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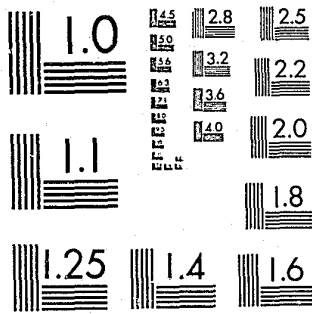
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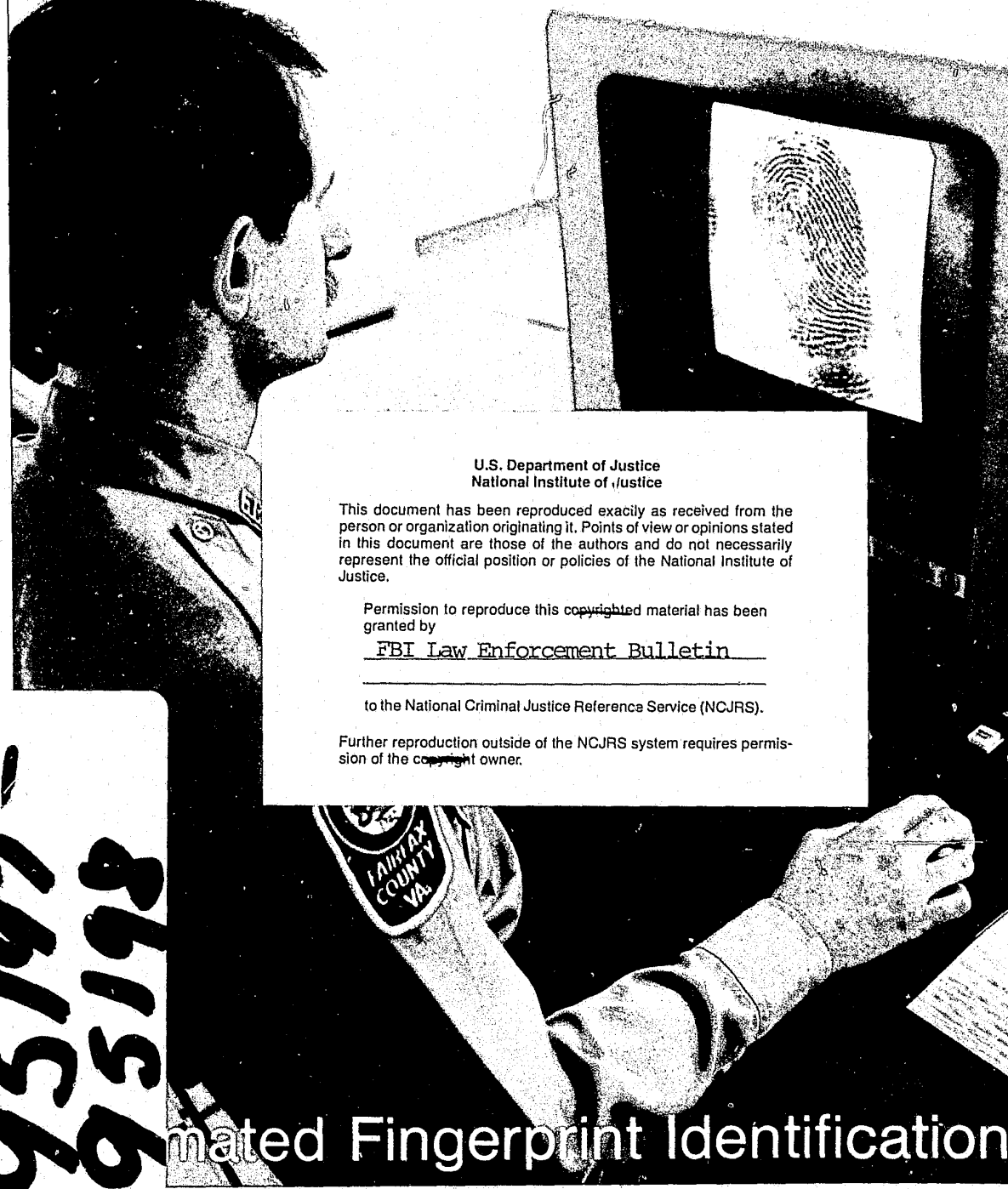the standards set forth in 41CFR 101-11.504.

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United States Department of Justice
Washington, D.C. 20531

3/25/85

FBI LAW ENFORCEMENT BULLETIN   AUGUST 198

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mated Fingerprint Identification

FBI LAW ENFORCEMENT BULLETIN

Contents

In the background, 4 disks can store 3,650,000 prints. The computer on the right can search data in seconds. The printer on the left identifies listing of suspects.

Automated Fingerprint Identification
Regional Application of Technology

By
COL. CARROLL D. BURACKER
Chief of Police
Fairfax County, Va.
and
WILLIAM K. STOVER
Chief of Police
Arlington County, Va.

". . . when police chiefs work together and police agencies are able to consider the collective good, the public is better served, more criminals are identified, and cases are solved."

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State and Local Law Enforcement Training Needs

By

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In the spring of 1983, over 16,000 State and local law enforcement agencies were surveyed for the purpose of identifying and setting priorities in their field operations training needs. The research project was designed to provide information to the U.S. Department of Justice in its efforts to make the best use of resources earmarked for law enforcement training. The findings of the study provide information that should be of interest to the law enforcement community.

In response to a request by the U.S. Department of Justice to provide information on the nature and extent of State and local law enforcement training needs, the Institutional Research and Development Unit of the FBI's Training Division undertook a long term comprehensive analysis of law enforcement agencies throughout the United States. The objectives of this research were:

1) To determine the type and extent of any State and local law enforcement training need as perceived within the context of their individual organizational missions and environments;

2) To identify any differences in the nature of the training needs at the various demographic levels of relevance; and

3) To provide training needs information which would facilitate any Federal law enforcement training program developed to meet the needs of the State and local law enforcement agencies.

