average Percent Importance by all Members				
	Total	Males	Females	Blacks	Whites
N. Administrative Activities (supportive)	17.92 (1)[a]	17.93 (1)	17.84 (1)	18.10 (1)	17.76 (1)
H. Conducting Preliminary Investigations	16.56 (2)	16.55 (2)	16.68 (2)	16.38 (2)	16.69 (2)
E. Patrolling for Crime Prevention	9.95 (3)	9.98 (3)	9.66 (3)	9.69 (3)	10.27 (3)
L. Conducting an Arrest	9.54 (4)	9.58 (4)	9.19 (4)	9.45 (4)	9.65 (4)
M. Preparing Cases for Court and Testifying	8.10 (5)	8.19 (5)	7.24 (6)	8.32 (5)	7.86 (6)
F. Controlling Traffic and Enforcing Traffic Laws	7.83 (6)	7.90 (6)	7.18 (7)	7.64 (6)	8.04 (5)
D. Patrolling for Community Relations	6.53 (7)	6.37 (7)	8.10 (5)	7.11 (7)	6.00 (7)
I. Handling Property	4.51 (8)	4.42 (8)	5.42 (8)	4.64 (8)	4.35 (9)
K. Patrolling to Apprehend Offenders	4.21 (9)	4.25 (9)	3.72 (11)	3.85 (9)	4.54 (8)
G. Caring for the Sick or Injured	4.05 (10)	4.12 (10)	3.35 (12)	3.80 (10)	4.26 (10)
J. Conducting Follow-Up Investigations	3.63 (11)	3.60 (11)	3.91 (10)	3.68 (11)	3.54 (11)
A. Preparing for Tour of Duty	3.03 (12)	3.29 (12)	4.07 (9)	3.18 (12)	2.92 (12)
B. Patrolling to Determine Violations	2.18 (13)	2.20 (13)	1.93 (13)	2.16 (13)	2.18 (13)
C. Patrolling for Incidentals	1.85 (14)	1.87 (14)	1.59 (14)	1.90 (14)	1.81 (14)

[a] Values in parentheses are the rank order for each duty within each group.

public places while on patrol and Check suspicious vehicles for F.I.C.E. (fruits, instrumentalities, contraband and evidence). Duty L, Conducting an Arrest, contained tasks related to completing the proper arrest forms, seizing weapons and evidence, restraining suspect and transporting suspect or prisoner to the appropriate facility.

The duty with the next highest number of tasks in the top third on average percent importance by all members was M, Preparing Cases for Court and Testifying. Duty M contained thirteen tasks in the top third. The tasks related to Duty M included reporting to the appropriate attorneys office and reporting the facts of a case, testifying and presenting evidence, notifying witnesses to appear in court and preparing the proper papers for a court case.

Duties C, Patrolling for Incidentals and J, Conducting Follow-Up Investigations, had the fewest number of tasks in the top third for the total sample on average percent importance by all members with one each. The only task rated in the top third on average percent importance for Duty C was Report fires and accidents. For Duty J, the only task in the top third was Check with teletype room for repossession or impounding of stolen car. Further inspection of Table 6 indicates that the remaining duty areas included a varying number of tasks in the top third on average percent importance by all members ranging from six tasks for Duty K, Patrolling to Apprehend Offenders to two tasks for Duty B, Patrolling to Determine Violations and Duty D, Patrolling for Community Relations.

In order to insure that any tasks important to either sex or race subgroup were not obscured in the analysis of the total sample, separate task level job description analyses were carried out for males, females, blacks, and whites. Table 7 presents those tasks in the highest third on average percent importance by all members for each of the race or sex subgroups which were not in the top third for the total sample. In the table, those tasks in the highest third on average percent importance for the black task level job description are followed by (B); those in the highest third for whites are followed by (W); and those task statements in the highest third for females are followed by (F). All of the tasks in the highest third for males were included in the highest third for the total sample task level job description.

Inspection of Table 7 indicates that there were fifteen tasks in the highest third on average percent importance by all members for females that were not in the highest third for the total sample. The duty with the largest number of tasks in the highest third on average percent importance by all members for the female subgroup was H, Conducting Preliminary Investigations. Tasks important to females relating to Duty H were: Describe evidence involved in crime in notebook, Determine need for additional manpower at a crime scene or unusual incident, Identify friends and relatives of missing person for questioning, Identify persons entering or leaving crime scene, and Request owner to report to building following an incident or crime.

Also in the highest third for females but not for the total sample were two tasks for each of Duties A, Preparing for Tour of Duty, D, Patrolling for Community Relations, J, Conducting Follow-Up Investigations, and N, Administrative Activities. One task was in the top third for females on Duties B, Patrolling to Determine Violations, and I, Handling Property.

Further inspection of Table 7 points out that 12 tasks were in the highest third on average percent importance by all members for blacks which were not in the highest third for the total sample. Of these 12 tasks, five related to Duty N, Administrative Activities, two each to Duty D, Patrolling for Community Relations, and H, Conducting Preliminary Investigations and one each to Duty F, Controlling Traffic and Enforcing Traffic Laws, I, Handling

TABLE 6

Tasks in the Highest Third of Importance Ratings for the Total Sample

DUTY A - PREPARING FOR TOUR OF DUTY

1. Check proper functioning of radio and siren system
2. Display proper equipment while on duty
3. Load and unload revolver
4. Clean service revolver

DUTY B - PATROLLING TO DETERMINE VIOLATIONS

1. Check for violations
2. Determine ability of occupant/driver to operate vehicle

DUTY C - PATROLLING FOR INCIDENTALS

1. Report fires and accidents

DUTY D - PATROLLING FOR COMMUNITY RELATIONS

1. Use standard automobile equipment
2. Talk to people on beat to establish good relations

DUTY E - PATROLLING FOR CRIME PREVENTION

1. To arrest or prevent the escape of a person who has committed or attempted to commit a crime
2. Transmit and receive on the radio
3. Use standard emergency equipment assigned to vehicle
4. Cruise at low speed while observing for crimes or incidents
5. Check suspicious vehicles for F.I.C.E. (fruits, instrumentalities, contraband and evidence)
6. Check open doors and windows for unlawful entry
7. Use portable radio
8. Check public places while on patrol
9. Separate disorderly person(s) from other persons at scene of disturbance
10. Separate complainant from offender in family argument
11. Respond to an emotionally tense crowd condition
12. Restore order after responding to disorderly person call
13. Secure crime scene
14. Protect ambulance crew
15. Check inside business establishments to maintain visibility
16. Walk to attain high visibility

DUTY F - CONTROLLING TRAFFIC AND ENFORCING TRAFFIC LAWS

1. Locate and identify witnesses at accident scene
2. Issue traffic violation citation
3. Interview persons involved in and witnesses to a traffic accident

TABLE 6 (continued)

DUTY G - CARING FOR THE SICK OR INJURED

1. Respond to a mentally deranged and dangerous person call
2. Call for ambulance in an emergency
3. Determine injury of person(s) at scene of crime or accident

DUTY H - CONDUCTING PRELIMINARY INVESTIGATIONS

1. Determine if mentally deranged person is dangerous to himself or others
2. Check WALES system for identification of person or property
3. Complete form PD 251: Report on Crime Against Person or Property
4. Locate suspect in crime
5. Determine probable cause to arrest or search
6. Determine the type of violation committed
7. Canvass the surrounding area for stolen car
8. Interview individuals to obtain description of missing person
9. Question suspect before arrest
10. Identify victims and witnesses
11. Evaluate content of interview information obtained from victim or witnesses
12. Interview victim
13. Interview witness
14. Isolate suspect of crime
15. Investigate suspicious persons at scene of crime
16. Visually scan entire building and determine source of break-in
17. Recover all items of evidentiary value at scene of crime
18. Classify incidents to determine the appropriate report
19. Interview complainant concerning crime or incident

DUTY I - HANDLING PROPERTY

1. Record information about seized articles on property book
2. Complete form PD 81 (property receipt)
3. Complete form PD 82 (property book) when property is acquired
4. Mark property to be used as evidence for future positive identification

DUTY J - CONLUCTING FOLLOWUP INVESTIGATION

1. Check with teletype room for repossession or impounding of stolen car

DUTY K - PATROLLING TO APPREHEND OFFENDERS

1. Help secure the safety of an officer in trouble
2. Describe direction of auto to dispatcher when in pursuit
3. Describe vehicle to dispatcher when in pursuit
4. Restrain hostile violators
5. Locate wanted person
6. Pursue suspects on foot

TABLE 6 (continued)

DUTY L - CONDUCTING AN ARREST

1. Complete an arrest for a misdemeanor
2. Advise suspect of rights
3. Prepare form PD 251, Event Report
4. Prepare form PD 255, Arrest Report
5. Prepare form PD 163, Prosecution Report
6. Keep searched prisoner away from others not searched
7. Advise suspect he is under arrest and inform him of the charge
8. Seize the weapon from a suspect
9. Obtain a signed waiver of rights
10. Handcuff a suspect or prisoner
11. Cover front and rear entrances at building where suspect is hiding
12. Place arrested suspects in transport vehicles
13. Arrange for transport vehicles for suspect or prisoner
14. Search for evidence and weapons incidental to a lawful arrest
15. Establish reasonable grounds that subject to be apprehended has committed the crime
16. Search the suspect for fruits, instrumentalities, contraband, and/or evidence

DUTY M - PREPARING CASES FOR COURT AND TESTIFYING

1. Report to U.S. Attorney's Office
2. Prepare a traffic case or lesser misdemeanor
3. Prepare court papers
4. Produce evidence in court for presentation at trial or hearing
5. Notify witnesses of their scheduled appearance in court
6. Record names and addresses of all witnesses of an incident
7. Testify in felony or serious misdemeanor cases
8. Complete PD 140 (Court Attendance Slip)
9. Relate facts of case to U.S. Attorney or Corporation Counsel
10. Present case to grand jury
11. Testify at preliminary hearing
12. Report to court

DUTY N - ADMINISTRATIVE ACTIVITIES (SUPPORTIVE)

1. Use police communication system
2. Use the call box while on patrol
3. Record run and time on run pad
4. Make proper notifications related to a crime or incident
5. Check all fluid levels in car
6. Check vehicle for damages
7. Check emergency equipment in scout car (lights, siren, etc.)
8. Complete inspection report(PD 775) on vehicle
9. Receive and acknowledge assignment from radio dispatcher
10. Call for necessary assistance
11. Aid in training of rookie policemen
12. Obtain the report numbers after a run from the radio dispatcher
13. Go back into sevice upon completion of a run
14. Book suspect (complete forms 251, 255, 47, 163, 81, 81-A, 82, and PD 68)
15. Operate two-way radio
16. Inform communications branch of the disposition of assignment

TABLE 7

Tasks in the Highest Third on Importance
for the Race or Sex Subgroups

DUTY A - PREPARING FOR TOUR OF DUTY

1. Pick up daily hot sheet (F)
2. Inspect crime maps for offense patterns (F)

DUTY B - PATROLLING TO DETERMINE VIOLATIONS

1. Check for permits and their validity (F)

DUTY D - PATROLLING FOR COMMUNITY RELATIONS

1. Assist motorist, in automobile emergencies such as lost keys, stalled auto, flat tire, etc. (B)
2. Establish communications with special interest groups in the community (F)
3. Use map to determine shortest route from one location to another (F)
4. Inform citizens of how to make homes more secure (B)

