

# **POLICE PERSONNEL MANAGEMENT INFORMATION SYSTEMS**

## THE DALLAS AND DADE COUNTY EXPERIENCES

Wayne F. Cascio

**PoliceFoundation**

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## FOREWORD

This monograph and the research efforts it describes were supported by the Police Foundation. In October 1973 the police departments of Dallas, Texas, and Metropolitan Dade County, Florida, independently began Police Foundation-sponsored research on the design, development, and implementation of police personnel management information systems (PPMIS). While the objectives of these projects were modest, they were in fact realized with considerable practical benefit to both departments.

The monograph has two major purposes. The first is to describe the development, functional specifications, and operations of the two systems. Although the needs and system objectives of Dallas and Dade County were somewhat different, in retrospect it appears that their approaches to implementing PPMIS were strikingly similar--both in the steps they followed and in the problems they encountered. This leads to the second purpose of this monograph--to provide a "guide" for other departments that choose to develop similar systems. Perhaps by following this outline, others will avoid many of the hazards and pitfalls along the way, while at the same time capitalizing on the positive aspects of the Dallas and Dade County experiences.

These projects could not have been completed without the continuing support and cooperation of a number of key individuals. In Dade County, the continual administrative support of Public Safety Department Director E. Wilson Purdy; Assistant Director, the late Chief Hal Barney; and Chief Paul Bohardt was indispensable and deeply appreciated. In addition, a special debt of gratitude is owed Donald D. Slesnick, formerly Director of Personnel, who provided the initial impetus for the Dade County project. Together with Ms. Fay Walther, Mr. Leslie Real, and Dr. Bernard Cohen of Queens College, Mr. Slesnick provided many substantive criticisms that ultimately led to a much improved final product. Finally, a special vote of thanks is due Ms. Mary Jean Fitzgibbons, overall supervisor of data collection, whose diligence was a continual source of amazement.

Similar acknowledgements are due the Dallas Police Department. Gratitude is expressed to Chief of Police Donald A. Byrd, whose administrative support enabled the project to continue. Sincere thanks are also due Captain Grant Lappin, who conceived the "Automated Vita" project, to Captain Leo Savell, who supervised its design and implementation, and to Sergeant Joe Wages, Ms. Patsy Hammons, and systems analyst Mr. Armando Rodriguez, all of whom brought the concept to life and made it successful.

Finally, deep gratitude is expressed to Ms. Toby Levin, who expertly typed and retyped the many revisions of the manuscript with continual good cheer.

Wayne F. Cascio

## PREFACE

Since the Police Foundation was established in 1970, its Board of Directors and staff have devoted a large measure of time and resources to issues involving police personnel administration. This concentration on personnel reflects the fact that a significant portion of the efficiency and effectiveness of the police is linked to the selection, training, promotion and supervision of police officers.

So the general subject of police personnel has been a major program area for the Foundation and during the past several years it has sponsored demonstration and research projects in the areas of women in policing, police officer height as it relates to performance, the selection of police chiefs, psychological testing and counseling, and personnel management information systems.

So far, these projects have resulted in several Foundation publications: Policewomen on Patrol (two volumes); Women in Policing: A Manual; Police Chief Selection; Police Officer Height and Selected Aspects of Performance; Police Personnel Administration; and Kansas City Peer Review Panel.

This report marks the publication of a series of monographs on personnel issues. The subjects include performance appraisal in police departments, police selection through assessment centers, and personnel management information systems for the police.

This monograph and others in the series are published in the belief that each can help police leaders and managers in the job of improving the quality and performance of American police personnel.

Patrick V. Murphy  
President  
Police Foundation



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## WHY HAVE A PERSONNEL MANAGEMENT INFORMATION SYSTEM?

After a rash of bombings during a 24-hour period, allegedly by a little-known terrorist organization, a temporary task force was urgently needed to work undercover and gather information that might lead to the apprehension of the suspects. Fourteen officers--six Spanish-speakers, four blacks, two white Americans, and two women--with at least two years' experience each, were required immediately.

Some time later, during a one-month period, seven officers retired, two were wounded when they walked in on a liquor store robbery in progress, and one female went on maternity leave. All had to be replaced, but from where could the department best draw replacements?

Just before Christmas, all bureau commanders were required to nominate candidates for a police sergeant assessment center. In one unit, the commander nominated two white officers with outstanding records, while unintentionally passing over a black officer from the same unit who, as he demonstrated later during a formal grievance hearing, was just as qualified for nomination as were the two white officers. He charged his commander with racial discrimination in violation of Title VII of the 1964 Civil Rights Act.

Each anecdote illustrates the increasing complexity of personnel management in police agencies, and the corresponding need for more sophisticated techniques. For the temporary task force assignment, the chief would have been aided considerably by drawing candidates with the necessary qualifications from a computerized skills bank. In the personnel replacement problem the department could have anticipated the retirements and maternity leave: a personnel planning report (containing all information about scheduled leave, predicted relief factors, scheduled transfers and retirements and new employees) should have been available. In addition, an updated monthly assignment report would certainly have made the replacement task easier. Finally the racial discrimination charge could have been avoided if employee records had been computerized; once the chief specified the qualifications an officer must possess in order to be nominated, all appropriate individuals could be identified.

In short, to meet problems such as these, several departments have considered making all useful employee information accessible by computer. This does not imply that all employee records will be accessible; only those which provide useful information. As police departments have grown in size and complexity, they have begun to follow industry's lead in using the computer as a tool in the personnel management process.

This last point deserves reemphasis: The computer is simply a tool in the decision-making process for which the administrator must ultimately bear responsibility. Before we say more, however, about the computer's role in police personnel management, we should consider several other reasons why police agencies seem to be moving toward information systems for personnel management.