For the purpose of this article, the term "training need" is defined as a gap between what law enforcement personnel perceive as the level of expertise required to carry out law enforcement responsibilities in an optimum manner and what they perceive as the level of expertise currently possessed by law enforcement officers.

Information Collected

After careful review of needs assessment and job analysis literature, the project staff concluded that a needs assessment based solely on the size of the expertise gap would provide insufficient information for setting priorities in training needs. As a result, data were collected on not only the size of the gap that existed for specific job tasks, duties, and characteristics but also on the amount of time spent performing each and on the amount of harm that would most likely result from inadequate performance in each job task, duty, and/or characteristic. (The term "activity" will be used to refer to job tasks, duties,

and/or characteristics.) These two additional factors (time and harm) allow the size of any gap in a law enforcement activity to be considered in the context of the relative importance of that activity to officers' jobs. Thus, an activity judged to have a large expertise gap, but on which little time is spent and from which little harm would come as a result of inadequate performance, would be rated lower than a different activity with the same size gap, but on which much time is spent and/or from which substantial harm would come as a result of inadequate performance.

Following the review of the literature, a questionnaire was developed, tested, and found to be valid and reliable. The questionnaire consists of 13 questions intended to determine how training needs differ by agency type, size, and other demographic classifications. The actual training needs information was gathered using a list of 127 law enforcement job activities developed after a careful analysis of nearly 3,000 activities appearing in 12 law enforcement job/task analysis studies. The list of 127 activities was compiled with the cooperation of the Bureau of Education Research of the University of Virginia,[1] International Association of Chiefs of Police, National Association of State Directors

of Law Enforcement Training, National Sheriffs' Association, Police Executive Research Forum, U.S. Department of Justice Drug Enforcement Administration, and U.S. Department of Justice, Justice Management Division.

In order to facilitate the development of any training programs intended to reduce identified needs, related activities were grouped into seven major job categories—common, detective/juvenile/vice, patrol, intelligence, drug enforcement, traffic, and other.

In the initial phase of the project, the needs assessment was restricted to those activities required to carry out field operations. Field operations were selected as a focus over other major categories, such as administrative services and support/auxiliary services, because field operations command a major portion of agency human resources. In fact, the vast majority of the agencies responding to the survey indicated that between 80 and 100 percent of their sworn officers were engaged in field operations. Thus, field operations provide the highest potential for effectively using law enforcement training resources.

Questionnaire Recipients

During February 1983, questionnaire packets were mailed to the chief or sheriff in each of 16,144 State and local law enforcement agencies which participate in the FBI's Uniform Crime Reporting program. Agencies with fewer than 500 sworn officers were sent one survey packet. A total of 103 agencies with 500 or more sworn personnel were contacted by telephone prior to the survey to determine the number of questionnaire packets each required in order to provide a representative picture of the organization. These larger agencies received between 5 and 100 survey packets each.

Of the 16,144 agencies contacted, 7,294 (45.2 percent) provided 8,400 usable responses. This overall response rate was influenced by the very low rate of return of small agencies. Only 14.7 percent of the agencies with 1 to 4 sworn officers responded, while the response rate for agencies with 10 or more sworn officers averaged 75.3 percent. The highest rate of response (98.1 percent) came from agencies with 500 or more sworn personnel. (See fig. 1.) The 7,294 agencies responding represent 90 percent of all sworn State and local law enforcement officers in the Nation.

Of the 8,400 usable responses, 4,730 (56.4 percent) were provided by police chiefs/assistant chiefs or sheriffs/deputy sheriffs. An additional 2,204 responses (26.2 percent) were provided by sworn officers at the level of sergeant or higher. The remaining 1,466 responses (17.4 percent) were provided by others, such as corporals, patrolmen, and troopers.[2]

Training Priorities

Data were gathered in a manner that allowed law enforcement training needs to be analyzed from the perspectives of agency types, size, and geographic location. Regarding the latter, it was found that the training needs of law enforcement agencies do not vary greatly based on geographic location. In fact, training needs of agencies in different geographic locations were found to be so similar as to make it unnecessary to report needs by geographic region.

As would be expected, some training needs were given high priority by all agencies regardless of type or size, while other needs were rated high for some types or size of agencies but not others. Those training needs given average or higher training