DUTY F - CONTROLLING TRAFFIC AND ENFORCING TRAFFIC LAWS

1. Use flares at accident scene to prevent further accidents (B)
2. Observe traffic conditions (W)

DUTY H - CONDUCTING PRELIMINARY INVESTIGATIONS

1. Arrange for crime scene search (W)
2. Describe evidence involved in crime in notebook (F)
3. Fill out PD 106 (Flash Lookout) (B)
4. Read broadcast from PD 106 (B)
5. Determine need for additional manpower at a crime scene or unusual incident (F)
6. Identify friends and relatives of missing person for questioning (F)
7. Identify persons entering or leaving crime scene (F)
8. Request owner to report to building following an incident or crime (F)

DUTY I - HANDLING PROPERTY

1. Obtain from claimant positive identification of property such as serial number, distinguishing marks, etc. (B)
2. Place evidence in evidence locker (F)

DUTY J - CONDUCTING FOLLOWUP INVESTIGATION

1. Maintain communication with people you deal with where a follow-up investigation is necessary (F)
2. Check hot sheet PD 664 for stolen car or missing persons (F)

TABLE 7 (continued)

DUTY K - PATROLLING TO APPREHEND OFFENDERS

1. Chase fleeing suspect with vehicle (W)

DUTY L - CONDUCTING AN ARREST

1. Use physical force to complete arrest (W)

DUTY M - PREPARING CASES FOR COURT AND TESTIFYING

1. Pick up evidence from appropriate clerk for presentation at trial or hearing (B)

DUTY N - ADMINISTRATIVE ACTIVITIES (SUPPORTIVE)

1. Notify shop official and radio dispatcher when radio is malfunctioning (B)
2. Forward to appropriate agency any evidence not processed by or analyzed by MPD (B)
3. Record information from telephone conversations (F)
4. Answer telephone (B)
5. Place prisoner into vehicle (B)
6. Transport prisoner to hospital, court, police stationhouse, central cellblock (B)
7. Log final disposition of case on district stationhouse arrest book (F)

F = Female subgroup
B = Black subgroup
W = White subgroup

Property, and M, Preparing Cases for Court and Testifying.

According to Table 7, the task level job description for the white subgroup led to the addition of only four tasks that were not in the highest third on average percent importance by all members for the total sample. There was one task each related to Duty F, Controlling Traffic and Enforcing Traffic Laws, H, Conducting Preliminary Investigations, K, Patrolling to Apprehend Offenders, and L, Conducting an Arrest.

Those tasks in the top third for the total sample on average percent importance by all members as well as those tasks in the highest third on average percent importance by all members for either race or sex subgroup were retained for further analysis. The final pool of important tasks retained for further analysis numbered 137.

Stage IV: Identification of the Knowledges, Skills, Abilities and other Characteristics (KSAO's) Necessary for Success as a Police Officer

Identification of the Domain of KSAO's

The identification of the important tasks was viewed as only an intermediate step in the job analysis process. The main goal was to determine the KSAO's necessary for the successful performance of the important police tasks. Consequently, the highest 137 tasks in terms of average percent importance by all members were used as the basis for identifying the important KSAO's.

In order to arrive at a preliminary pool of KSAO's, previous job analysis research, whether related or unrelated to police work, was reviewed. Included in the review was: (a) the research by Marquardt and McCormick (1972) with the Position Analysis Questionnaire, (b) the work by Theologus and Fleishman (1971) related to the development of a task taxonomy, (c) the police selection research by Baehr, Furcon, and Froemel (1969), (d) the police selection research conducted by Heckman, Groner, Dunnette, and Johnson (1972) and (e) the research on the development of behaviorally anchored rating scales for police officers by Landy and Farr (1975).

Based on the literature review, 77 nonredundant KSAO's and their definitions were identified, and served to define the KSAO domain. KSAO's were considered redundant based on the similarity of their definitions rather than the similarity of their labels, that is, verbal comprehension, numerical reasoning. Determining the redundancy of the KSAO's was accomplished by the two investigators.

In order to simplify the rating process as well as for convenience in later analyses, the 77 KSAO's were sorted by the present investigators into four broad areas: cognitive, social-personal, perceptual, and physical. Appendix C contains a list of the KSAO's and their definitions grouped under the appropriate broad area. In the cognitive area there were 18 abilities including, for example, oral communication, number facility, deductive reasoning, and creativity. The social-personal domain consisted of 24 attributes such as tolerance, perserverance, leadership, empathy. The perceptual area included 16 KSAO's, among which were color discrimination, near visual acuity, visual form perception, and size perception. The physical domain consisted of 19 KSAO's, including dynamic strength, stamina, multilimb coordination and eye-hand coordination.

In order to ensure the completeness of the KSAO pool and the clarity of the definitions, the list of KSAO's along with their definitions and a list of the 137 tasks that were in the highest third on average percent importance by all members were reviewed by a panel of police personnel. The panel consisted of four police officers (two white males, one black male and one black female), and one lieutenant, a black male. All five members of the panel were at the time assigned to the D. C. Police Training Academy. The review indicated that

the KSAO domain was complete in that it included all those KSAO's necessary for the performance of the police officer job and that the KSAO definitions were understandable.

The list of 77 KSAO's was considered by the present investigators to be too large for inclusion in the remaining analyses. In order to reduce the list of KSAO's to a more manageable number, a sample of 21 officers, three from each of the seven districts, were asked to rate each KSAO in terms of its importance for overall job success. Included in the sample were male, female, black, and white officers. Along with the list of KSAO's the officers were given their definitions as well as a list of the 137 most important tasks. Officers were asked to rate each KSAO on a five-point Likert-type scale from 1, the ability or personal characteristic is of no importance for successful performance of the police job, to 5, the ability or personal characteristic is extremely important for successful performance of the police job. The mean and standard deviation of the ratings for each KSAO was computed across the 21 officers. Table 8 lists the means and standard deviations of those KSAO's in the cognitive and social-personal domains with a mean rating of 3 or higher, a rating of 3 being at least of "average" importance for successful job performance, and a standard deviation less than 1.0. However, in the Perceptual and Physical domains the means and standard deviations are presented for the top ten KSAO's with means of 3.0 or higher. Since two KSAO's were tied for tenth place in the physical domain both were included. The final list consisted of 43 KSAO's, ten cognitive, twelve social-personal, ten perceptual, and eleven physical.

Linkage of KSAO's to the Important Police Officer Tasks

The next step in the job analysis process involved linking the 43 KSAO's to the 137 tasks rated in the highest third on average percent importance by all members and then rank-ordering the KSAO's in terms of their importance for successful performance of the tasks. In order to link the KSAO's to the 137 tasks, four ability-by-task rating forms were developed, one for each of the four KSAO domains. Appendix D presents a sample copy of the rating form for the cognitive domain. Along with the rating form and instructions, each rater was given a set of definitions for the KSAO's. The instructions asked each officer to begin by reviewing the KSAO's and their definitions in order to obtain a clear understanding of the meaning of each KSAO contained in the ability-by-task rating form. Next, the officers were to begin with task statement 1 and rate how important each of the KSAO's was for differentiating superior from barely acceptable performance of each of the 137 tasks. Ratings were obtained on a five-point Likert-type scale from 1, the ability or personal characteristic is of no importance for differentiating superior from barely acceptable performance of the task, to 5, the ability or personal characteristic is extremely important for differentiating superior from barely acceptable performance of the task.

A representative sample by race and sex of ten officers from each of the seven D. C. Police districts participated in completing the ability-by-task rating forms. Because of the amount of time required to rate the KSAO's in the four domains with the 137 tasks, each officer rated only two of the KSAO domains against the tasks. Consequently, 35 ratings were obtained on each of the ability-by-task combinations.

For purposes of rank ordering the KSAO's in terms of their overall importance for job success, the mean of the ratings for each KSAO across the 137 task statements was computed for the total sample as well as for each race and sex subgroup.

Table 9 presents the mean rating for each of the 43 KSAO's for the total sample, males, females, blacks, and whites. Inspection of the Table indicates that for the total sample, Following Rules and Procedures, Judgment, Oral Communication and Information Appraisal had the highest

TABLE 8

Means and Standard Deviations on Knowledge, Skill, Ability, and Other Characteristics Ratings for Overall Job Performance

Skill, Knowledge, Ability, Other Characteristics	Mean	Standard Deviation
Cognitive		
Oral Communication	4.48	.66
Deductive Reasoning	4.24	.75
Inductive Reasoning	3.90	.98
Written Communication	4.57	.50
Judgment	4.52	.66
Following Rules and Procedures	4.48	.66
Problem Sensitivity	4.10	.87
Problem Solving	4.38	.72
Information Appraisal	4.14	.83
Verbal Comprehension	4.10	.75
Social-Personal		
Pressure of Time	4.52	.96
Tolerance	4.05	.72
Working to Get Ahead	4.81	.50
Leadership	4.29	.63
Cheerfulness	4.52	.66
Teamwork	4.57	.66
Dealing With Attack	3.95	.99
Working Outside	4.19	.91
Repetitiveness	4.14	.94
Composure	4.76	.53
Flexibility	4.19	.79
Dealing With People	4.29	.83
Perceptual		
Visualization	3.14	.88
Depth Perception	3.67	.77
Near Visual Acuity	3.86	.89
Far Visual Acuity	3.29	1.16
Visual Form Perception	3.52	.96
Closure	3.19	1.01
Night Vision	3.57	.96
Size Perception	3.24	.87
Peripheral Vision	3.52	.85
Sensory Acuity	4.19	.79
Physical		
Explosive Strength	3.43	1.14
Stamina	3.48	1.14
Static Strength	3.00	1.02
Gross Body Coordination	3.67	1.29
Multilimb Coordination	3.24	1.19
Reaction Time	4.67	.47
Manual Dexterity	3.43	1.00
Arm/Hand Positioning	3.67	.90
Continuous Muscular Control	3.00	.87
Eye-Hand Coordination	3.62	.90
Rate of Arm Movement	3.19	1.05