### The Contemporary View of a Police Administrator

Today, the effective administrator integrates information as well as manages people. At lower levels administrators must deal routinely with a variety of information specific to their departments, groups, sections, or districts, in order to manage their subordinates effectively. At the upper echelons of command, however, the problems are compounded considerably because the administrator must integrate and summarize information from many different departments, sections, or districts, in order to manage operations and personnel effectively.

While it might appear from the above description that top administrators frequently suffer from "information overload," in practice the opposite condition often prevails. Administrators frequently suffer from information "underload"; that is, needed information often is simply not available. One way to alleviate this problem, of course, is to automate as much information as possible, store it on a computer, and let the machine do much or all of the integrating and summarizing. The information storage and retrieval capabilities of modern computers are mind-boggling. However, while it is relatively easy to describe what a computerized information system can do, the practical task of actually making the system operational can be expensive, time-consuming, and frustrating. Nevertheless, once the information system is working satisfactorily, the administrator often can make better informed decisions--thus enhancing his own as well as the department's effectiveness.

In order to appreciate the computer's usefulness for the police administrator, consider the following questions. Each neatly illustrates the all-too-frequent information underload many administrators face.

- Can you name all of your officers who have had more than three citizen's complaints or internal review investigations in the past year?
- Do you know which officers have accumulated more than three preventable accidents in the past six months?
- Suppose the chief wants to know how many officers are eligible for retirement now--i.e., are over 50 and have 20 years of service. Will this be a major project?

Top administrators generally agree that just keeping track of all their people requires a systematic integration of all information into

a central location (with appropriate updating capabilities). Thus, one impetus for the development of PPMIS comes from internal sources; required information for decision-making is often unavailable or would take too long to gather by hand. Another, and perhaps more immediate, stimulus has come from an external source: the increasingly detailed reporting requirements of the various agencies of the federal government.

### Requirements of Civil Rights Legislation

The federal government now plays a major role in influencing organizations in both the public and the private sector to undertake systematic programs of personnel management. Whether the problems lie in finding personnel with critical skills in specialty areas, complying with fair employment legislation, managing careers, or devising layoff policies, there seems to be increasing interest in developing more effective ways of managing personnel. In a nationwide survey of 775 local and state governments, federal agencies, and private corporations, almost 90 percent of the federal agencies, 43 percent of the private corporations and state governments, and 22 percent of the local governments who responded were implementing modern personnel planning techniques (District of Columbia government, 1973).

The compliance requirements of civil rights legislation are another influence. Annual reports that must be filed with the Equal Employment Opportunity Commission (EEOC) and the Law Enforcement Assistance Administration (LEAA) must include acceptable affirmative action plans with detailed goals and timetables for hiring women, minorities, and other disadvantaged and protected groups. Affirmative action programs must include analyses of all major job categories, with explanations if there are few or no minority members in one or more of the categories. In order to comply with these government regulations, organizations in the private as well as the public sector have developed far more comprehensive and detailed personnel planning systems than ever before. Such systems consist of several specific, interrelated activities. They include:

1. Personnel inventories: General assessments of current resources (skills, abilities, and potential) together with an analysis of current management of personnel.
2. Personnel forecasts: Predictions of future requirements (numbers, skills mix, internal vs. external labor supply).
3. Personnel plans: Intended expansion of the pool of qualified individuals by recruitment, selection, training, placement, transfer, promotion, development, and compensation.
4. Control and evaluative procedures: Provisions for closed loop feedback to the rest of the system and monitors of progress toward goals and objectives.

Personnel planning is not a revolutionary breakthrough. Personnel and industrial relations departments have always accepted planning for recruitment, selection, training, and so on as one of their basic responsibilities. But what is new is the systematic approach to forecasting future requirements and identifying potential problems. Instead of reacting to problems as they arise, more and more organizations recognize the need to anticipate the future. While a few organizations have moved quickly in this area, the great majority have moved slowly in developing personnel planning systems. Virtually none denies the need for such systems.

### Police Personnel Research

There is a significant role for computers in police personnel research. For example, before the systematic centralization of police personnel data in Dade County, it took nearly six months just to gather information manually, from files in four different locations, for a study of the relationship between physical characteristics (height and weight) and police officer performance. This relationship may be important to police officer selection, yet virtually nothing is known about it. Closely related is the relationship between formal education and police officer performance. In an era when legal fees are skyrocketing and court cases about these questions demand more and more of the administrator's time, police departments often have to live with unfavorable rulings because they lack empirical evidence that might support their cases. Many other relevant questions go unanswered: For example, those pertaining to the problem driver, retirement benefits, physical fitness and accidents, injuries, sick time, and so forth, not because there is no motivation to investigate them, but often because adequate information does not exist.

Aside from protection against unfair employment practice suits, several benefits accrue to police personnel research. It can lead to improved personnel management practices. New individual performance objectives and possible revisions in selection and training standards are potential results. For example, the Dade County Public Safety Department decided not to use a biodata form for selection purposes after research disclosed that the biodata form could not accurately forecast police performance. However, the decisions of an oral board of interviewers were given greater weight in the police officer selection process when a parallel research program showed that the interview results validly predicted "on the street" performance two years later for minority as well as for nonminority police officers.

### Other Uses

There are many other potential uses for police personnel management information systems. Depending on their design and level of sophistication, PPMIS may mesh with payroll data, or be used in training program evaluation, in career planning efforts, in placement to assure the match

between individual qualifications and interests and prospective job requirements, and also in performance counseling when individual performance profiles are compared to relevant norms. The computer is particularly well-suited to help identify candidates for promotion, special assignment, or transfer. It excels at rapidly scanning large populations and identifying individuals who meet certain criteria. In addition, it is an excellent monitor of leave (scheduled or unscheduled), suspensions, dismissals, retirements, hiring, and information on current shift assignments. Labor or management may find the system useful as an adjunct to the collective bargaining process. For example, one group may want to know quickly before negotiations the specific cost of boosting life insurance coverage by \$25,000 for certain groups of officers. Many other potential uses are as yet untapped. Once line officers and command personnel learn to use the system, however, a frequently heard comment is, "How did we ever get along without this thing?"