Response Rate By Size of Agency

Figure 1. Response Rate By Size of Agency. RESPONSE RATE IN PERCENT by AGENCY SIZE (Sworn Officers): 500+ = 98.1; 200–499 = 87.6; 100–199 = 90.6; 50–99 = 77.1; 40–49 = 83.3; 30–39 = 75.5; 20–29 = 75.3; 10–19 = 69.5; 5–9 = 54.7; 1–4 = 14.7
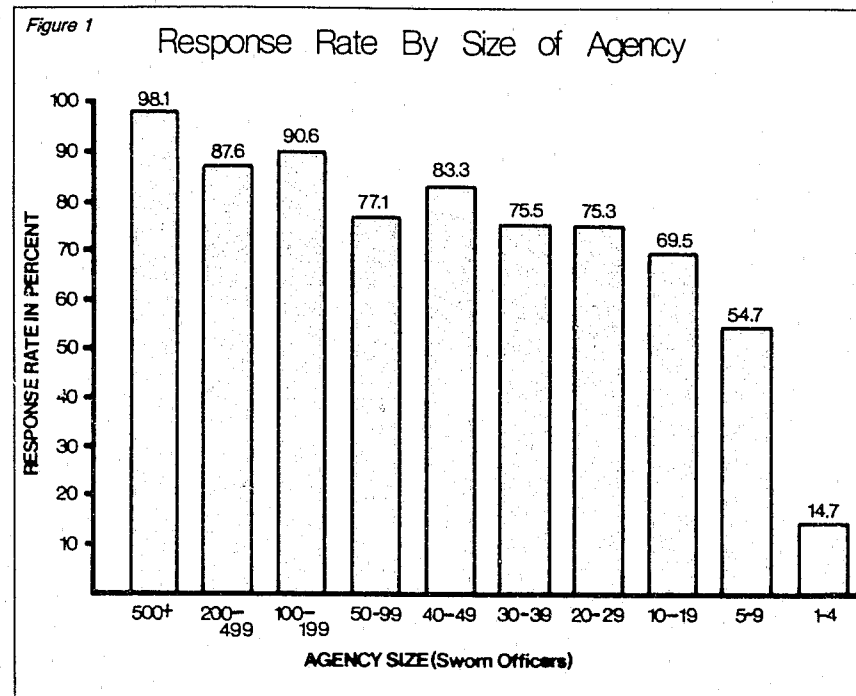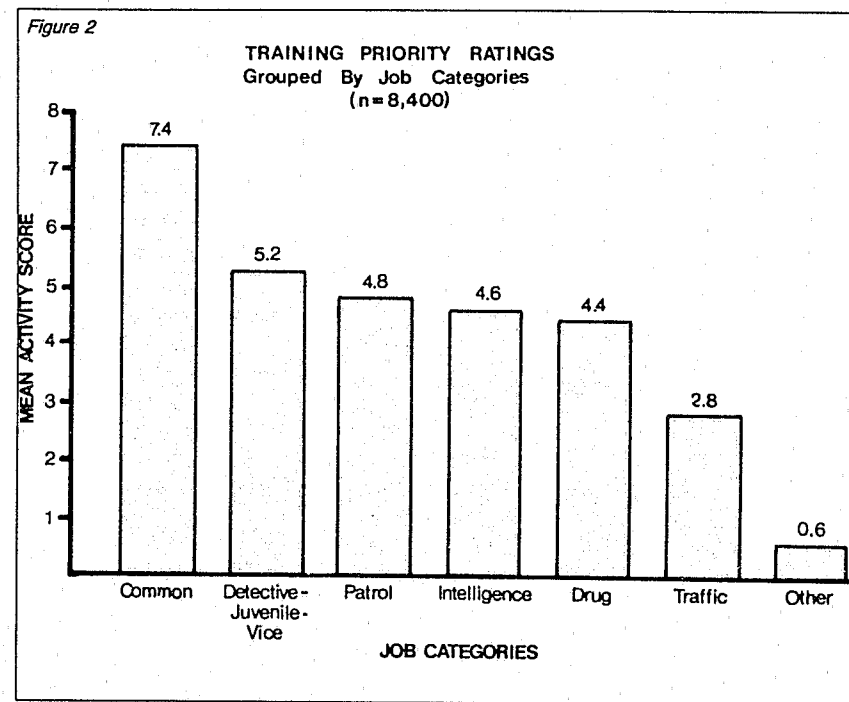
priorities regardless of agency type or size will be described on two levels or specificity—individual law enforcement activities and major law enforcement job categories.

Training resources are rarely sufficient to allow simultaneous treatment of all training needs. The efficient and effective allocation of these resources is facilitated when those job categories and the specific activities within the categories which represent the highest priority training needs can be identified. (See tables 1 and 2 and fig. 2.)

Of the total 127 activities, 54 (42.5 percent) were given average or higher training priority regardless of agency type or size. These 54 activities are listed in descending order of priority in table 1. The job category is shown in parenthesis following the activity statement.

When all 127 law enforcement activities are assembled into the seven job categories and the training priority of each category is evaluated, the "common" category, which is comprised of activities such as "handle personal stress," performed by virtually all State and local law enforcement agencies, emerges as the category of highest priority. The

common category is followed by the four categories detective/juvenile/vice, patrol, intelligence, and drug, all of which were rated fairly close to one another in terms of training priority. The traffic category was ranked sixth. Lowest rated was the "other" category which is made up of specialized activities such as "act as hostage negotiator." Figure 2 illustrates the training priority for each of the seven job categories when all 127 activities are taken into account.

Job Category Priorities Within Agency Clusters

Four groups or clusters of agencies were identified as having distinct sets of training needs. These were:
1) All agencies with 500 or more sworn personnel, with the exception of State police/highway patrol agencies.
2) All agencies with fewer than 500 sworn personnel, with the exception of State police/highway patrol agencies and sheriff's departments.
3) Sheriff's departments with fewer than 500 sworn personnel, and
4) State police/highway patrol agencies.

Figure 2. TRAINING PRIORITY RATINGS Grouped By Job Categories (n=8,400). MEAN ACTIVITY SCORE by JOB CATEGORIES: Common = 7.4; Detective-Juvenile-Vice = 5.2; Patrol = 4.8; Intelligence = 4.6; Drug = 4.4; Traffic = 2.8; Other = 0.6

Table 1

Training Priorities for All Agencies (n=8,400)