TABLE 9

Mean Ratings for the KSAO's for the Total Sample and Race and Sex Subgroups

Skill, Knowledge, Ability, Other Characteristics	Total	Black	White	Male	Female
Cognitive					
Oral Communication	3.08	3.09	3.08	3.03	3.25
Deductive Reasoning	2.67	2.58	2.77	2.65	2.74
Inductive Reasoning	2.59	2.54	2.64	2.56	2.69
Written Communication	2.33	2.33	2.34	2.33	2.37
Judgment	3.15	3.03	3.27	3.05	3.46
Following Rules & Procedures	3.48	3.41	3.55	3.40	3.73
Problem Sensitivity	2.36	2.24	2.50	2.30	2.55
Problem Solving	2.50	2.37	2.64	2.44	2.67
Information Appraisal	2.70	2.46	2.96	2.62	2.95
Verbal Comprehension	2.63	2.52	2.73	2.62	2.63
Social-Personal					
Pressure of Time	3.24	3.31	3.13	3.43	2.83
Tolerance	2.46	2.62	2.18	2.67	1.98
Working to Get Ahead	2.78	2.84	2.70	2.95	2.42
Leadership	2.87	2.93	2.78	3.06	2.47
Cheerfulness	2.24	2.27	2.19	2.45	1.79
Teamwork	2.86	2.92	2.75	3.15	2.21
Dealing with Attack	2.21	2.35	1.98	2.37	1.86
Working Outside	2.11	2.18	1.99	2.27	1.77
Repetitiveness	2.86	3.04	2.55	3.12	2.27
Composure	2.73	2.85	2.54	2.90	2.37
Flexibility	2.10	2.16	2.01	2.34	1.58
Dealing with People	2.73	2.86	2.52	2.91	2.35
Perceptual					
Visualization	1.93	1.91	1.95	1.86	2.14
Depth Perception	1.90	1.72	2.08	1.84	2.07
Near Visual Acuity	2.33	2.05	2.63	2.29	2.47
Far Visual Acuity	1.98	1.87	2.09	1.95	2.06
Visual Form Perception	1.88	1.84	1.92	1.82	2.06
Closure	1.83	1.82	1.85	1.80	1.92
Night Vision	1.88	1.92	1.83	1.83	2.01
Size Perception	1.81	1.82	1.80	1.72	2.11
Peripheral Vision	1.85	1.86	1.85	1.79	2.05
Sensory Acuity	1.87	1.99	1.75	1.72	2.34
Physical					
Explosive Strength	1.54	1.49	1.63	1.66	1.29
Stamina	1.69	1.63	1.77	1.82	1.38
Static Strength	1.51	1.44	1.63	1.64	1.25
Gross Body Coordination	1.72	1.68	1.77	1.87	1.37
Multilimb Coordination	1.95	1.94	1.97	2.03	1.79
Reaction Time	1.92	1.94	1.89	2.00	1.75
Manual Dexterity	2.01	2.04	1.94	2.11	1.77
Arm/Hand Positioning	2.00	2.03	1.95	2.09	1.79
Continuous Muscular Control	1.70	1.69	1.72	1.81	1.45
Eye-Hand Coordination	2.33	2.34	2.32	2.48	2.02
Rate of Arm Movement	1.73	1.73	1.73	1.86	1.43

four mean ratings in the cognitive domain. Within the social-personal category, Pressure of Time, Repetitiveness, Leadership and Teamwork were rated as the highest four on importance for the total sample. Looking at the mean ratings for the perceptual and physical KSAO's indicates a downward shift in the ratings. Further inspection of the mean ratings for the perceptual and physical domains for the total sample points out that the means for all of the KSAO's were below 3.0. This would suggest that generally KSAO's in these two areas were perceived as below average in importance for differentiating barely acceptable from superior performance of the most important tasks by patrol officers. In the perceptual domain, Near Visual Acuity, Far Visual Acuity and Visualization obtained the highest mean ratings for the total sample. For the physical KSAO's, Eye-Hand Coordination, Manual Dexterity and Arm/Hand Positioning had the highest mean ratings for the total sample.

In order to determine the level of agreement on mean KSAO importance ratings between the race and sex subgroups, Pearson product-moment correlations were computed across the mean KSAO importance ratings for blacks and whites and males and females. The correlation between the black and white mean KSAO ratings of importance across the four domains was .88 and the correlation between the male and female mean KSAO importance ratings across the four domains was .72. These correlations would suggest a high degree of agreement between the races and sexes in terms of mean KSAO importance ratings. Consequently, the mean ratings for the total sample were used as the basis for the selection of KSAO's for the development of an examination plan.

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APPENDIX A

Patrolman Task Inventory
March, 1976

Metropolitan Police Department, D.C.
300 Indiana Avenue, N.W.
Washington, D. C. 20001

United States Civil Service Commission
Personnel Research & Development Center
1900 E Street, N.W.
Washington, D. C. 20415

APPENDIX A (continued)

PATROLMAN TASK INVENTORY
(This is not a test)

The Metropolitan Police Department, hereafter referred to as MPDC, and the U.S. Civil Service Commission are conducting a study of the entry level police job. The major purpose of this study is to obtain job information which will aid in the development of a new examination for entry level police officer.

This project is being conducted in several stages and we are asking you to help by providing information about the Patrolman job based on your knowledge and experience.

In this stage of the project you are asked to complete the attached Patrolman Task Inventory. When your individual responses are analyzed, they will provide a detailed understanding of the work performed in the MPDC. This kind of information is essential for the development of new examinations.

The Patrolman Task Inventory consists of several parts. First you will be asked to provide some background information about yourself. This is necessary to determine if our sample is characteristic of the total Metropolitan, D.C. patrolman population. Next, you will be asked to read through the list of task statements and to check off those tasks that you have performed in the last twelve months. Do not check tasks that you have not personally performed.

To make it easier to complete this inventory, the task statements have been grouped into clusters called duties. The groupings are based on the similarity between tasks. The duty titles are approximations, so don't simply skip over a duty because its title does not precisely fit your job description.

You will be asked to compare and rate the duties and tasks you perform for: (1) the amount of time you spend on each and (2) their importance for successful performance on your job. The inventory also provides space for writing in additional task statements and for making general comments and suggestions.

When you have completed the inventory, go back and check if you have rated each task you perform on the two rating scales and that all your responses are legibly written.

All information that you provide about yourself and your job in this inventory will be treated confidentially and will be used for research purposes only. Please remember that THIS IS NOT A TEST of your work habits or performance. We are only interested in determining the nature of work in the MPDC.

BE SURE TO CAREFULLY FOLLOW THE SPECIFIC INSTRUCTIONS GIVEN FOR EACH STEP OF THIS INVENTORY. DO EACH STEP IN THE SPECIFIC ORDER DESCRIBED IN THE INSTRUCTIONS.

Thank you in advance for your cooperation in this important project and should you have any questions about the project feel free to ask any member of the research team.

APPENDIX A (continued)

Background Information Sheet

Name _____ ID # 1112

In accordance with Public Law 93-579 (Privacy Act) the providing of your Social Security Number is completely voluntary. It will be used here to link these data with other important information required to complete this study.

In the boxes to the right of the following items, please write the number that corresponds to your answer.

1. What is your Social Security Number? [ ][ ][ ] [ ][ ] [ ][ ][ ][ ] 6-14

2. How many months have you been a patrolman? Use leading zeroes, i.e., 058 instead of 58. [ ][ ][ ] 15-17

3. How many months have you been with the MPDC [ ][ ][ ] 18-20

4. To what district are you assigned?

   1 = First District 4 = Fourth District
   2 = Second District 5 = Fifth District
   3 = Third District 6 = Sixth District [ ] 21
   7 = Seventh District

5. About what percentage of your time during the last 12 months was spent in your present assignment? Use leading zeroes. [ ][ ][ ] 22-24

   If you spent less than 80% of the last year in your present assignment, please describe the nature of your experience in other assignments in the space below.

   _____

   _____

6. Have you had any previous law enforcement experience before joining the MPDC? 1 = yes 2 = no [ ] 25

7. Since joining the MPDC, have you taken any law enforcement courses not required by the Department? [ ] 26

   1 = Yes 2 = No

8. What is your height in inches, e.g., 5' 10" = 70 inches [ ][ ] 27-28

9. What is your weight in lbs.? [ ][ ][ ] 29-31

10 Write the number that best represents your educational background.

1 = General Education Degree (GED)
2 = High school diploma
3 = Less than 2 years college
4 = 2-4 years college, but no degree
5 = Bachelor's degree
6 = Bachelor's plus graduate credit
7 = Masters

[ ] 32

11. On pages 5 through 8 are two kinds of rating scales. The order of these scales is not the same for everyone. Please show which scale is first, in your booklet, using the following code:

1 = Relative Time Spent Rating Scale
2 = Relative Importance Rating Scale

First scale = [ ] 33

12. What is your age in years? [ ][ ] 34-35

13. What is your sex?

1 = male 2 = female [ ] 36

Step 1: Identification of Tasks Performed

Read each task statement on PAGES 9 through 37, and place a check mark (✓) in COLUMN 1 to the right of each task that you perform. Mark only tasks you have personally performed during the last twelve (12) months, INCLUDING tasks performed during roll call. Do not check tasks you have performed as the result of courses or work outside the MPDC. If you are not sure about the meaning of a task statement or if you have not performed the task, leave it blank.

If you performed some tasks during the last year that are not included in this inventory, write them in on PAGE 38.

NOW TURN TO PAGE 9 AND START CHECKING THE TASKS THAT YOU HAVE PERFORMED IN THE LAST TWELVE MONTHS. USE COLUMN 1 TO THE RIGHT OF THE TASK STATEMENTS.

DO NOT READ THE INSTRUCTIONS ON PAGES 5 THROUGH 8 AT THIS TIME. YOU WILL RETURN TO THESE PAGES LATER.

Step 2: Relative Importance Rating Scale

Some tasks you have performed over the last year are more critical in rating an individual officer's performance than others. In this section you are asked to rate the extent to which the tasks you have performed over the past 12 months distinguish the Superior officer from the Barely Acceptable one.

Please note that we are interested in those tasks which are important in distinguishing the Superior from the Barely Acceptable officer.

Do not rate tasks you did not perform. Rate only the tasks you have checked in column 1 to the right of the task statements.

When rating each task, use the following seven-point scale:

Relative importance in differentiating Superior officers from Barely Acceptable officers

1 = Very much below average in importance
2 = Below average in importance
3 = Slightly below average in importance
4 = Average in importance
5 = Slightly above average in importance
6 = Above average in importance
7 = Very much above average in importance

LEGIBLY write the number of your answer in column 2 to the right of the task statements. Be sure your answers are in the right column.

For example, a typical entry-level patrolman might rate "F22 Issue traffic violation citation" a 1 (Very much below average) if the extent to which this task is performed successfully is not important for differentiating Superior from Barely Acceptable patrolmen. However, "E1 To arrest or prevent the escape of a person who has committed or attempted to commit a crime" might be rated a 7 (Very much above average) if the extent to which this task is performed successfully does differentiate Superior from Barely Acceptable patrolmen.

NOW TURN TO PAGE 6.

Not using these examples, choose two tasks from this inventory one that is a good example of a task which is "Very much below average" and one that is "Very much above average" in importance for differentiating Superior from Barely Acceptable workers. Write a brief description of these tasks on the lines below and place its identifying code (letter and number) in the boxes provided, e.g., A 26 B 03.

Rating	Brief Title	Duty letter	Task number	
1 = Very much below average (in importance)	_____	___	_____	37-39
		___	_____	
7 = Very much above average (in importance)	_____	___	_____	40-42
		___	_____	

Use these examples as reference points while you are making your ratings. Try to use the entire seven-point range of the scale.

Notice that the most important tasks are not necessarily the tasks that are the most difficult or time-consuming for your job.

NOW TURN TO PAGES 9 THROUGH 37 AND RATE THE RELATIVE IMPORTANCE OF EACH TASK YOU PERFORMED.

LEGIBLY WRITE YOUR RATINGS IN COLUMN 2 OF EACH PAGE.

Step 3: Relative Time Spent Rating Scale

During the last year you spent more time doing some tasks than other tasks. In this part of the Task Inventory you are asked to compare and rate the relative amount of time you spent on each task you performed during the last twelve months.