## II

### THE PERSONNEL MANAGEMENT INFORMATION SYSTEM: AN OVERVIEW

For our purposes a personnel management information system is the method by which an organization collects, sorts, processes, stores, retrieves, analyzes, and reports information on people and jobs; the "system" refers simply to the process of integrating a variety of disparate activities into a logical whole to accomplish a given objective (Weatherbee, 1968).

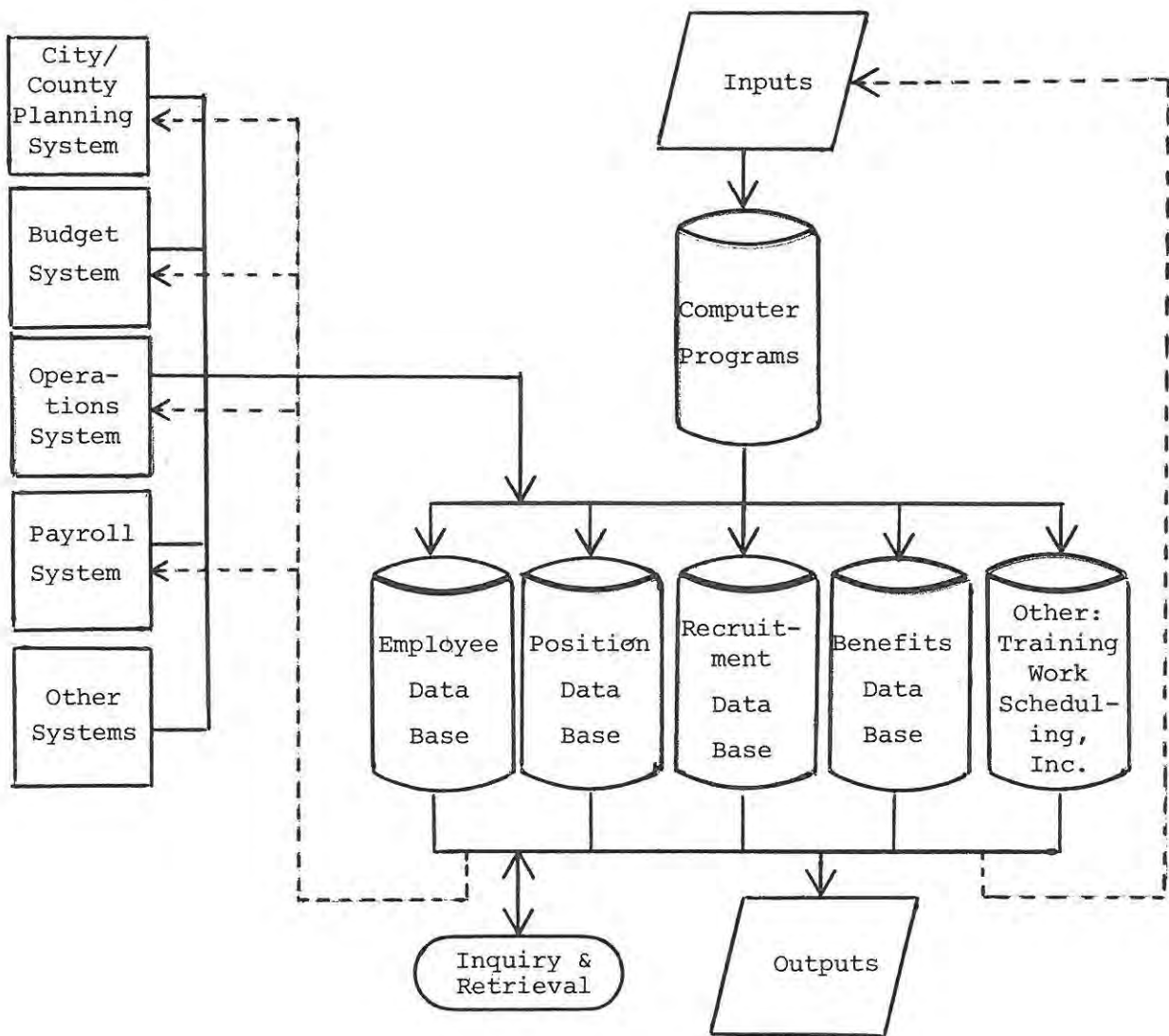
Effective personnel management depends largely on the quality and amount of relevant information available. This does not imply indiscriminate data collection. Rather, it entails a rational, thorough examination of information currently available, and a determination of information likely to be required in the foreseeable future. Information that serves no useful purpose can be eliminated, while procedures for collecting required new data may be specified. This is an important point: Only information that serves some useful purpose or objective should be included in the system. Information that cannot be justified should be omitted. Often such an examination may reveal glaring deficiencies in current records. This was the case in one private firm when a plant safety officer, in framing objectives for the following year's accident program, needed to know the number of preventable accidents during the past year; yet current accident records did not differentiate between preventable and nonpreventable accidents.

Up to 90 percent of the work involved in any white collar job involves the seeking and obtaining of information (Murdick & Ross, 1971). If 90 percent of administration goes into obtaining information, it is a small wonder that administrators continually seek improvement in the concepts and design of information systems. As a department grows in size and complexity, the automation of this information becomes necessary. The computer frequently plays a central role in the process.

#### Design Considerations

The particular form of a personnel management information system should be based on sound planning, including specifications of goals and objectives, thorough analysis of system requirements, and careful attention to detail. All of this is important because a variety of data will be required.