Activity	Activity Rank
Handle personal stress (common)	1
Conduct interviews/interrogations (detective/juvenile/vice)	2
Drive vehicle in emergency/pursuit situations (common)	3
Maintain appropriate level of physical fitness (common)	4
Promote positive public image (common)	5
Determine probable cause for arrest (common)	6
Write crime/incident reports (common)	7
Handle domestic disturbances (patrol)	8
Collect, maintain, and preserve evidence (common)	9
Respond to crimes in progress (patrol)	10
Develop sources of information (common)	11
Perform patrol activities (common)	12
Search, photograph, and diagram crime scenes (detective/juvenile/vice)	13
Carry out first-line supervision of sworn personnel, including planning, organizing, scheduling, appraising performace, etc. (common)	14
Take field notes (detective/juvenile/vice)	15
Testify in criminal, civil, and administrative cases (common)	16
Conduct followup on investigations (detective/juvenile/vice)	17
Make arrest with/without warrants (common)	18
Provide on-the-job training (common)	19
Identify and develop probable cause for obtaining warrants (common)	20
Conduct onscene suspect identification (patrol)	21
Identify crimes/laws being violated (common)	22
Protect crime scene (common)	23
Conduct frisk/pat down searches (common)	24
Fire weapons for practice/qualifications (common)	25
Prepare supplemental reports (common)	26
Coordinate major case investigations (detective/juvenile/vice)	27
Investigate citizen complaints (intelligence)	28
Control individuals placed under arrest (common)	29
Identify and resolve legal issues in obtaining search warrants (common)	30
Detect, gather, record, and maintain intelligence information (detective/juvenile/vice)	31
Conduct detail search of suspects/prisoners (common)	32
Act as hostage negotiator (other)	33
Maintain confidentiality and security of cases/information (common)	34
Drive vehicle in routine situations (common)	35
Execute search warrants (common)	36
Develop and maintain control of informants in other than drug investigations (detective/juvenile/vice)	37
Use tape recorders/handwritten notes when conducting interviews or interrogations (common)	38
Supervise placement and use of sworn personnel and equipment (common)	39
Conduct stationary/mobile surveillance of drug suspects to include cover surveillance on undercover buys (drug)	40
Administer first aid (common)	41
Search persons, dwellings, and transportation conveyances for illegal drugs (drug)	42
Use two-way radio in police communications (common)	43
Search persons, dwellings, and transportation conveyances for other than illegal drugs (common)	44
Write affidavits for search warrants (common)	45
Transport suspects/prisoners (common)	46
Investigate conspiracy to illegally import, manufacture, distribute controlled substances (drug)	47
Plan strategy for conducting searches (common)	48
Provide assistance to citizens (common)	49
Coordinate investigation with law enforcement officials from other agencies (common)	50
Conduct stationary/mobile surveillance of other than drug suspects (common)	51
Provide crowd/riot control (patrol)	52
Use undercover techniques in other than drug investigations (common)	53
Conduct tactical operations, e.g., raids, large scale searches, etc. (common)	54

The identification of a distinct set of training needs for each agency cluster allows for the design of curricula tailored to the needs of specific groups of agencies. Such curricula can help increase the efficiency of resource use by optimizing the match between the content of training courses and the needs of the participants.

Differences in training needs among agency clusters are illustrated by figures 3 through 6 in which priorities are set in the job categories for each cluster. In these figures, the height of the column above the name of each job category indicates the relative training priority for that category, with "8" representing the highest possible priority and "0" representing the lowest. Agencies can use the appropriate figure to identify the relative training priority of various job categories shared by agencies of similar type and size. The ratings in figures 3 through 6 illustrate variations in training needs which reflect the different missions and environments of the agencies in one cluster as compared to those of the agencies in the other clusters.

Job Activity Priorities Within Agency Clusters

The specific activities given high ratings by some agencies but not others are listed in tables 3 through 6. Each of these four tables provides two types of information regarding the activities. The numbers in the column headed "agency rank" show the rank order of each activity when the 127 activities are listed from highest priority (1) to lowest priority (127) for the types and sizes of agencies indicated in the title of the table. The designation code in the column headed "comparison" indicates how the cluster of agencies named in the title of the table rated an activity as com-

MH—Much Higher
SH—Somewhat Higher
AS—About the Same
SL—Somewhat Lower
ML—Much Lower

For example, the third activity listed in table 3 is "disseminate information/intelligence to special units." This activity was rated as a much higher (MH) priority by large municipal and county police agencies and large sheriff's departments than it was by the group composed of all agencies, regardless of size or type. Conversely, the 10th activity in table 3, "develop and maintain control of informants in drug investigations," was rated as a somewhat lower (SL) training priority by large county and municipal police agencies and large sheriff's departments than it was by the group composed of all agencies, regardless of type or size. Table 3 shows the 11 activities given average or higher training priority ratings by all non-State agencies with 500 or more sworn personnel.

Table 4 shows the 15 activities given average or higher training priority ratings by municipal and county police departments with fewer than 500 sworn personnel, city transit or port authorities, and other agencies not elsewhere specified.

Table 5 shows the 14 activities given average or higher training priority ratings by sheriff's departments with fewer than 500 sworn personnel. As might be expected, activities such as "serve civil court papers" were rated much higher (MH) by these sheriff's agencies than by the group composed of all agencies, regardless

Table 2

Training Priorities for All Agencies by Job Category (n=8,400)

Common Category

Activities	Rank Within Category	Activity Rank
Handle personal stress	1	1
Drive vehicle in emergency/pursuit situations	2	3
Maintain appropriate level of physical fitness	3	4
Promote positive public image	4	5
Determine probable cause for arrest	5	6
Write crime/incident reports	6	7
Collect, maintain, and preserve evidence	7	9
Develop sources of information	8	11
Perform patrol activities	9	12
Carry out first-line supervision of sworn personnel, including planning, organizing, scheduling, appraising performance, etc	10	14
Testify in criminal, civil, and administrative cases	11	16
Make arrest with/without warrants	12	18
Provide on-the-job training	13	19
Identify and develop probable cause for obtaining warrants	14	20
Identify crimes/laws being violated	15	22
Protect crime scene	16	23
Conduct frisk/pat down searches	17	24
Fire weapons for practice/qualification	18	25
Prepare supplemental reports	19	26
Control individuals placed under arrest	20	29
Identify and resolve legal issues in obtaining search warrants	21	30
Conduct detail search of suspects/prisoners	22	32
Maintain confidentiality and security of cases/information	23	34
Drive vehicle in routine situations	24	35
Execute search warrants	25	36
Use tape recorders/handwritten notes when conducting interviews or interrogations	26	38
Supervise the placement and use of sworn personnel and equipment	27	39
Administer first aid	28	41
Use two-way radio in police communications	29	43
Search persons, dwellings, and transportation conveyances for other than illegal drugs	30	44
Write affidavits for search warrants	31	45
Transport suspects/prisoners	32	46
Plan strategy for conducting searches	33	48
Provide assistance to citizens	34	49
Coordinate investigations with law enforcement officials from other agencies	35	50
Conduct stationary/mobile surveillance of other than drug suspects	36	51
Use undercover techniques in other than drug investigations	37	53
Conduct tactical operations (raids, large-scale searches, etc.)	38	54