In making these comparisons, it is important that you consider both the number of times you performed the task as well as the amount of time it took to complete the task each time you performed it.

Please note that we are interested in the amount of time you spent on each task compared to all the other tasks you performed in the last year. Do not just compare tasks in the same task grouping. Think in terms of all the work you have performed in the last year.

Do not rate tasks you did not perform. Rate only tasks you have checked in column 1 to the right of the task statements.

When rating each task, use the following seven-point scale:

Relative Amount of Time Spent

1 = Very much below average
2 = Below average
3 = Slightly below average
4 = Average
5 = Slightly above average
6 = Above average
7 = Very much above average

LEGIBLY write the number of your answer in column 3 to the right of the task statements. Be sure your answers are in the right column.

For example, a typical entry-level police officer might rate "G6, Help pregnant woman deliver her child" as a 1 (Very much below average) because he performed it only once during the last year, even though it may have taken him quite a while to complete. On the other hand, "A4, Stand for roll call inspection", might be rated a 7 (Very much above average), since during the last twelve months its frequency of occurrence, even though the daily time spent was of short duration, amounted to a large portion of time compared to the portion of time spent on other tasks.

NOW TURN TO PAGE 8.

APPENDIX A (continued)

Not using the above examples, choose two tasks from this Inventory one that is a good example of a task on which you have spent "Very much above average" and one on which you have spent "Very much below average" time. Write a brief description of these two tasks on the lines below and place its identifying code (letter and number) in the boxes provided, e.g. A 26, B 03.

Rating	Brief title	Duty letter	Task number	
1 = Very much below average (time)	_____ _____	[ ]	[ ][ ]	43-45
7 = Very much above average (time)	_____	[ ]	[ ][ ]	46-48

Use these examples as reference points while you are making your ratings. Try to use the entire seven-point range of the scale.

Notice that the tasks you spent a lot of time on are not necessarily the tasks that are most difficult or important for your job.

NOW TURN TO PAGES 9 THROUGH 37 AND RATE THE RELATIVE AMOUNT OF TIME YOU SPENT ON EACH TASK.

LEGIBLY WRITE YOUR RATINGS IN COLUMN 3 OF EACH PAGE.

DUTY A - PREPARING FOR TOUR OF DUTY

For columns 2 and 3, use this scale

1 = Very much below average
2 = Below average
3 = Slightly below average
4 = Average
5 = Slightly above average
6 = Above average
7 = Very much above average

	(1) ✓ If Performed	(2) Importance	(3) Time Spent	
	1	2	3	
A 1. Pick up daily hot sheet				5
A 2. Check proper functioning of radio and siren system				6
A 3. Display proper equipment while on duty				7
A 4. Stand for roll call inspection				8
A 5. Inspect crime maps for offense patterns				9
A 6. Load and unload revolver				10
A 7. Clean service revolver				11
DUTY B - PATROLLING TO DETERMINE VIOLATIONS				
B 1. Check for violations				12
B 2. Observe for gambling violations				13
B 3. Determine ability of occupant/driver to operate vehicle				14

GO TO THE NEXT PAGE

10

DUTY B - PATROLLING TO DETERMINE VIOLATIONS (Cont'd)

For columns 2 and 3, use this scale

1 = Very much below average
2 = Below average
3 = Slightly below average
4 = Average
5 = Slightly above average
6 = Above average
7 = Very much above average

	(1) ✓ If Performed	(2) Importance	(3) Time Spent	
	1	2	3	
B 4. Advise businesses on being in violation of the law				15
B 5. Check for permits and their validity				16
B 6. Check for health violations				17
B 7. Locate owners of ill maintained property				18
DUTY C - PATROLLING FOR INCIDENTALS				
C 1. Record water leaks				19
C 2. Report fires and accidents				20
C 3. Observe and record depressions in street and side walk and other hazardous road conditions				21
C 4. Observe and record malfunctions of fireboxes, street lights and traffic signals				22
C 5. Barricade and place lanterns or flares at hazardous areas				23

GO TO THE NEXT PAGE

DUTY C - PATROLLING FOR INCIDENTALS (Cont'd)

For columns 2 and 3, use this scale

1 = Very much below average
2 = Below average
3 = Slightly below average
4 = Average
5 = Slightly above average
6 = Above average
7 = Very much above average

	(1) ✓ If Performed	(2) Importance	(3) Time Spent	
	1	2	3	
C 6. Observe possible fire hazards during late and early morning hours				24
DUTY D - PATROLLING FOR COMMUNITY RELATIONS				25
D 1. Check press passes at fires				26
D 2. Drive automobile				27
D 3. Assist motorist, in automobile emergencies such as lost keys, stalled auto, flat tire, etc.				28
D 4. Evacuate innocent persons from crime scene of barricaded person				29
D 5. Establish police line at scene of fire				30
D 6. Establish communications with special interest groups in the community				31
D 7. Release information to the press				32
D 8. Meet with citizens in your district under the Neighborhood Scout Car Plan				33
D 9. Remove occupants of building at scene of fire				34

GO TO THE NEXT PAGE

DUTY D - PATROLLING FOR COMMUNITY RELATIONS (Cont'd)

For columns 2 and 3, use this scale

1 = Very much below average
2 = Below average
3 = Slightly below average
4 = Average
5 = Slightly above average
6 = Above average
7 = Very much above average

	(1) ✓ If Performed	(2) Importance	(3) Time Spent	
	1	2	3	
D 10. Use map to determine shortest route from one location to another.				35
D 11. Refer press to public information branch if information cannot be given out				36
D 12. Participate in departmental community relations programs				37
D 13. Meet with citizens to establish safety needs of the community				38
D 14. Check abandoned ice boxes				39
D 15. Institute crowd control procedures at scene of fire				40
D 16. Check businesses for hazards; questions in regards to laws; problems with customers				41
D 17. Complete business cards for station files				42
D 18. Talk to people on beat to establish good relations				43
D 19. Control school crossings				44
D 20. Coach youth sporting teams				45
D 21. Counsel at summer camps				46

GO TO THE NEXT PAGE

DUTY D - PATROLLING FOR COMMUNITY RELATIONS (Cont'd)

For columns 2 and 3, use this scale

1 = Very much below average
2 = Below average
3 = Slightly below average
4 = Average
5 = Slightly above average
6 = Above average
7 = Very much above average

	(1) ✓ If Performed	(2) Importance	(3) Time Spent	
	1	2	3	
D 22. Take youth on field trips				47
D 23. Show movies to youth				48
D 24. Referee athletic events				49
D 25. Set-up appointments to conduct Operation I.D. for interested parties				50
D 26. Contact citizens to interest them in Operation I.D.				51
D 27. Engrave property of citizens interested in Operation I.D.				52
D 28. Perform security checks of citizens homes				53
D 29. Inform citizens of how to make homes more secure				54
D 30. Attend Civic meetings while on duty to help in citizens problems				55
D 31. Give tours of police facilities				56
D 32. Make presentations to groups on crime prevention				57
D 33. Conduct school seminars on traffic laws and other laws and codes				58

GO TO THE NEXT PAGE

DUTY D - PATROLLING FOR COMMUNITY RELATIONS (Cont'd)

For columns 2 and 3, use this scale

1 = Very much below average
2 = Below average
3 = Slightly below average
4 = Average
5 = Slightly above average
6 = Above average
7 = Very much above average

	(1) ✓ If Performed	(2) Importance	(3) Time Spent	
	1	2	3	
D 34. Act as school boy coordinator				59
D 35. Act as crossing guard coordinator				60
D 36. Clear citizens from area of bomb				61
D 37. Conduct annual holiday activities for citizens				62
D 38. Provide information and referral services to citizens				63
D 39. Participate in police band to play at schools				64
DUTY E - PATROLLING FOR CRIME PREVENTION				
E 1. To arrest or prevent the escape of a person who has committed or attempted to commit a crime				65
E 2. Transmit and receive on the radio				66
E 3. Use standard emergency equipment assigned to vehicle				67
E 4. Cruise at low speed while observing for crimes or incidents				68

GO TO THE NEXT PAGE

DUTY E - PATROLLING FOR CRIME PREVENTION (Cont'd)

For columns 2 and 3, use this scale

1 = Very much below average
2 = Below average
3 = Slightly below average
4 = Average
5 = Slightly above average
6 = Above average
7 = Very much above average

	(1) ✓ If Performed	(2) Importance	(3) Time Spent	
	1	2	3	
E 5. Check suspicious vehicles for F.I.C.E. (fruits, instrumentalities, contraband and evidence)				69
E 6. Check for fire in dwellings and building establishments				70
E 7. Check open doors and windows for unlawful entry				71
E 8. Use portable radio				72
E 9. Patrol with no lights				5
E 10. Patrol with spotlight				6
E 11. Check public places while on patrol				7
E 12. Take cover at barricaded subject situation				8
E 13. Separate disorderly person(s) from other persons at scene of disturbance				9
E 14. Separate complaintant from offender in family argument				10
E 15. Respond to an emotionally tense crowd condition				11
E 16. Check with communications if you have not heard any traffic on the radio				12

GO TO THE NEXT PAGE

DUTY E - PATROLLING FOR CRIME PREVENTION (Cont'd)

For columns 2 and 3, use this scale

1 = Very much below average
2 = Below average
3 = Slightly below average
4 = Average
5 = Slightly above average
6 = Above average
7 = Very much above average

	(1) ✓ If Performed	(2) Importance	(3) Time Spent	
	1	2	3	
E 17. Establish radio vehicle as a field command post				13
E 18. Restore order after responding to disorderly person call				14
E 19. Secure crime scene				15
E 20. Protect ambulance crew				16
E 21. Check inside business establishments to maintain visibility				17
E 22. Look for truants				18
E 23. Walk to attain high visibility				19
DUTY F - CONTROLLING TRAFFIC AND ENFORCING TRAFFIC LAWS				
F 1. Determine how many units are needed to handle traffic				20
F 2. Direct traffic in order to maintain smooth traffic flow				21
F 3. Protect accident scene with scout car				22

GO TO THE NEXT PAGE

DUTY F - CONTROLLING TRAFFIC AND ENFORCING TRAFFIC LAWS (Cont'd)

For columns 2 and 3, use this scale

1 = Very much below average
2 = Below average
3 = Slightly below average
4 = Average
5 = Slightly above average
6 = Above average
7 = Very much above average

	(1) ✓ If Performed	(2) Importance	(3) Time Spent	
	1	2	3	
F 4. Call for police crane for disabled vehicle				23
F 5. Use flares at accident scene to prevent further accidents				24
F 6. Use jumper cables to start autos blocking the roadway				25
F 7. Move from roadway a vehicle that is a traffic hazard				26
F 8. Direct traffic				27
F 9. Arrest intoxicated driver				28
F 10. Transport intoxicated individual to station				29
F 11. Complete PD 803 (Chemical Analysis Request) in DWI case				30
F 12. Complete forms CC-3 and PD 43 (301-1-c) in Scout car accident (Accident Report)				31
F 13. Locate and identify witnesses at accident scene				32
F 14. Take urine specimen to chemist for analysis				33
F 15. Obtain urine specimen from suspect in DWI cases				34