An example of an integrated personnel management information system is presented in Figure 1. This is a modified version of a model presented by Tomeski and Lazarus (1973a).



Legend

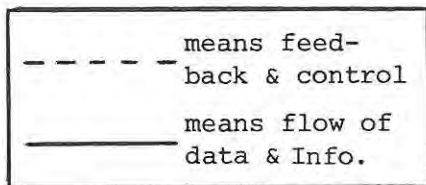


Figure 1  
 An Integrated Police Personnel Management Information System

A single stream of input data is channeled to the appropriate file, (e.g., employee data base, position data base, benefits data base) by means of a group of computerized file management programs. Likewise, the various data bases are linked for coordinated processing. For example, if the employee data base is linked to the position data base, then employee/job matching can be simplified. Other related systems, such as the budget and payroll systems, have clearly defined paths to and from the personnel management information system, and they interact with each other. Outputs from the system are available to administrators, personnel staff, and authorized employees either directly, through a data terminal, or by means of batch processing (submission of a deck of appropriately coded computer cards). The successful development of such an integrated system represents a substantial undertaking. It requires thorough planning and phasing-in of parts of the system as it becomes economically and technically feasible to do so.

In general, personnel data systems lag far behind available equipment and software; but direct information storage, access, retrieval systems via data terminals located within the personnel department, and graphic output display devices are becoming more and more common, especially in large organizations. This does not imply that expensive systems are necessarily better. Any system is only as effective as the quality of the information that goes into it. If record-keeping and data collection are shoddy, incomplete, and inaccurate before being computerized, they may be more systematic, but certainly no more accurate afterward.

It should also be emphasized that manual information systems (e.g., Cardex files) may be quite well suited to certain applications. For example, manual storage systems are entirely appropriate under the following conditions:

1. When an agency is relatively small (less than 300 sworn personnel).
2. When stored information is used only rarely (e.g., once a month).

An example of one such manual storage system is presented in Figure 2. If stored information is used more than three times or in more than three ways, however, it will probably be advantageous to develop a computerized PPMIS. The decision to computerize should be made only after careful consideration of available alternatives and a thorough cost-benefit analysis of all phases of design, implementation, operations, and maintenance. Weatherbee (1968) pointed out several caveats for would-be users:

The greatest potential expense sometimes results from our own lack of understanding about our information output objectives and input needs. If we don't know how to collect, record, store, retrieve, and report accurate and timely information about people



POLICE DEPARTMENT MASTER INVENTORY AND DEVELOPMENT RECORD					Date, Month, Year	
Police Department		Area or Sub-Department		Branch or Section	Location	
Service Date (Month, Day, Year)		Birthdate (Month, Day, Year)		Marital Status	Present Rank	
EDUCATION <span style="float:right;">Degree, Year Obtained, College, and Major Field of Study</span>						
Grade School		High School				
6	7	8	9	10	11 12 13	
College						
1	2	3	4	5		
COURSES						
Type of Course	Subject or Course		Year	Type of Course	Subject or Course	Year
CAREER AND DEVELOPMENT INTERESTS						
Are you interested in an alternative type of police work?		Would you accept transfer to another Division?		Would you accept lateral moves for further development?		
<input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> Yes <input type="checkbox"/> No		
If yes, specifically what type?		Comment on any Qualifying Circumstances				Photo No.
WHAT TYPE OF TRAINING DO YOU BELIEVE YOU REQUIRE TO:		A) 'Improve your skills and performance in your present position'				
		B) 'Improve your experience and abilities for advancement.'				
What Other Assignments Do You Believe You Are Qualified To Perform Now?		Last Name				
		First Name				
LANGUAGES		Written		Spoken		Middle Name
		<input type="checkbox"/> English	<input type="checkbox"/> French	<input type="checkbox"/> English	<input type="checkbox"/> French	SS Number
		<input type="checkbox"/> Spanish	<input type="checkbox"/> Other	<input type="checkbox"/> Spanish	<input type="checkbox"/> Other	
SOCIETIES AND ORGANIZATIONS Memberships Community Organizations etc., Within Last Five Years, Indicate Name of Association and Office Held, If Any						
SKILLS						
Type of Skill	Certification, If Any		Type of Skill	Certification, If Any		
OTHER SIGNIFICANT WORK EXPERIENCE, AND OR MILITARY SERVICE. (Omit Repetitive Experiences)						
Location		From Yr	To Yr			
COMMENTS: Other Significant Experience, Recreational Activities, Hobbies, Interests, or Personal Data.						

Figure 2. Data Card Appropriate for Manual PPMIS

and jobs, the computer can't help us. If we don't know what the fundamentals of our current system or program design are, the computer won't help us. (p. 62)

Before actual data collection, therefore, certain fundamental questions must be addressed:

1. Who or what should be included in the system?
2. What specific pieces of information must be included for each individual and for each job?
3. How can this information best be obtained?
4. What is the most effective way to record such information?
5. How can relevant information be reported to top administrators?
6. How often must this information be updated?  
(Snyder, 1972)
7. What measures must be taken to insure data security?

Answers to these questions will provide both direction and scope for subsequent efforts. For example, in answering Question 1, some private firms decided to include only management, technical, and professional personnel. They focused particularly on personnel selection, training, assignment, and replacement planning at lower management levels, where the largest numbers of managerial, technical, and professional employees exist, and where the need to identify potential is greatest. On the other hand, several police departments chose to include all personnel in the system; assignments change frequently in some divisions and temporary task forces often gather for short-term projects. Installation of a PPMIS does not mean new tasks for line administrators. Administrators will still do the same tasks, but those tasks can be accomplished more quickly and efficiently than before.