Detective/Juvenile/Vice Category

Activities	Rank Within Category	Activity Rank
Conduct interviews/interrogations	1	2
Search, photograph, and diagram crime scenes	2	13
Take field notes	3	15
Conduct followup on investigations	4	17
Coordinate major case investigations	5	27
Detect, gather, record, and maintain intelligence information	6	31
Develop and maintain control of informants in other than drug investigations	7	37

of type or size. Sheriff's ratings of the training priority for drug-related activities are generally somewhat higher (SH) or much higher (MH) than the ratings provided those activities by the group composed of all agencies.
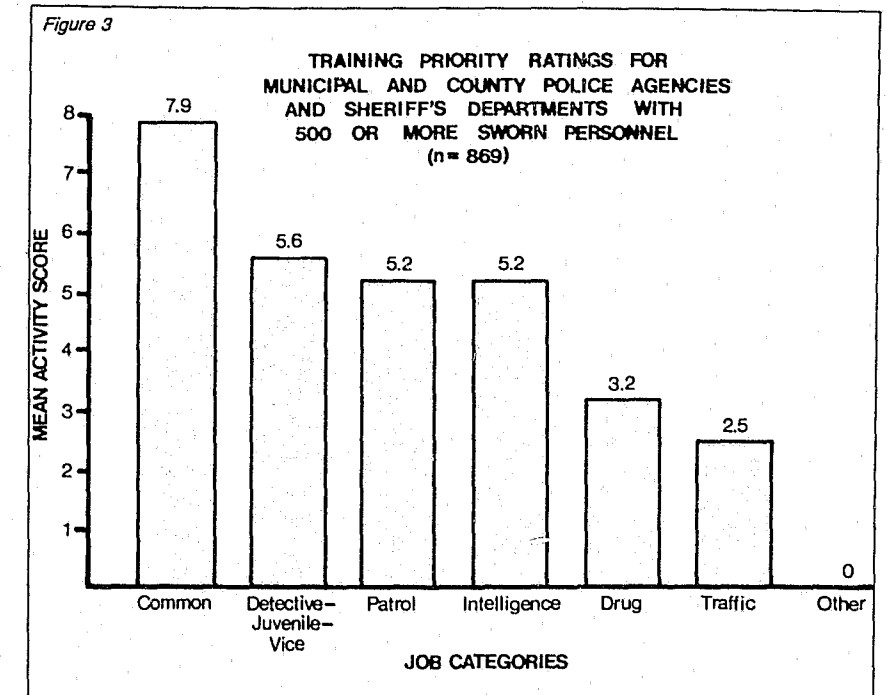
Table 6 shows the 19 activities given average or higher training priority ratings by State police/highway patrol agencies. Noticeable, while not surprising for this grouping of agencies, are the high ratings for traffic-related activities.
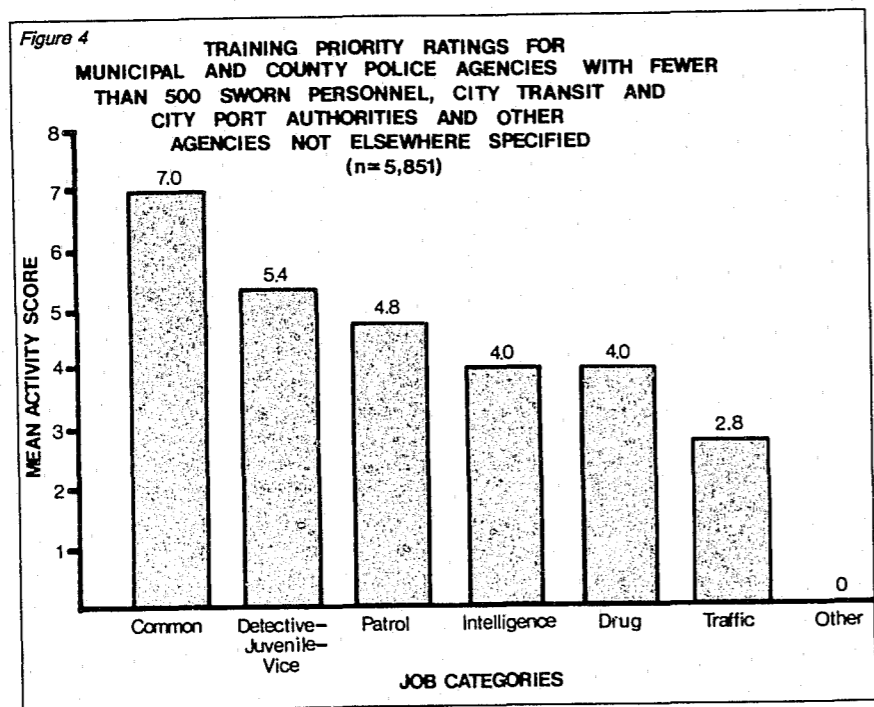
Comment Form Content Analysis

In addition to being provided with the printed questionnaire, each agency surveyed was provided a comment form, which allowed those responding to make narrative comments on any training-related issue of relevance to the agency. Of the 7,294 agencies responding to the printed questionnaire, 534 (7.3 percent) also completed and returned comment forms, providing a total of 1,127 comments of relevance to this study.