GO TO THE NEXT PAGE

DUTY F - CONTROLLING TRAFFIC AND ENFORCING TRAFFIC LAWS (Cont'd)

For columns 2 and 3, use this scale

1 = Very much below average
2 = Below average
3 = Slightly below average
4 = Average
5 = Slightly above average
6 = Above average
7 = Very much above average

	(1) ✓ If Performed	(2) Importance	(3) Time Spent	
	1	2	3	
F 16. Observe traffic conditions				35
F 17. Cite weight violations of overloaded vehicles				36
F 18. Use breathalizer				37
F 19. Fill out PD-61 (Ticket Book)				38
F 20. Observe erratic driving patterns				39
F 21. Check cabs for hacker violations				40
F 22. Issue traffic violation citation				41
F 23. Interview persons involved in and witnesses to a traffic accident				42
F 24. Record details of traffic accidents				43
F 25. Collect information related to police vehicle accident				44
F 26. Institute vehicular control at the scene of a fire				45

GO TO THE NEXT PAGE

DUTY G - CARING FOR THE SICK OR INJURED

For columns 2 and 3, use this scale

1 = Very much below average
2 = Below average
3 = Slightly below average
4 = Average
5 = Slightly above average
6 = Above average
7 = Very much above average

	(1) ✓ If Performed	(2) Importance	(3) Time Spent	
	1	2	3	
G 1. Respond to a mentally deranged and dangerous person call				46
G 2. Use force to restrain mentally deranged person for transport				47
G 3. Treat for shock				48
G 4. Restore breathing of sick or injured				49
G 5. Determine medical needs of suspects involved in narcotics				50
G 6. Treat epileptic seizures				51
G 7. Help pregnant woman deliver her child				52
G 8. Treat for heart attack				53
G 9. Treat for fractures				54
G 10. Treat eye injuries				55
G 11. Diagnose and treat for poisoning				56
G 12. Transport victims to hospital in emergencies				57

GO TO THE NEXT PAGE

20

DUTY G - CARING FOR THE SICK OR INJURED (Cont'd)

For columns 2 and 3, use this scale

1 = Very much below average
2 = Below average
3 = Slightly below average
4 = Average
5 = Slightly above average
6 = Above average
7 = Very much above average

	(1) ✓ If Performed	(2) Importance	(3) Time Spent	
	1	2	3	
G 13. Call for ambulance in an emergency				58
G 14. Determine inuury of person(s) at scene of crime or accident				59
G 15. Check for signs of life at crime or accident scene				60
G 16. Decide type of first-aid necessary				61
G 17. Stop bleeding				62
G 18. Use first-aid kit				63
G 19. Give mouth to mouth resuscitation				64
DUTY H - CONDUCTING PRELIMINARY INVESTIGATIONS				
H 1. Check arrest book for possible location of missing person				65
H 2. Arrange for crime scene search				66
H 3. Describe evidence involved in crime in notebook				67

GO TO THE NEXT PAGE

DUTY H - CONDUCTING PRELIMINARY INVESTIGATIONS (Cont'd)

For columns 2 and 3, use this scale

1 = Very much below average
2 = Below average
3 = Slightly below average
4 = Average
5 = Slightly above average
6 = Above average
7 = Very much above average

	(1) ✓ If Performed	(2) Importance	(3) Time Spent	
	1	2	3	
H 4. Sketch scene of crime in notebook				68
H 5. Determine need to evacuate building				69
H 6. Determine if mentally deranged person is dangerous to himself or others				70
H 7. Check the Blue List and White List at station house in arrest or traffic situation				71
H 8. Fill out PD 106 (Flash Lookout)				72
H 9. Read broadcast from PD 106				5
H 10. Obtain confession or admission of guilt in crime				6
H 11. Check WALES system for identification of person or property				7
H 12. Determine need for additional manpower at a crime scene or unusual incident				8
H 13. Complete form PD 251: Report on Crime Against Person or Property				9
H 14. Locate suspect in crime				10
H 15. Determine probable cause to arrest or search				11

GO TO THE NEXT PAGE

DUTY H - CONDUCTING PRELIMINARY INVESTIGATIONS (Cont'd)

For columns 2 and 3, use this scale.

1 = Very much below average
2 = Below average
3 = Slightly below average
4 = Average
5 = Slightly above average
6 = Above average
7 = Very much above average

	(1) ✓ If Performed	(2) Importance	(3) Time Spent	
	1	2	3	
H 16. Determine the type of violation committed				12
H 17. Canvass the surrounding area for stolen car				13
H 18. Evacuate people from building in bomb threat				14
H 19. Interview individuals to obtain description of missing person				15
H 20. Identify friends and relatives of missing person for questioning				16
H 21. Contact local hospitals to determine if missing person has been admitted				17
H 22. Interview individuals to determine health habits and personal history of missing person				18
H 23. Record interview information in notebook as received				19
H 24. Question suspect before arrest				20
H 25. Locate best site for interview of victim and witnesses of crime				21
H 26. Identify victims and witnesses				22
H 27. Evaluate content of interview information obtained from victim or witnesses				23

GO TO THE NEXT PAGE

DUTY H - CONDUCTING PRELIMINARY INVESTIGATIONS (Cont'd)

For columns 2 and 3, use this scale

1 = Very much below average
2 = Below average
3 = Slightly below average
4 = Average
5 = Slightly above average
6 = Above average
7 = Very much above average

	(1) ✓ If Performed	(2) Importance	(3) Time Spent	
	1	2	3	
H 28. Interview victim				24
H 29. Interview witness				25
H 30. Investigate complaints of barking and/or stray dogs				26
H 31. Interview persons to determine description of dog in dog bite complaint				27
H 32. Canvass for unknown dog in dog bite complaint				28
H 33. Issue violation notices in dog bite complaint				29
H 34. Collect facts about a civil disorder				30
H 35. Isolate suspect of crime				31
H 36. Identify persons entering or leaving crime scene				32
H 37. Investigate suspicious persons at scene of crime				33
H 38. Visually scan entire building and determine source of break-in				34
H 39. Recover all items of evidentiary value at scene of crime				35

GO TO THE NEXT PAGE

DUTY H - CONDUCTING PRELIMINARY INVESTIGATIONS (Cont'd)

For columns 2 and 3, use this scale

1 = Very much below average
2 = Below average
3 = Slightly below average
4 = Average
5 = Slightly above average
6 = Above average
7 = Very much above average

	(1) ✓ If Performed	(2) Importance	(3) Time Spent	
	1	2	3	
H 40. Request owner to report to building following an incident or crime				36
H 41. Rope off crime scene area				37
H 42. Sketch scene of traffic accident for report				38
H 43. Close business establishment which is the scene of the crime				39
H 44. Lock and seal premises (of crime) after completion of investigation				40
H 45. Classify incidents to determine the appropriate report				41
H 46. Interview complainant concerning crime or indident				42
DUTY I - HANDLING PROPERTY				
I 1. Release seized property				43
I 2. Obtain from claimant positive identification of property such as serial number, distinguishing marks, etc.				44
I 3. Dispose of weapon				45

GO TO THE NEXT PAGE

DUTY I - HANDLING PROPERTY (Cont'd)

For columns 2 and 3, use this scale

1 = Very much below average
2 = Below average
3 = Slightly below average
4 = Average
5 = Slightly above average
6 = Above average
7 = Very much above average

	(1) ✓ If Performed	(2) Importance	(3) Time Spent	
	1	2	3	
I 4. Transmit evidence to Narcotics Branch Official				46
I 5. Transfer evidence to Property Clerk				47
I 6. Arrange for the security of sick person's property				48
I 7. Maintain possession of suspected narcotics and implements				49
I 8. Record information about seized articles on property book				50
I 9. Drain radiator of impounded vehicle				51
I 10. Impound automobile				52
I 11. Complete form PD 81 (property receipt)				53
I 12. Complete form PD 82 (property book) when property is acquired				54
I 13. Secure personal effects of dead person				55
I 14. Mark property to be used as evidence for future positive identification				56
I 15. Search for and seize valuable property at scene of crime				57

GO TO THE NEXT PAGE

DUTY I - HANDLING PROPERTY (Cont'd)

For columns 2 and 3, use this scale

1 = Very much below average
2 = Below average
3 = Slightly below average
4 = Average
5 = Slightly above average
6 = Above average
7 = Very much above average

	(1) ✓ If Performed	(2) Importance	(3) Time Spent	
	1	2	3	
I 16. Place evidence in evidence locker				58
DUTY J - CONDUCTING FOLLOW-UP INVESTIGATION				
J 1. Obtain warrant for arrest				59
J 2. Obtain search warrant				60
J 3. Determine how bomb threat was received				61
J 4. Examine substantiating evidence related to a crime				62
J 5. Determine action for owner's failure to produce animal in dog bite complaint				63
J 6. Identify yourself at crime scene if in other than uniform				64
J 7. Maintain communication with people you deal with where a follow-up investigation is necessary				65
J 8. Carry out search of vehicles, dwellings, business establishments, etc. for evidence as part of a follow-up investigation				66
J 9. Check with teletype room for repossession or impounding of stolen car				67

GO TO THE NEXT PAGE

DUTY J - CONDUCTING FOLLOW-UP INVESTIGATIONS (Cont'd)

For columns 2 and 3, use this scale

1 = Very much below average
2 = Below average
3 = Slightly below average
4 = Average
5 = Slightly above average
6 = Above average
7 = Very much above average

	(1) ✓ If Performed	(2) Importance	(3) Time Spent	
	1	2	3	
J 10. Check hot sheet PD 664 for stolen car or missing persons				68
J 11. Make disposition of stray dogs that have bitten persons				69
J 12. Serve a search warrant				70
J 13. Verify information received from informant				71
J 14. Notify hospitals about injured suspects that flee scene of crime				72
J 15. Notify banks to be on look-out for stolen money, bonds, etc.				5
J 16. Notify pawn shops about stolen property				6
J 17. Notify other law enforcement jurisdictions about apprehension or fleeing of suspects				7
J 18. Notify garages about hit and run vehicles				8

GO TO THE NEXT PAGE

DUTY K - PATROLLING TO APPREHEND OFFENDERS

For columns 2 and 3, use this scale

1 = Very much below average
2 = Below average
3 = Slightly below average
4 = Average
5 = Slightly above average
6 = Above average
7 = Very much above average

	(1) ✓ If Performed	(2) Importance	(3) Time Spent	
	1	2	3	
K 1. Help secure the safety of an officer in trouble				9
K 2. Describe direction of auto to dispatcher when in pursuit				10
K 3. Notify dispatcher of unusual occurances when in pursuit				11
K 4. Describe vehicle to dispatcher when in pursuit				12
K 5. Restrain hostile violators				13
K 6. Chase fleeing suspect with vehicle				14
K 7. Locate wanted person				15
K 8. Serve warrant on named person				16
K 9. Capture truant juveniles				17
K 10. Pursue suspects on foot				18

GO TO THE NEXT PAGE

DUTY L - CONDUCTING AN ARREST

For columns 2 and 3, use this scale

1 = Very much below average
2 = Below average
3 = Slightly below average
4 = Average
5 = Slightly above average
6 = Above average
7 = Very much above average