### Information Type

Specific information for the system will vary from department to department and may include only name, age, date of appointment, education, current assignment, past assignments, and an assessment of future potential. Other systems are much more elaborate and may additionally include detailed biographical data and selection test scores, department training and development activities, salary history, language skills, professional qualifications, military experience, disciplinary records, career interests and assignment preferences, experience in foreign countries, and association memberships. This list is by no means exhaustive; information requirements vary with departmental needs.

### Obtaining Information

After the required information for each individual has been identified, the data must be systematically collected. Much of it can probably be culled from existing personnel files. However, data subject to frequent changes (e.g., educational level, professional certifications, marital status) are probably best collected by having the officers themselves complete a standard information form at periodic intervals (e.g., annually).

### Reporting Information

Whether personnel reports are handwritten, typed, or computer-generated, they fall into three broad categories: operational reports, regulatory reports, and analytical reports (Dukes, 1972). Operational reports are used in the day-to-day management of personnel. They include, for example, seniority lists, training reports (attendees), job vacancies (total number, number of days vacant, labor turnover reports, total accessions, new hiring, resignations, retirements, layoffs, transfers, promotions) and wage reports (subdivided by salary, by grade, by step). Regulatory reports are those required by government agencies, for example, LEAA and EEOC. Analytical reports are still used within the department, but less frequently. Primarily used for research purposes, such reports might include, for example, number of sworn personnel (subdivided by rank, age, sex, length of service, minority group), cross-tabulations of current educational level by rank, validity studies, attrition projections, and various other types of personnel research reports.

In analyzing how information can be reported to top administrators using the proposed system, consideration should be given to reports as currently generated. What additional data are needed? Which items in the present reports are superfluous? In general, reports should be tailored to include only necessary, not peripheral, information.

### Procedures for Updating Information

Information that tends to become obsolete (e.g., assignment and sick leave information, job classifications) may be updated automatically on a monthly or even weekly basis (if the system is computerized) by being merged with a payroll program. All other information may be updated semi-annually or annually through officer review and verification.

### Data Security Precautions

Although more will be said in a later section regarding the specific measures taken in two agencies to insure data security, the privacy, confidentiality, and safeguarding of PPMIS data should be a major concern during all phases of such a project--during design, implementation, and

evaluation. At the very least the following steps should be taken:

1. Establish procedures for recording all procedures and transactions with the PPMIS.
2. Restrict access to employee data only to authorized persons, for example, by using terminal addresses, passwords, read-only keys (so that users can only read from, and not write on or change, data files), and user identification codes.
3. Restrict access to a "need to know" basis.
4. Impose severe disciplinary actions for misuse.
5. Allow individuals to review their own records only.
6. Establish procedures for insuring the accuracy of all stored information, error correction, and updating information.

With this overview of police personnel management information systems and the essential considerations involved in system design, examination in some detail of two agencies conducting Police Foundation-sponsored research on PPMIS--Dallas, Texas, and Dade County, Florida--follows. Throughout, emphasis will be on why they turned to PPMIS, how they implemented PPMIS (including problems they encountered in the process), and to what their efforts led.

### III

## NEEDS ANALYSIS, SYSTEM OBJECTIVES, AND APPROACH TO IMPLEMENTATION

### Needs Analysis

Dallas. As the Dallas Police Department grew in size and complexity, the need for an integrated personnel management information system also grew. During the late 1960s the general feeling among administrators was, "If we know each officer's name, birth date, and social security number, we've got all the information we need." Such thinking was fine as long as conditions both inside and outside the department remained relatively stable. However, from 1965 to 1973, the authorized strength of the Dallas Police Department increased from 1,100 to 2,000 sworn personnel. The old status quo was gone; rapid expansion, sweeping reorganization and restaffing, and a host of other dynamic changes within the department presented problems and raised new questions. For example, the restaffing effort prompted administrators to find out what particular skills and training their officers had before assigning them to a particular job.

Unfortunately, however, administrators knew very little about the specific capabilities of their personnel; they lacked the necessary records. Intuitively, administrators believed that the necessary skills and training existed within the department, but they could not say where. At the same time, the volume of data on each officer multiplied. The problems connected with simply keeping track of all sworn personnel by means of the old manual system seemed insurmountable. Furthermore, there was an increased emphasis on education and training, along with the fundamental managerial demand to know how much money was being spent on the department's educational incentive programs. In short, these and other problems raised a need for nontraditional management of police personnel. There was a need to catalogue old and new information and to retrieve rapidly selected portions of it. The computer seemed like a natural solution to these problems. Finally, the process of planning such an information system, perhaps the most difficult part of the entire project, brought into focus needed information requirements. These requirements, in turn, revolved around two broad areas--people and jobs. The Dallas system, then, was conceived as a true PPMIS, since it was designed to include employee and position information, as well as to have a report-generating capability. Reports were deemed necessary for operational purposes (e.g., who is working where), for regulatory purposes (e.g., to satisfy LEAA reporting requirements), and for analytical purposes (e.g., to determine the age breakdown of officers at each geographical station).

Dade County. In contrast to Dallas, the primary needs in the Dade County Public Safety Department were: a) a skills bank to permit the rapid assembly of temporary task forces and for personnel placement, and b) a police personnel research tool. These needs were identified

by the personnel bureau. It focused on the requirements of the federal civil rights compliance agencies that all bases for selection and promotion decisions be validated. As of early 1973, aside from some vague hunches that selection/promotion tests and interviews were job relevant, no statistical evidence existed to support the continued use of these devices. PPMIS was therefore seen as an expedient way of providing needed research information, not only for validation purposes, but also to answer questions regarding height and weight requirements, educational requirements, and general reporting requirements—both operational and regulatory. In addition, the personnel bureau regularly received calls from administrators for sworn personnel with certain skills (e.g., Spanish-speaking, with abilities in accounting or radio and television repair) for special assignments. A computerized PPMIS seemed a natural way to improve departmental efficiency.