Table 2—Continued

Patrol Category

Activities	Rank Within Category	Activity Rank
Handle domestic disturbances	1	8
Respond to crimes in progress	2	10
Conduct onscene suspect identification	3	21
Provide crowd/riot control	4	52

Intelligence Category

Activity	Rank Within Category	Activity Rank
Investigate citizen complaints	1	28

Drug Category

Activities	Rank Within Category	Activity Rank
Conduct stationary/mobile surveillance of drug suspects (to include cover surveillance on undercover buys)	1	40
Search persons, dwellings, and transportation conveyances for illegal drugs	2	42
Investigate conspiracy to illegally import, manufacture, distribute controlled substances	3	47

Traffic Category

Activity		
None		

Other Category

Activity	Rank Within Category	Activity Rank
Act as hostage negotiator	1	33

Since use of the comment form was voluntary, a random sample was not obtained. This fact, in combination with the 7.3 percent response rate, indicates that the comments submitted must not be considered statistically representative of the opinions of State and local law enforcement personnel across the Nation. However, the comments are of relevance to this study in that they represent the opinions of those law enforcement personnel who took the additional time necessary to provide narrative input regarding training issues of the law enforcement community.

A great number of the 1,127 comments (487 or 43.2 percent) referred to a lack of resources within agencies. In all cases it appeared, as one would expect, that acquiring resources is more of a problem for agencies with fewer than 500 sworn personnel than it is for larger agen-

Figure 3

TRAINING PRIORITY RATINGS FOR MUNICIPAL AND COUNTY POLICE AGENCIES AND SHERIFF'S DEPARTMENTS WITH 500 OR MORE SWORN PERSONNEL (n=869)

Figure 4

TRAINING PRIORITY RATINGS FOR MUNICIPAL AND COUNTY POLICE AGENCIES WITH FEWER THAN 500 SWORN PERSONNEL, CITY TRANSIT AND CITY PORT AUTHORITIES AND OTHER AGENCIES NOT ELSEWHERE SPECIFIED (n=5,851)

cies. The most frequently cited comment (158 or 29.6 percent of the agencies returning comment forms) was that agencies did not have sufficient funds to conduct necessary training. A related comment cited by 94 (17.6 percent) of the agencies responding concerned a lack of time for training.

Other comments dealing with resource-related problems included the lack of necessary equipment to carry out effective and efficient operations (77 agencies or 14.4 percent), the need to educate public officials regarding law enforcement agency needs for monies (40 agencies or 7.5 percent), and the desire on the part of 46 agencies (8.6 percent) to see the reestablishment of the Law Enforcement Assistance Administration (LEAA). Programs and equipment funded by LEAA a decade ago are now outdated due to the lack of resources following the agency's demise.

With regard to drug and narcotics trafficking, 61 (11.4 percent) of the agencies responded that they were in need of assistance to suppress effectively this organized criminal activity within their respective jurisdictions. These agencies indicated that while they have experienced some limited
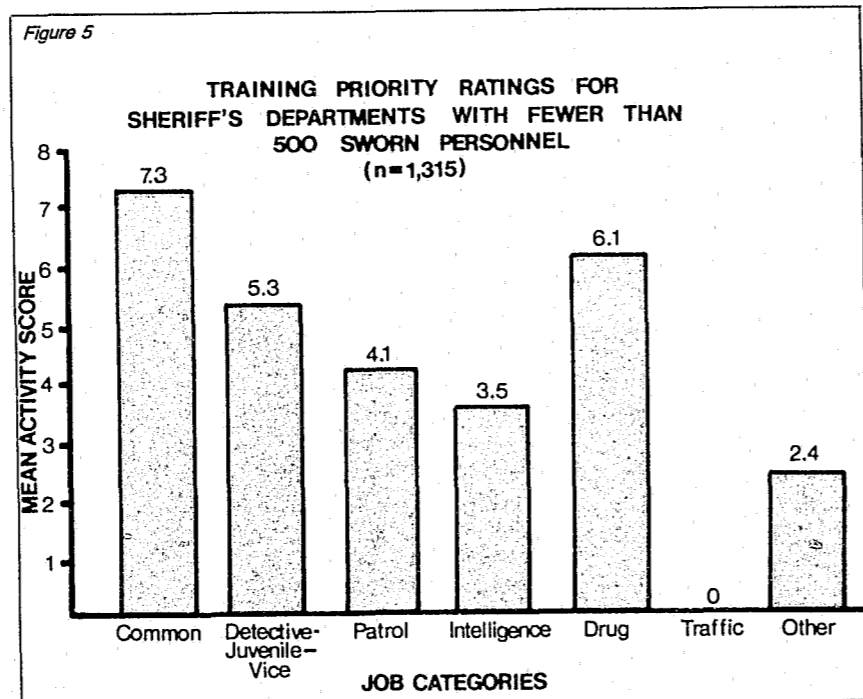
success in their pursuit of street-level drug dealers, advanced training and sophisticated equipment and resources would be needed in order to penetrate criminal enterprises.

Comments from 153 agencies (28.7 percent) indicated that the questionnaire appeared to be intended primarily for large agencies. Nearly three-fourths (74.5 percent) of the 153 agencies providing this comment employed fewer than 20 sworn officers. Although the list of 127 activities used in the questionnaire was intended to describe field operation activities in law enforcement agencies of all types and sizes, it was necessary to include activities that deal with highly specialized techniques or the use of sophisticated equipment most often found in the larger agencies.