	(1) ✓ If Performed	(2) Importance	(3) Time Spent	
	1	2	3	
L 1. Complete an arrest for a misdemeanor				19
L 2. Advise suspect of rights				20
L 3. Prepare form PD 251, Event Report				21
L 4. Prepare form PD 255, Arrest Report				22
L 5. Prepare form PD 163, Prosecution Report				23
L 6. Assist officers from other jurisdictions entering your jurisdiction in fresh pursuit				24
L 7. Keep suspect at bay until assistance arrives				25
L 8. Use physical force to complete arrest				26
L 9. Keep searched prisoner away from others not searched				27
L 10. Advise suspect he is under arrest and inform him of the charge				28
L 11. Check I.D. card of person claiming diplomatic immunity				29
L 12. Identify crime related instruments hidden beneath garments incidental to an arrest				30

GO TO THE NEXT PAGE

30

DUTY L - CONDUCTING AN ARREST (cont'd)

For columns 2 and 3, use this scale

1 = Very much below average
2 = Below average
3 = Slightly below average
4 = Average
5 = Slightly above average
6 = Above average
7 = Very much above average

	(1) ✓ If Performed	(2) Importance	(3) Time Spent	
	1	2	3	
L 13. Seize the weapon from a suspect				31
L 14. Obtain a signed waiver of rights				32
L 15. Prepare report giving particulars in diplomatic immunity case				33
L 16. Handcuff a suspect or prisoner				34
L 17. Give instructions to employees and residents who are involved in a barricade situation				35
L 18. Cover front and rear entrances at building where suspect is hiding				36
L 19. Place arrested suspects in transport vehicle				37
L 20. Arrange for transport vehicles for suspect or prisoner				38
L 21. Search for evidence and weapons incidental to a lawful arrest				39
L 22. Establish reasonable grounds that subject to be apprehended has committed the crime				40
L 23. Search the suspect for fruits, instrumentalities, contraband, and/or evidence				41

GO TO THE NEXT PAGE

DUTY M - PREPARING CASES FOR COURT AND TESTIFYING

For columns 2 and 3, use this scale

1 = Very much below average
2 = Below average
3 = Slightly below average
4 = Average
5 = Slightly above average
6 = Above average
7 = Very much above average

	(1) ✓ If Performed	(2) Importance	(3) Time Spent	
	1	2	3	
M 1. Report to Court				42
M 2. Report to numbers clerk and check out				43
M 3. Report to U.S. Attorney's Office				44
M 4. Prepare a traffic case or lesser misdemeanor				45
M 5. Process misdemeanors and traffic cases				46
M 6. Prepare Court Papers				47
M 7. Produce evidence in court for presentation at trial or hearing				48
M 8. Pick up evidence from appropriate clerk for presentation at trial or hearing				49
M 9. Notify witnesses of their shceduled appearance in court				50
M 10. Record names and addresses of all witnesses of an incident				51
M 11. Testify in felony or serious misdemeanor cases				52
M 12. Testify as a witness in private litigation				53

GO TO THE NEXT PAGE

DUTY M - PREPARING CASES FOR COURT AND TESTIFYING (Cont'd)

For columns 2 and 3, use this scale

1 = Very much below average
2 = Below average
3 = Slightly below average
4 = Average
5 = Slightly above average
6 = Above average
7 = Very much above average

	(1) If Performed	(2) Importance	(3) Time Spent	
	1	2	3	
M 13. Execute a PD 24 (Request for Arrest Record)				54
M 14. Complete PD 140 (Court Attendance Slip)				55
M 15. Relate facts of case to U.S. Attorney or Corporation Counsel				56
M 16. Present case to grand jury				57
M 17. Testify at preliminary hearing				58
M 18. Attend line-up with witnesses				59
M 19. Notify witnesses of line-up				60
M 20. Complete citation release				61
M 21. Fingerprint suspect				62
M 22. Photograph suspect				63

GO TO THE NEXT PAGE

DUTY N - ADMINISTRATIVE ACTIVITIES (SUPPORTIVE)

For columns 2 and 3, use this scale

1 = Very much below average
2 = Below average
3 = Slightly below average
4 = Average
5 = Slightly above average
6 = Above average
7 = Very much above average

	(1) If Performed 1	(2) Importance 2	(3) Time Spent 3	
N 1. Use police communication system				64
N 2. Use the call box while on patrol				65
N 3. Notify radio dispatcher for time check when out of service for more than 30 minutes				66
N 4. Notify shop official and radio dispatcher when radio is malfunctioning				67
N 5. Record run and time on run pad				68
N 6. Forward to appropriate agency any evidence not processed by or analyzed by MPD				69
N 7. Make proper notifications related to a crime or incident				70
N 8. Record information from telephone conversations				71
N 9. Answer telephone				72
N 10. Report violations to Alcoholic Beverage Control Board				5
N 11. Check pressure in tires on vehicle				6
N 12. Check car for cleanliness				7

GO TO THE NEXT PAGE

DUTY N - ADMINISTRATIVE ACTIVITIES (SUPPORTIVE) (Cont'd)

For columns 2 and 3, use this scale

1 = Very much below average
2 = Below average
3 = Slightly below average
4 = Average
5 = Slightly above average
6 = Above average
7 = Very much above average

	(1) If Performed	(2) Importance	(3) Time Spent	
	1	2	3	
N 13. Check all fluid levels in car				8
N 14. Check vehicle for damages				9
N 15. Take vehicle to shop for major repair				10
N 16. Check emergency equipment in scout car (lights, siren, etc.)				11
N 17. Complete inspection report (PD 775) on vehicle				12
N 18. Radio information and advice about crowd conditions at scene of demonstration				13
N 19. Report abandoned autos				14
N 20. Receive and acknowledge assignment from radio dispatcher				15
N 21. Obtain picture of person prior to serving warrant				16
N 22. Call D.C. Bail Agency to determine eligibility for citation release				17
N 23. Operate scooter				18
N 24. Operate radar				19

GO TO THE NEXT PAGE

DUTY N - ADMINISTRATIVE ACTIVITIES (SUPPORTIVE) (Cont'd)

For columns 2 and 3, use this scale

1 = Very much below average
2 = Below average
3 = Slightly below average
4 = Average
5 = Slightly above average
6 = Above average
7 = Very much above average

	(1) If Performed 1	(2) Importance 2	(3) Time Spent 3	
N 25. Record type and location of accident on run sheet				20
N 26. Call for necessary assistance				21
N 27. Take photographs of accident scene to clarify case				22
N 28. Clean roadway of debris related to accident				23
N 29. Issue DMV Form 40-1 (Safety Responsibility form)				24
N 30. Complete form PD 379 (Juvenile Referral)				25
N 31. Counsel truant juvenile about seriousness of truancy				26
N 32. Return truant juvenile to school				27
N 33. Notify and advise parents of truant juvenile				28
N 34. Transport truant to youth services unit for processing				29
N 35. Place prisoner into vehicle				30
N 36. Transport prisoner to hospital, court, police station house, central cell block				31

GO TO THE NEXT PAGE

DUTY N - ADMINISTRATIVE ACTIVITIES (SUPPORTIVE) (Cont'd)

For columns 2 and 3, use this scale

1 = Very much below average
2 = Below average
3 = Slightly below average
4 = Average
5 = Slightly above average
6 = Above average
7 = Very much above average

	(1) If Performed	(2) Importance	(3) Time Spent	
	1	2	3	
N 37. Aid in training of rookie policemen				32
N 38. Arrange for transportation of witnesses to court				33
N 39. Log final disposition of case on district station house arrest book				34
N 40. Contact mobile crime lab with radio, telephone, or call box				35
N 41. Obtain the report numbers after a run from the radio dispatcher				36
N 42. Go back into service upon completion of a run				37
N 43. Transport the suspect to police facility for processing				38
N 44. Book suspect (complete forms 251, 255, 47, 163, 81, 81-A, 82, and PD 68)				39
N 45. Use transport vehicle to transport prisoner to central cell block				40
N 46. Determine necessity of writing a report after a fire				41
N 47. Operate two-way radio				42
N 48. Complete activity sheet				43

GO TO THE NEXT PAGE

DUTY N - ADMINISTRATIVE ACTIVITIES (SUPPORTIVE) (Cont'd)

For columns 2 and 3, use this scale

1 = Very much below average
2 = Below average
3 = Slightly below average
4 = Average
5 = Slightly above average
6 = Above average
7 = Very much above average

	(1) If Performed	(2) Importance	(3) Time Spent	
	1	2	3	
N 49. Inform communications branch of the disposition of assignment				44
N 50. Assist the morgue wagon				45
N 51. Guard sick or injured prisoners at hospital				46
N 52. Operate radio while operating motor scooter				47
N 53. Control crowd at special events				48
N 54. Transport juveniles to Receiving Home for Children				49
N 55. Transport women to Women's Detention Center				50

IF YOU NEED TO ADD OR RATE ADDITIONAL TASK STATEMENTS GO TO THE NEXT PAGE

ADDITIONAL TASK STATEMENTS

For columns 2 and 3, use this scale

1 = Very much below average
2 = Below average
3 = Slightly below average
4 = Average
5 = Slightly above average
6 = Above average
7 = Very much above average

	(1) ✓ If Performed	(2) Importance	(3) Time Spent
	1	2	3

If you have just completed checking the tasks you performed, RETURN to page 5 for your first rating scale instruction. If you have completed the importance rating scale, return to page 7 for instructions on the Time Spent scale.

If you have just completed both rating scales, go to the next page.

Duty - Time Rating

You have just completed rating the tasks you performed for the relative amount of time you spent on each task. On this page you are asked to estimate the percentage of time you have spent in the last year on each of the fourteen duty categories of this Task Inventory. The meaning of each duty title is defined by the individual tasks that belong to that duty.

Note. that the total of percent of time column should not exceed 100.

Legibly write your answer in the boxes provided. Use leading zeroes when necessary, e.g., 05 instead of 5.

		Percent of Time	
A.	Preparing for tour of duty		5-6
B.	Patrolling to determine violations		7-8
C.	Patrolling for incidentals		9-10
D.	Patrolling for community relations		11-12
E.	Patrolling for crime prevention		13-14
F.	Controlling traffic and enforcing traffic laws		15-16
G.	Caring for the sick or injured		17-18
H.	Conducting preliminary investigations		19-20
I.	Handling property		21-22
J.	Conducting follow-up investigation		23-24
K.	Patrolling to apprehend offenders		25-26
L.	Conducting an arrest		27-28
M.	Preparing cases for court and testifying		29-30
N.	Administrative activities (supportive)		31-32
		100%	

If you have completed both rating scales, please complete the last page of this inventory.

General Comment and Suggestions

In this part, you are asked to provide us with your opinions about this inventory. Completion of this part will help us interpret the results of this inventory and will facilitate construction of other inventories. Use the following questions as a guide but feel free to provide any other information that you feel might be useful to this project.

1. How clear were the instructions? If they were unclear, please elaborate.

   _____

   _____

2. Were the task statements meaningfully grouped into duties? Yes___ No ___. If no, how might organization be improved.

   _____

   _____

3. How do you feel about the length of this inventory?_____

   _____

Additional comments or suggestions:

_____

_____

_____

_____

_____

You have now completed this inventory.