A great deal of emphasis was placed on integrating employee information, and virtually no emphasis was placed on specific job information (classification numbers, job descriptions, job specifications). Hence, the Dade County system was not conceived as a true PPMIS because little job information was included, and operational, regulatory, and analytical reports could not be produced directly. Such reports could be produced, but a two-step process was required: First, computer generation of the necessary information, and then editing and transcription to produce a final report. In sum, the Dade County system was viewed as a pilot project. The aim was to include all employee information, eventually culling out what was of no use so that, at a later date, a true PPMIS could be developed from the existing data base.

#### Similarities in Dallas and Dade County

Although it may appear that the needs which motivated Dallas and Dade County were quite different, actually similar problems plagued both departments. For example:

1. Inaccessible and obsolete personnel information was a major problem, and special personnel data requests often involved time-consuming, manual file searches and retrieval. As one administrator put it, "We knew we could do a better job of matching people to available assignments, but when we stopped to think of how to do it we realized that we actually knew very little about the skills of our people. And even if we had the necessary information, which we didn't, a manual search for needed skills would have been ridiculous in a department of our size."
2. Personnel record maintenance (excluding the computerized payroll system) was a manual process that evolved primarily from historically determined needs. Various types of information were retained, and files were updated with little or no consideration given to why such information was retained.

What purpose does it serve? "Because we've always done it that way" was a frequently heard defense of outdated practices. However, simply going through the process of information system planning disclosed long overlooked inefficiencies.

3. Although primary personnel data were recorded in each employee's personnel jacket, secondary data were collected and maintained at various functional units (e.g., training, selection, investigation, and special enforcement) consistent with that unit's own personnel data requirements and guidelines. In part, such a practice is defensible, but in many cases the same information was recorded repeatedly. Unnecessary duplication and wasted clerical effort were long-standing problems. Such inefficiencies often detract from the effectiveness of management systems. Conversely, the integration of information will lead to increased effectiveness and efficiency, at least according to one survey of 87 public and private personnel departments (Tomeski and Lazarus, 1973b).
4. There was a pressing need to broaden existing channels of communication between units to enhance the flow of personnel information.
5. Employees were typically placed according to informal processes based on limited knowledge of personnel skills and availability.
6. Certain manual search processes appeared totally inappropriate in view of the massive record-handling and time requirements involved. Periodic updates of assignment records, and yearly summary reports, as well as reports to federal regulatory agencies, are examples of projects that often take weeks to complete in large departments--at an inordinate cost in personnel hours.

#### System Objectives and Constraints

Dallas. Based on needs analysis, the PPMIS should be able to provide:

1. A personal history file for each officer;
2. A personnel position file;
3. A review of court dates for each officer for a two-month period;
4. The ability to create departmental mailing lists;
5. Monthly batches of personnel changes;
6. Monthly batches of police personnel;
7. Monthly totals by rank, race, and sex of sworn personnel;

8. Comparison of authorized versus actual personnel; and
9. Monthly strength reports.

In addition to such basic information, the computerized file management programs in the Dallas system can produce any possible configuration of data (employee, position, or otherwise) put into the system. For example, if a commander wants a breakdown by age, rank, and sex of the sworn personnel in each district, the PPMIS should be able to provide this kind of information.

Although no time limits were established for completion of the project, staff and money were limited. No additional personnel were authorized, and only \$10,000 was allocated for system development. Although \$10,000 might initially appear rather meager in relation to computer costs, the city already had much of the necessary hardware and software.

Dade County. Based on the needs analysis in Dade County, broader system objectives were specified. These objectives were:

1. To provide a central location and a means of storing, gaining access to, selectively retrieving, and statistically manipulating a large amount of personnel information;
2. To provide a means for easily updating and/or eliminating information;
3. To make the system as simple to use, and as pertinent to users, as possible, while maintaining data security;
4. To provide a means for monitoring usage and possible expansion in response to future needs.

The major constraints were time, staff, and money. Only \$16,000 was available for the project (a year and a half); moreover, currently employed personnel could not be used. The \$16,000, therefore, had to cover salaries for temporary personnel, programming, keypunching, software, and data storage costs. Minimal support was provided by the county computing facility.

#### Overall Approach to Implementing PPMIS

Dallas. Fortunately, a data management system (i.e., in terms of Figure 1, a package of computerized file management programs) had already been purchased by Police Planning and Research (at a cost of \$45,000) for on-line tactical deployment of patrol officers. In an on-line system, input data are processed when received (e.g., through a data terminal), and output data are transmitted immediately to where they are needed.



Before the PPMIS idea even took form, the city was already using the data management system to incorporate all arrest information on each suspect arrested, all crime information, and all calls for service. The data management system can be programmed to produce any desired information; hence, it lent itself nicely to the PPMIS effort. To connect a PPMIS with the data management system currently in use, the police personnel division needed only to "capture" relevant information and to code it appropriately for the system. Part of this information would be available on-line (up to 900 characters or spaces per individual), while the remainder would be stored on a computer tape.