Conclusion

Extensive analysis revealed that

Figure 5

TRAINING PRIORITY RATINGS FOR SHERIFF'S DEPARTMENTS WITH FEWER THAN 500 SWORN PERSONNEL (n=1,315)

"Extensive analysis revealed that the activities given high training priorities were very similar across all agency sizes and types."

Table 3

Additional Training Priorities for Municipal and County Police Agencies and Sheriff's Departments With 500 or More Sworn Personnel* (n=869)

Activity (Category)	Agency Rank	Comparison
Counsel juvenile (detective/juvenile/vice)	45	SL
Provide assistance in potential suicide situations, e.g., counsel, comfort, rescue, etc. (common)	50	SL
Disseminate information/intelligence to special units, e.g., intelligence, detective, etc. (intelligence)	53	MH
Conduct police community relations/crime prevention programs (other)	55	AS
Handle juvenile matters (detective/juvenile/vice)	56	SL
Extricate trapped persons from buildings, vehicles, etc. (patrol)	58	SH
Use analytical investigative methods, e.g., link analysis, path analysis, VIA, etc. (common)	59	SH
Determine whether incidents are criminal or civil (common)	60	SH
Identify high-crime area (other)	62	SL
Develop and maintain control of informants in drug investigations (drug)	63	SL
Use SWAT tactics (common)	65	SH

These training priorities are in addition to those shown in table 2.

Table 4

Additional Training Priorities for Municipal and County Police Agencies With Fewer Than 500 Sworn Personnel, City Transit and City Port Authorities, and Other Agencies Not Elsewhere Specified* (n=5,851)

Activity (Category)	Agency Rank	Comparison
Provide assistance in potential suicide situations, e.g., counsel, comfort, rescue etc. (common)	33	AS**
Counsel juveniles (detective/juvenile/vice)	38	AS
Investigate possession with intent to distribute and/or sale of illegally imported/manufactured controlled substances (drug)	39	AS
Develop and maintain control of informants in drug investigations (drug)	44	AS
Handle juvenile matters (detective/juvenile/vice)	47	AS
Use undercover techniques in drug investigations (drugs)	52	AS
Conduct police community relations/crime prevention programs (other)	57	AS
Photograph and diagram accident scene (traffic)	58	AS
Provide public assistance in drug abuse education and prevention (drugs)	60	AS
Issue traffic citations/warnings (traffic)	61	AS
Check security of businesses and residences (common)	63	AS
Determine whether incidents are criminal or civil (common)	65	AS
Prepare complaints (common)	66	AS
Interview drivers/witnesses about motor vehicle accidents (traffic)	68	AS
Provide accident scene maintenance/security (traffic)	69	AS

These training priorities are in addition to those shown in table 2.

** NOTE: The consistency with which the "AS" appears in the comparison column in table 4 is a result of the high correlation (r=.99) between the responses of the agencies covered by table 4 and the responses of the group composed of all agencies, regardless of type or size.

the activities given high training priorities were very similar across all agency sizes and types. Fifty-four activities represented 59.3 percent of all training areas given average or higher priority ratings. Moreover, the remaining 37 (40.7 percent) activities of average or higher training priority found among the four agency clusters also included some overlap. These 91 activities, therefore, represent an appropriate focal point for Federal support of State and local law enforcement training.

Two high-priority activities warrant comment at this point. The activity "handle personal stress" was consistently rated as the number one priority by all four agency clusters. Stress and the job burnout syndrome with which it is often associated are factors affecting performance in all types of human service organizations. The feelings of emotional exhaustion which result sometimes lead to cynicism toward the job and the citizens served, seriously reducing organizational effectiveness. However, training in stress management is becoming widely available for law enforcement agencies. It is, therefore, possible that the high priority rating given this area is due more to the training being "in vogue" than to an actual need for increased expertise in coping with stress. On the other hand, since most training in this area is offered by health professionals, the high priority may reflect the inability of law enforcement agencies to pay for training of this type. Additional research would be required to resolve these conflicting possibilities.

"... one way to increase the efficient use of financial resources earmarked for law enforcement training would be to develop training modules on relevant activity groupings."

Table 5

Additional Training Priorities for Sheriff's Departments With Fewer Than 500 Sworn Personnel* (n=1,315)

Activity (Category)	Agency Rank	Comparison
Perform entry/exit processing of prisoners (common)	26	MH
Use undercover techniques in drug investigations (drug)	27	MH
Investigate possession with intent to distribute and/or sale of illegally imported/manufactured controlled substances (drug)	28	SH
Develop and maintain control of informants in drug investigations (drug)	34	SH
Provide assistance in potential suicide situations, e.g., counsel, comfort, rescue, etc. (common)	36	AS
Serve civil court papers (other)	46	MH
Quell jail disturbances/riots (common)	51	MH
Investigate financial aspects of illegal drug trafficking in order to identify and seize assets (vehicles, funds, real estate, etc.) acquired as a result of drug trafficking (drug)	60	MH
Provide public assistance in drug abuse education and prevention (drug)	61	AS
Investigate drug smuggling by aircraft, vessels, mail, etc. (drug)	62	SH
Handle juvenile matters (detective/juvenile/vice)	63	SL
Use reverse undercover techniques in drug investigations (drug)	64	SH
Use SWAT tactics (common)	66	SH
Investigate illegal marihuana cultivation and develop eradication programs (drug)	67	MH

*These training priorities are in addition to those shown in table 2.