Please make sure that you have rated each checked task on both scales and that all your responses are clearly written.

Thank you again for your participation in this project.

APPENDIX B

Sample Task Level Job Description

JOB DESCRIPTION DCPD BASED ON RACE (BLK) TIME — DCPD03 PAGE 1

TASK	JOB DESCRIPTION	CASES	TASKS	DUTIES	MBRS
		332	317	14	165

D-TSK		DUTY/TASK TITLE	CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS	AVERAGE PERCENT TIME SPENT BY ALL MEMBERS	AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING	PERCENT OF MEMBERS PERFORMING	TASK SEQ NU
E	2	TRANSMIT AND RECEIVE ON THE RADIO	97.58	.81	.79	.79	
A	4	STAND FOR ROLL CALL INSPECTION	95.15	.82	.78	1.57	
D	18	TALK TO PEOPLE ON BEAT TO ESTABLISH GOOD RELATIONS	96.97	.80	.78	2.35	
A	7	CLEAN SERVICE REVOLVER	99.39	.76	.76	3.10	
E	11	CHECK PUBLIC PLACES WHILE ON PATROL	95.15	.79	.75	3.86	5
H	1	CHECK FOR VIOLATIONS	95.15	.76	.72	4.58	
E	8	USE PORTABLE RADIO	96.36	.74	.72	5.30	
N	1	USE POLICE COMMUNICATION SYSTEM	89.70	.80	.71	6.01	
E	4	CRUISE AT LOW SPEED WHILE OBSERVING FOR CRIMES OR INCIDENTS	95.76	.74	.71	6.72	
N	88	COMPLETE ACTIVITY SHEET	95.15	.72	.69	7.40	10
A	3	DISPLAY PROPER EQUIPMENT WHILE ON DUTY	89.70	.76	.68	8.09	
A	6	LOAD AND UNLOAD REVOLVER	98.79	.68	.67	8.76	
D	2	DRIVE AUTOMOBILE	89.70	.73	.66	9.42	
N	2	USE THE CALL BOX WHILE ON PATROL	96.36	.65	.63	10.04	
F	22	ISSUE TRAFFIC VIOLATION CITATION	92.73	.67	.62	10.66	15
H	16	DETERMINE THE TYPE OF VIOLATION COMMITTED	96.36	.64	.61	11.27	
H	11	CHECK WALES SYSTEM FOR IDENTIFICATION OF PERSON OR PROPERTY	95.76	.64	.61	11.89	
H	13	COMPLETE FORM PD 251W REPORT ON CRIME AGAINST PERSON OR PROPERTY	96.36	.63	.61	12.50	
L	3	PREPARE FORM PD 251, EVENT REPORT	95.76	.63	.60	13.10	
N	5	RECORD RUN AND TIME ON RUN PAD	93.33	.64	.59	13.69	20
H	1	REPORT TO COURT	97.58	.61	.59	14.29	
E	23	WALK TO ATTAIN HIGH VISIBILITY	85.45	.69	.59	14.87	
N	20	RECEIVE AND ACKNOWLEDGE ASSIGNMENT FROM RADIO DISPATCHER	92.12	.64	.59	15.46	
L	2	ADVISE SUSPECT OF RIGHTS	96.36	.61	.59	16.05	
A	2	CHECK PROPER FUNCTIONING OF RADIO AND SIREN SYSTEM	92.12	.63	.58	16.63	25
F	19	FILL OUT PD-61 TICKET BOOK	90.30	.65	.58	17.21	
N	47	OPERATE TWO-WAY RADIO	90.30	.64	.58	17.79	
E	22	LOOK FOR TRUANTS	93.33	.61	.57	18.36	
F	16	OBSERVE TRAFFIC CONDITIONS	91.52	.62	.57	18.93	
H	28	INTERVIEW VICTIM	93.33	.61	.57	19.50	30
E	1	TO ARREST OR PREVENT THE ESCAPE OF A PERSON WHO HAS COMMITTED OR ATTEMPTED TO COMMIT A CRIME	94.55	.60	.56	20.07	
N	14	CHECK VEHICLE FOR DAMAGES	92.73	.61	.56	20.63	
N	49	INFORM COMMUNICATIONS BRANCH OF THE DISPOSITION OF ASSIGNMENT	92.12	.61	.56	21.19	
N	17	COMPLETE INSPECTION REPORT TPD 775 ON VEHICLE	92.12	.60	.56	21.74	
H	29	INTERVIEW WITNESS	93.94	.58	.55	22.29	35
E	7	CHECK OPEN DOORS AND WINDOWS FOR UNLAWFUL ENTRY	94.55	.58	.55	22.84	
N	16	CHECK EMERGENCY EQUIPMENT IN SCOUT CAR (LIGHTS, SIREN, ETC	91.52	.59	.54	23.38	
L	23	SEARCH THE SUSPECT FOR FRUITS, INSTRUMENTALITIES, CONTRABAND AND/OR EVIDENCE	93.33	.58	.54	23.92	

APPENDIX C

List of Original 77 KSAO's and Their Definitions

Cognitive

1. Oral Communication - ability to communicate ideas with spoken words.

2. Number Facility - ability to accurately manipulate numbers in numerical computation, such as adding, subtracting, multiplying and dividing.

3. Deductive Reasoning - ability to apply a broad, general idea or principle effectively to a particular problem or case.

4. Creativity - ability to generate or conceive of new or innovative ideas or solutions to a problem.

5. Long Term Memory - ability to memorize and retain new information over a long period of time.

6. Short Term Memory - ability to memorize and retain new information for brief periods of time, for example, waitress, shortorder cook, telephone operator, etc.

7. Inductive Reasoning - ability to find the most appropriate general concepts or rules which fit sets of data or which explain how a given series of individual items are related to each other. It involves the ability to combine conflicting facts; to logically proceed from individual cases to general principles.

8. Mechanical Ability - ability to understand how machines and equipment work.

9. Written Communication - ability to write clear and concise letters, reports, descriptions, or instructions.

10. Planning - ability to plan and decide on the most efficient or convenient order in which to perform tasks.

11. Judgment - ability to solve a problem when all the necessary facts to solve the problem are not given.

12. Following Rules and Procedures - ability to follow rules and procedures in working out job problems.

13. Understanding Graphic Material - ability to understand illustrated material, such as maps, blueprints, graphs, etc.

14. Problem Sensitivity - ability to recognize or identify the existence of problems. It does not include the reasoning related to solving the problem.

15. Problem Solving - ability to find practical ways of dealing with problems and situations.

16. Information Appraisal - ability to evaluate information of an uncertain or conflicting nature.

17. Verbal Comprehension - ability to understand the meaning of words and the ideas associated with them.

18. Time Sharing - the ability to utilize information obtained by shifting between two or more sources of information.

Social-Personal

1. Pressure of Time - ability to work fast and accurately in situations where there is time pressure or emotional strain.

2. Perseverance - ability to stick to a job until it is done.

3. Tolerance - ability to put up with and handle verbal abuse from a person or a group.

4. Working to Get Ahead - a liking for work with chances for getting ahead.

5. Self-Improvement - willingness to take the time for extra training or education.

6. Creative Activities - preference for situations involving the finding of new solutions to a problem.

7. Prestige/Esteem from Others - interest in working in situations resulting in high regard from others.

8. Social Welfare - willingness to work with people for their presumed good.

9. Leadership - ability to take the lead or take charge when working or dealing with others.

10. Empathy - ability to see things from another person's point of view.

11. Cheerfulness - ability to stay pleasant and good-tempered in dealing with people.

12. Influencing People - ability to influence other person's opinions, attitudes or judgments about ideas or things.

13. Teamwork - ability to work as a member of a group.

14. Being Away from Home - willingness to live away from home or family for several days or weeks at a time.

15. Stage Presence - ability to speak or perform before an audience of strangers.

16. Dealing with Attack - a willingness to use physical force in dealing in hostile situations .

17. Working Outside - willingness to work outdoors in all kinds of weather.

18. Repetitiveness - ability to perform the same tasks over and over without getting bored or careless.

19. Working Alone - ability to work in physical isolation from others, although the activity may be integrated with that of others.

20. Personal Risks - willngness to accept risks of physical injury or illness.

21. Composure - ability to stay calm and level-headed in difficult, unexpected, or emergency situations.

22. Flexibility - ability to handle unexpected changes on the job, such as new schedules, new routines, or transfers to different jobs.

23. Dealing with People - ability to deal with people politely and helpfully, beyond the giving and receiving of instructions.

24. Selective Attention - the ability to perform a task in the presence of distracting stimulation or under monotonous conditions without significant loss in efficiency.

Perception

1. Visualization - ability to manipulate or transform the visual images of spatial patterns or objects into other spatial arrangements.

2. Color Discrimination - ability to judge similarities or differences in colors or in shades of the same color, or to identify certain colors.

3. Depth Perception - ability to judge whether objects are near or far away.

4. Near Visual Acuity - ability to see the details of nearby objects clearly (within normal reading distance).

5. Far Visual Acuity - ability to see the details of distant objects clearly (beyond normal reading distance).

6. Visual Form Perception - ability to perceive important detail or configuration in the environment.

7. Closure - ability to mentally organize a disorganized field into a single picture.

8. Perceptual Speed - ability to notice likenesses and differences rapidly and accurately when comparing patterns or objects.

9. Olfactory Acuity - ability to perceive important information by smell.

10. Night Vision - ability to "see in the dark" or to pick up shapes and movement when lighting is poor or low.

11. Size Perception - ability to estimate about how many objects or people there are in a certain space.

12. Auditory Discrimination - ability to pick out one particular sound when it is very soft or there is a lot of noise around.

13. Peripheral Vision - ability to see "out of the corner of the eye" when looking straight ahead so as to be aware of things or motion to the side.

14. Tactual Acuity - ability to perceive important information by touch.

15. Sensory Alertness - ability to stay alert over extended periods of time.

16. Spatial Orientation - the ability to maintain one's orientation with respect to objects in space or to comprehend the position of objects in space with respect to the observer's position.

Physical

1. Dynamic Strength - ability to hold up or move body's own weight repeatedly or at one time without stopping, using the force of arm and trunk muscles.

2. Explosive Strength - ability to expand the maximum amount of energy in one or a series of explosive muscular acts. The ability may be involved in acts such as jumping or sprinting or in throwing objects for a distance.

3. Stamina - ability involves the capacity to maintain physical activity over prolonged periods of time.

4. Static Strength - ability to maintain a high level of muscular exertion for some minimum period of time. This involves the degree of muscular force exerted against a fairly immovable or heavy object in order to lift, push or pull that object.

5. Control Precision - ability to make controlled muscular movements necessary to adjust or position a machine or equipment control mechanism.

6. Gross Body Coordinaton - ability to use the trunk, arms and legs together in movement.

7. Rate Control - ability to make timed, anticipatory motor adjustments relative to changes in the speed and/or direction of a continuously moving object.

8. Multilimb Coordination - ability to coordinate the movements of two or more limbs (e.g. two legs, two hands, one leg and one hand). It is most common to tasks where the body is at rest (e.g. seated or standing) while two or more limbs are in motion.