Dade County. Dade County did not have access to any type of data management system. Because of cost and time constraints, therefore, a package of "canned" statistical programs was used--Statistical Package for the Social Sciences (SPSS)--by Nie, Hull, Jenkins, Steinbrenner, and Bent, (1975). The county had already purchased SPSS (at \$400). Perhaps the single most difficult task was to decide what information to include for each officer. Initially, both staff and line personnel examined all available personnel information; they sought profiles of each officer's current status and performance in the department, with implications for training, assignment, and/or promotion. Subsequently, however, a second and third editing took place, in accordance with previous research in the New York City Police Department (Cohen, 1970; Hunt and Cohen, 1971; Chaiken and Cohen, 1973). First, numerous additional items were included as possible performance criteria (such as number of arrests, civilian and military disciplinary records) and second, detailed breakdowns of some items were simplified (e.g., injury reports and disciplinary actions). Once agreement was reached on what information to include, the next steps were to secure top level administrative support, locate the information, and code it onto IBM Fortran coding sheets. The information would then be documented, keypunched, and stored on computer tape for batch-only processing. In contrast to an on-line system, batch processing is periodic in nature (i.e., jobs are run daily, weekly, or according to some other convenient time unit). A number of jobs are grouped and then processed sequentially during the same run. On-line processing is certainly quicker and more convenient, but batch processing is considerably cheaper. Given the meager funds available, Dade County chose batch processing.

#### Security Precautions

Issues of privacy and confidentiality necessitate that the security of PPMIS data be closely safeguarded. Both Dallas and Dade County incorporated the following procedures into their systems:

- a) Established procedures for logging all requests and transactions;
- b) Restricted access to data only to authorized persons (by using terminal addresses and user identification codes);
- c) Restricted access to a "need to know" basis;

- d) Educated all potential users regarding special procedures;
- e) Imposed severe disciplinary sanctions for misuse;
- f) Allowed review by the individual of his or her own record; and
- g) Adopted a program of data verification, error correction, and record update.

In Dallas, only one on-line terminal, located in the personnel division, is capable of producing PPMIS data. Other terminals provide access to only certain portions of the data. For example, a terminal located in the courthouse can produce only an officer's scheduled court dates for a two-month period; the remainder of his or her file is confidential. Furthermore, access to data can be gained only with appropriate passwords or codes.

In Dade County, only two individuals are capable of gaining access to data, after input of appropriate passwords/codes. In addition, "read-only" keys were installed so that no unauthorized individual could write on the file. A final safeguard inheres in SPSS itself and in the overall objectives of the Dade County project. With SPSS one can easily manipulate extensive files, yet one cannot make it spill all its stored information. Also, only badge numbers are stored, and only group data are available. For example, a unit commander might ask for the badge numbers of all sworn personnel with accounting skills. A master list of badge numbers is maintained by the Personnel Bureau; to identify specific individuals, the commander must consult that list. Hence, maximum security and privacy are maintained.

## IV

### PROBLEMS, COSTS, AND OPERATIONAL EVALUATION

#### Problems

Several practical problems were encountered in the Dade County project. For example, most officers completed the personnel information update form during special "training days" when they were present in the department. However, over 200 officers could not be contacted solely by this means. Therefore, it was necessary to contact them directly as they came on and off duty. To insure that all sworn personnel completed the form, researchers worked around the clock at five different districts and at ten headquarters areas for three weeks. Shortly thereafter all data collection came to a standstill for two months; the Public Safety Department Personnel Bureau's file room, where the majority of raw data were stored, had to be organized. There was an eight-month backlog of filing to be done, in addition to eliminating inactive files and updating attendance records.

In both Dallas and Dade County, the two biggest problems were time and staff. In Dade County, 18 months were available before Police Foundation funds were exhausted. Initially, 18 months seemed more than adequate for the project. However, because only three to five persons collected approximately 194 different items of information for each of almost 1,300 sworn personnel, and because the required information was physically located in several different places, 18 months became a tight time schedule. During the last four months of the project, PPMIS personnel worked 12-15 hours per day, six days per week, in order to put the system in operation on time.

In Dallas, the problems were similar, though no additional personnel could be hired for data collection. Therefore, all data collection for almost 2,000 sworn personnel had to be carried out by one full time records clerk during "slack times" or by one or more recruits waiting to enter the police academy. Although there were no time limits for completion of the project, and although no key punching was required, finding the time to do direct data entry was a major problem. Approximately three and a half years will have elapsed before the system is completely in operation. Fortunately for Dallas, much of the required data already existed, although some desired information was simply not available (e.g., academy class information, internal affairs information, leave information, changes in days off, and outside employment). Data on these matters were not sought until the collection of all existing data was completed. PPMIS development was therefore a repetitive process in Dallas, with all available data collected on the first pass for current employees, all data collected for new employees at the time of hiring and a personnel information update form used to gather all remaining information. Minor but frustrating problems in both Dallas and Dade County included computer down time,

incorrect personnel data, and the lack of knowledge by police and computer personnel of each other's needs and problems. The latter problem was correctable through training and visits by each group to the other's bailiwick. Significantly, one major expected problem--interdepartmental conflict--never materialized in either Dallas or Dade County. Strong and forceful policy directives from the top administrators of both agencies, together with careful planning and full participation by the affected parties, probably accounted for this pleasant outcome. The practical problems that arose were simply minor irritants, not major stumbling blocks. Certainly it would be unrealistic to expect no problems to arise, but careful planning can either prevent many potential problems, or at least minimize their effects. To some extent, problems should be expected whether PPMIS are computerized or manual.

### Costs

PPMIS costs can vary drastically, depending on the level of sophistication of the system, the hardware and software available, time constraints for system development, and whether the project is fully contracted, partially contracted, or completed in-house.

Maximum costs are likely when all hardware and software must be purchased, when a fully on-line system is desired, when time constraints are tight, and when the project must be fully contracted. Under these circumstances, the following initial costs are typical:

	<u>LOW</u>	<u>HIGH</u>
Software package	\$40,000	\$ 70,000
Software customization	15,000	30,000
Computer time	2,000	4,000
Two terminals plus a control unit	<u>15,000</u>	<u>19,000</u>
TOTALS	\$72,000	\$123,000

Both the Dallas and Dade County projects were "low budget" items; however, most of the indirect costs (e.g., facilities, computer time, teleprocessors, personnel costs, materials, and duplicating costs) were borne by the departments out of their administrative budgets. Both Dallas and Dade County used software packages that had already been purchased (the Data Management System in Dallas and SPSS in Dade County) and already available hardware (i.e., city- or county-owned or, in the case of Dallas, teleprocessors and printers already leased by the department).