The activity "carry out first-line supervision of sworn personnel, including planning, organizing, scheduling, appraising performance, etc." represents a particularly broad duty area. The high priority of this item for all agencies (14th out of 127 items), along with the breadth of the item and the potential impact of supervision on agency efficiency and effectiveness, suggests that at least some aspects of supervision are probably more important training areas than indicated by the data. This area will be examined in much greater detail using data provided by law enforcement agencies participating in the second phase of the nationwide law enforcement training needs assessment. Survey packets for this phase of the study were mailed to agencies during April of this year.
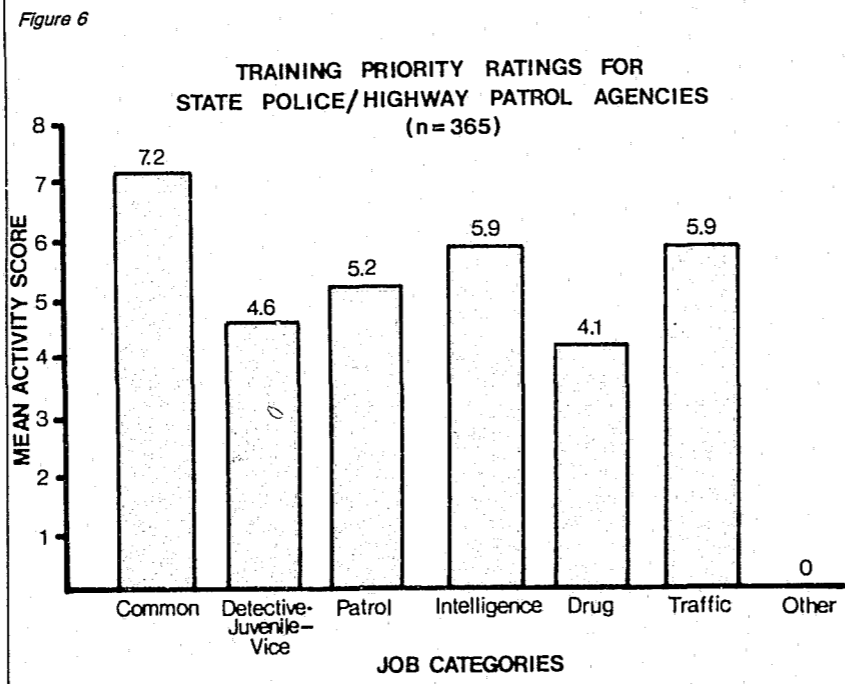
The content analysis of the returned comment forms indicates that budgetary constraints provide an underlying obstacle to providing adequate training for sworn officers in many agencies. Even in cases where training is provided without cost to agencies, some of the smallest agencies are unable to participate because of the negative implications of having a critically needed officer away from the job for extended periods of time. The continuing need to reduce public spending makes it imperative that more efficient methods of training the law enforcement officer be developed.

The results of this study suggest areas for which additional emphasis in existing training programs would be appropriate. Should particular high priority training activities continue to rate high in future surveys, allocation of Federal resources to support research into the most efficient and effective ways to enhance the performance of sworn law enforcement personnel in these areas could be warranted. Even small refinements in training content and delivery in such widely used law enforcement activities could result in tremendous return on research investment. The nature groupings of activities and the similarities in training needs across agency type and size suggest that one way to increase the efficient use of financial resources earmarked for law enforcement training would be to develop training modules on relevant activity groupings. These modules could then be assembled in a variety of combinations to meet the training needs of various law enforcement groups. Moreover, newer technologies, such as video taping and satellite broadcasting, provide considerable potential for providing low cost, onsite training to large numbers of law enforcement personnel. While these newer "state of the art" options should be examined closely, careful reviews should also be made of such approaches as correspondence courses, conventional academy training, specialized regional and departmental programs, and rollcall training procedures. **FBI**

Figure 6

TRAINING PRIORITY RATINGS FOR STATE POLICE/HIGHWAY PATROL AGENCIES (n=365)

MEAN ACTIVITY SCORE:
- Common: 7.2
- Detective-Juvenile-Vice: 4.6
- Patrol: 5.2
- Intelligence: 5.9
- Drug: 4.1
- Traffic: 5.9
- Other: 0

JOB CATEGORIES

Table 6

Additional Training Priorities for State Police/Highway Patrol Agencies* (n=365)

Activity (Category)	Agency Rank	Comparison
Photograph and diagram accident scene (traffic)	33	MH
Use SWAT tactics (common)	34	MH
Extricate trapped persons from buildings, vehicles, etc. (patrol)	37	MH
Interview drivers/witnesses about motor vehicle accidents (traffic)	38	MH
Provide accident scene maintenance/security (traffic)	43	MH
Conduct background/applicant investigations (intelligence)	44	MH
Issue traffic citations/warnings (traffic)	45	SH
Investigate drug smuggling by aircraft, vessels, mail, etc. (drug)	53	MH
Check for proper registration, driver's license, vehicle weights, etc. (patrol)	54	SH
Conduct internal affairs investigations (intelligence)	55	MH
Conduct police community relations/crime prevention programs (other)	58	AS
Provide executive/dignitary security/protection (detective/juvenile/vice)	59	MH
Control traffic at scene of accident, busy intersection, special events, etc. (traffic)	60	SH
Quell jail disturbances/riots (common)	64	MH
Inspect for vehicle identification number (VIN) (common)	65	MH
Operate radar/VASCAR, etc. equipment (traffic)	67	SH
Investigate possession with intent to distribute and/or sale of illegally imported/manufactured controlled substances (drug)	70	ML
Administer roadside sobriety tests (traffic)	71	MH
Perform general office functions (other)	72	AS

* These training priorities are in addition to those shown in table 2.

Footnotes
[1] The Bureau of Education Research, University of Virginia, acted as a consultant to the Institutional Research and Development staff during the survey design, data collection, and data analysis phases of the study.
[2] No attempt is made in this article to describe in any detail the review of the literature or the methodology of the study. Readers interested in more information regarding background literature or the development of job activities and categories, survey instrument design, reliability and validity, survey recipients, survey distribution and return, and data analysis may wish to obtain a copy of the *Technical Report.*

END