9. Wrist-Finger Speed - ability to make discrete, fast movements of the fingers, hands, and wrists.

10. Dynamic Flexibility - ability to make repeated trunk and/or arm leg bending or stretching movements where speed as well as degree counts. (It includes the ability of these muscles to recover from the strain and distortion of repeated flexing).

11. Speed of Limb Movement - ability involves the speed with which distinct movements of the arms or legs can be made. The ability deals with the speed with which the movement can be carried out after it has been started; it is not concerned with the speed of starting the movement. The precision, accuracy and coordination of the movement is not considered under this ability.

12. Reaction Time - ability to react quickly to signals, unexpected situations, or emergencies.

13. Manual Dexterity - ability to make skillful, coordinated movements of a hand, or of a hand together with its arm. It may involve manipulation of objects (e.g., blocks, pencils), but does not extend to machine or equipment control (e.g., levers, dials).

14. Arm/Hand Positioning - ability to make precise, accurate movements of the hands and arms.

15. Continuous Muscular Control - ability to exert continuous control over external devices through continual use of body limbs.

16. Eye-Hand Coordination - ability to coordinate hand movements with visual stimuli.

17. Rate of Arm Movement - ability to make gross, rapid arm movements.

18. Arm/Hand Steadiness - ability to keep the hands and arms immobilized in a set position with minimal tremor.

19. Finger Dexterity - ability to make skillful, coordinated movements of the fingers where manipulation of objects may or may not be involved. This ability does not extend to manipulation of machine or equipment control mechanisms. Speed of movement is not involved in this ability.

APPENDIX D

Ability by Task Rating Form for the Cognitive Domain

Background and Instructions

The Metropolitan Police Department and the U.S. Civil Service Commission are conducting a study of the entry level police job. The major purpose of this study is to obtain job information which will aid in the development of a new examination for entry level police officers.

Included in your materials are two sets of forms. The first form is labeled ability definitions. This consists of a list of the abilities which are important for the police job along with their definitions. It is important that you thoroughly familiarize yourself with the abilities and their definitions before proceeding with the rating process.

The second form is entitled the Ability-task rating form. This will be used for purposes of recording your responses. Along the left hand column of each page of the rating form you will find a list of tasks which were identified in an earlier stage of the project as important for successful performance of the police job. There are a total of 137 tasks. Across the top of the rating form, are the list of abilities. This list corresponds to those abilities defined in the ability definition form. For clarification of the abilities listed on the rating form, you should refer to the definitions in the ability definition form.

In order to carry out the rating process you should proceed as follows:

1) Spend some time getting a clear understanding of the meaning of each ability.

2) Beginning with task statement 1, read the statement carefully and think of an officer who has performed the task very successfully and an officer who has performed the task at a barely acceptable level.

3) For each ability listed along the top, rate how important the ability is for differentiating superior from barely acceptable performance of the task. The rating should be written in the boxes beside task 1 and under the appropriate abilities.

4) Steps 2 and 3 should be completed for all 137 tasks.

The 5 point rating scale to be used for completing your ratings will be found on the next page. Please tear out the page so you can refer to it while completing the rating process.

APPENDIX D (continued)

COGNITIVE	ABILITIES											
	Oral Communication	Deductive Reasoning	Inductive Reasoning	Written Communication	Judgment	Following Rules and Procedures	Problem Sensitivity	Problem Solving	Information Appraisal	Verbal Comprehension		
TASKS	A	B	C	D	E	F	G	H	I	J	K	L
1. Pick up daily hot sheet												
2. Transmit and receive on the radio												
3. Display proper equipment while on duty												
4. Inspect crime maps for offense patterns												
5. Load and unload revolver												
6. Clean service revolver												
7. Check for violations												
8. Check suspicious vehicles for F.I.C.E.												
9. Check for permits and their validity												
10. Report fires and accidents												
11. Use standard auto equipment												
12. Use portable radio												
13. Check public places while on patrol												
14. Secure crime scene												
15. Protect ambulance crew												
16. Walk to attain high visibility												
17. Observe traffic conditions												
18. Issue traffic violation citation												
19. Call for ambulance in an emergency												
20. Arrange for crime scene search												
21. Fill out PD 106												
22. Read broadcast from PD 106												
23. Locate suspect in crime												
24. Determine probable cause to arrest or search												
25. Determine the type of violation committed												
26. Canvass the surrounding area for stolen car												
27. Question suspect before arrest												
28. Identify victims and witnesses												

APPENDIX D (continued)

COGNITIVE	ABILITIES											
	Oral Communication	Deductive Reasoning	Inductive Reasoning	Written Communication	Judgment	Following Rules and Procedures	Problem Sensitivity	Problem Solving	Information Appraisal	Verbal Comprehension		
TASKS	A	B	C	D	E	F	G	H	I	J	K	L
29. Interview victim												
30. Interview witness												
31. Isolate suspect of crime												
32. Complete form PD 81 (property receipt)												
33. Help secure the safety of an officer in trouble												
34. Describe vehicle to dispatcher when in pursuit												
35. Restrain hostile violators												
36. Chase fleeing suspect with vehicle												
37. Locate wanted person												
38. Pursue suspects on foot												
39. Complete an arrest for a misdemeanor												
40. Advise suspect of rights												
41. Prepare form PD 251, Event Report												
42. Prepare form PD 255, Arrest Report												
43. Prepare form PD 163, Prosecution Report												
44. Use physical force to complete arrest												
45. Seize the weapon from a suspect												
46. Obtain a signed waiver of rights												
47. Handcuff a suspect or prisoner												
48. Place arrested suspects in transport vehicle												
49. Report to Superior Court												
50. Report to U.S. Attorney's Office												
51. Prepare a traffic case or lesser misdemeanor												
52. Process misdemeanors and traffic cases												
53. Prepare Court Papers												
54. Complete PD 140 (Court Attendance Slip)												
55. Present case to grand jury												
56. Testify at preliminary hearing												

APPENDIX D (continued)

COGNITIVE	ABILITIES											
	Oral Communication	Deductive Reasoning	Inductive Reasoning	Written Communication	Judgment	Following Rules and Procedures	Problem Sensitivity	Problem Solving	Information Appraisal	Verbal Comprehension		
TASKS	A	B	C	D	E	F	G	H	I	J	K	L
57. Use police communication system												
58. Record run and time on run pad												
59. Answer telephone												
60. Check all fluid levels in car												
61. Check vehicle for damages												
62. Call for necessary assistance												
63. Place prisoner into vehicle												
64. Aid in training of rookie policemen												
65. Cruise at low speed while observing for crimes or incidents												
66. Check proper functioning of radio and siren system												
67. Determine ability of occupant/driver to operate vehicle												
68. Assist motorist, in automobile emergencies such as lost keys, stalled auto, flat tire, etc.												
69. Use the call box while on patrol												
70. Establish communications with special interest groups in the community												
71. Use map, to determine shortest route from one location to another.												
72. Talk to people on beat to establish good relations												
73. Inform citizens of how to make homes more secure												
74. To arrest or prevent the escape of a person who has committed or attempted to commit a crime												
75. Use standard emergency equipment assigned to vehicle												
76. Check open doors and windows for unlawful entry												
77. Separate disorderly person(s) from other persons at scene of disturbance												
78. Separate complainant from offender in family argument												
79. Respond to an emotionally tense crown condition												
80. Restore order after responding to disorderly person call												
81. Check inside business establishments to maintain visibility												
82. Use flares at accident scene to prevent further accidents												
83. Locate and identify witnesses at accident scene												

APPENDIX D (continued)

COGNITIVE	Oral Communication	Deductive Reasoning	Inductive Reasoning	Written Communication	Judgment	Following Rules and Procedures	Problem Sensitivity	Problem Solving	Information Appraisal	Verbal Comprehension		
	ABILITIES											
TASKS	A	B	C	D	E	F	G	H	I	J	K	L
84. Interview persons involved in and witness to a traffic accident												
85. Respond to a mentally deranged and dangerous person												
86. Determine injury of person(s) at scene of crime or accident												
87. Describe evidence involved in crime in notebook												
88. Check WALES system for identification of person or property												
89. Determine need for additional manpower at a crime scene or unusual incident												
90. Complete form PD 251: Report on Crime Against Person or Property												
91. Interview individuals to obtain description of missing person												
92. Identify friends and relatives of missing person for questioning												
93. Evaluate content of interview information obtained from victim or witnesses												
94. Identify persons entering or leaving crime scene												
95. Investigate suspicious persons at scene of crime												
96. Visually scan entire building and determine source of break-in												
97. Recover all items of evidentiary value at scene of crime												
98. Request owner to report to building following an incident or crime												
99. Classify incidents to determine the appropriate report												
100. Interview complainant concerning crime or incident												
101. Obtain from claimant positive identification of property such as serial number, distinguishing marks, etc.												
102. Place evidence in evidence locker												
103. Complete form PD 82 (property book) when property is acquired												
104. Mark property to be used as evidence for future positive identification												
105. Check emergency equipment in scout car (lights, siren, etc.)												
106. Maintain communication with people you deal with where a follow-up investigation is necessary												
107. Operate two-way radio												
108. Check with teletype room for repossession or impounding of stolen car												
109. Check hot sheet PD 664 for stolen car or missing persons												
110. Describe direction of auto to dispatcher when in pursuit												

APPENDIX D (continued)

COGNITIVE	ABILITIES											
	Oral Communication	Deductive Reasoning	Inductive Reasoning	Written Communication	Judgment	Following Rules and Procedures	Problem Sensitivity	Problem Solving	Information Appraisal	Verbal Comprehension		
TASKS	A	B	C	D	E	F	G	H	I	J	K	L
111. Keep searched prisoner away from others not searched												
112. Advise suspect he is under arrest and inform him of the charge												
113. Cover front and rear entrances at building where suspect may be held up												
114. Arrange for transport vehicles for suspect or prisoner												
115. Search for evidence and weapons incidental to a lawful arrest												
116. Establish reasonable grounds that subject to be apprehended has committed the crime												
117. Search the suspect for fruits, instrumentalities, contraband, and/or evidence												
118. Produce evidence in court for presentation at trial or hearing												
119. Pick up evidence from appropriate clerk for presentation at trial or hearing												
120. Notify witnesses of their scheduled appearance in court												
121. Record names and addresses of all witnesses of an incident												
122. Testify in felony or serious misdemeanor cases												
123. Relate facts of case to U.S. Attorney or Corporation Counsel												
124. Notify shop official and radio dispatcher when radio is malfunctioning												
125. Forward to appropriate agency any evidence not processed by or analyzed by MPD												
126. Make proper notifications related to a crime or incident												
127. Record information from telephone conversation												
128. Complete inspection report (PD 775) on vehicle												
129. Receive and acknowledge assignment from radio dispatcher												
130. Transport prisoner to hospital, court, police station house, central cell block												
131. Log final disposition of case on district station house arrest book												
132. Obtain the report numbers after a run from the radio dispatcher												
133. Go back into service upon completion of a run												
134. Book suspect (complete forms 251, 255, 47, 163, 81, 81-A, 82, and PD 68)												
135. Inform communications branch of the disposition of assignment												
136. Determine if mentally deranged person is dangerous to himself or others												
137. Record information about seized articles on property book												

END
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