For example, consider the cost/effectiveness analysis completed by Dallas:

Old System Recurring Monthly Costs

Manual System

Clerical Labor-160 hours	\$2,040.00
Material	50.00
Total	<u>2,090.00</u>

Batch/Teleprocessing

Clerical/Keypunch costs-160 hours	<u>\$1,680.00</u>
Total Monthly Costs of Old System	<u>\$3,770.00</u>

One-Time-Only Development Costs of Computerized PPMIS

System Concept

Labor-40 hours	\$ 240.00
Material	<u>5.00</u>

System Design

Labor-480 hours	\$2,540.00
Material	<u>25.00</u>

Programming

Labor-640 hours	\$3,840.00
Material	<u>50.00</u>

Operations Instructions

Labor-4 hours	\$ 24.00
Material	<u>5.00</u>

Total Nonrecurring Development Costs	<u>\$6,729.00</u>
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After noting the maximum initial costs of a new system (\$72,000-\$123,000), \$6,729 may appear quite unrealistic. Nevertheless, it represents the Dallas staff's best estimate of initial costs. Exact costs are difficult to pinpoint because the police department shares the cost of all computer equipment with all other city departments. In addition, the Dallas Police Department required no additional capital outlay because it had access to

In addition, the Dallas police department required no additional capital outlay because it had access to the necessary hardware (a central processing unit, remote data entry terminals, and a printer). Development costs will be amortized over a five-year period at \$112.00 per month. Funds for PPMIS development (\$10,000) were provided by the Police Foundation.

Computerized PPMIS Recurring Monthly Costs:

Clerical/Key punch-160 hours	\$1,860.00
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This figure (\$1,860) representing the total monthly cost to the department under the new system, compares favorably to the monthly cost of the old system (\$3,770); the net result is a monthly saving of \$1,910 for the Dallas police department. In short, once the system is in operation, costs are not even comparable to the original design cost. Over the long run the proposed system will use funds efficiently.

Personnel Requirements

According to Dallas, it takes two full-time, non-sworn clerical people to maintain the PPMIS on a daily basis for a department of approximately 2,000 sworn personnel. Although employee data (assignments, transfers, promotions, disciplinary actions) change slowly for a given individual, in a department of 2,000 sworn personnel there are numerous changes, deletions and updates which must be made daily in order to keep the system current. Although a manual back-up system is maintained (that is, all slips that contain the authority to activate or enter new information are retained), the system requires no additional personnel.

In the case of a manual information system, initial costs would cover system design only (plus minor materials and printing costs). Personnel requirements would vary, however, according to the size of the manual PPMIS and its frequency of use.

Operational Evaluation

In both Dallas and Dade County, the PPMIS had minimal impact on the organization of the personnel unit. That is, the number of personnel neither increased nor decreased, nor was there a need for addition, elimination, or reorganization of existing units. However, some of the tasks performed in existing personnel positions changed.

In Dade County, PPMIS operation has been temporarily suspended due to a severe funding problem. All PPMIS development personnel were hired on a temporary basis (on Police Foundation funds); when those funds were exhausted, the temporary personnel were dismissed. In contrast to Dallas, the Dade County PPMIS did not contain information on both people and positions, and therefore was not comprehensive enough to handle all data pertinent to the personnel management function.

Additional personnel would have been required to maintain the PPMIS or to develop it further. In the current economic situation this is not feasible, and PPMIS operation has temporarily ceased until additional funds become available. However, command level requests for information were received every day the system was in operation. Administrators found the PPMIS a valuable asset in the preparation of operational, regulatory, and analytical reports, as well as in skills bank searches. Researchers found great value in the police personnel information readily available, and several reports have already appeared in the professional literature using the Dade County PPMIS as the basis for their findings (Cascio, 1975, 1976; Cascio and Real, 1976; Cascio and Valenzi, a and b in press; Landy 1976). As a research tool this data base should serve as a rich storehouse of information for years to come.

In Dallas, the PPMIS is very much alive. The personnel unit commander has assumed responsibility for the continued development and current operation of the PPMIS. One of his subordinate supervisors, a sergeant in charge of all clerical personnel, was assigned the responsibility for detailed understanding of the system, for the operation of the terminal installed in the personnel division, and for special information retrieval and report generation. This individual was also responsible for training users and for communicating written or verbal requests for information (special retrievals and reports) to higher level commanders. This same individual functioned as a liaison between the police department and the data processing division.

The system is used daily by many different city departments, but each department can gain access only to certain information. Court services personnel use the system, for example, to determine an officer's current assignment and location, so that subpoenas can be properly routed. Court assignments likewise have been scheduled on the system for easy access and retrieval. The payroll division can gain access to parts of an individual officer's personal file, but not a home address, for example. Within the police department, the patrol division can gain access to an officer's record to determine current assignment, location, and watch code. The internal affairs division also uses the system to store and retrieve information, access that is extremely limited. Finally, the personnel division uses the information system's analytical capabilities extensively. Perhaps the personnel unit commander summed up the value of the PPMIS to the department when he said:

Before, our commanders didn't even make requests for information because they knew it was time-consuming and expensive. Now they find that when they know the average age or education or length of service of their people they can make more relevant, better informed, and far-reaching management decisions. Most importantly, it has stimulated commanders to "think human resources"; they are thinking of their people as individuals with specific skills and abilities rather than as line items in the budget, like weapons and squad cars. Once you generate interest in a system like this, it becomes almost self-perpetuating--the commanders' information needs are almost limitless!

In conclusion, it should be pointed out that neither the Dallas nor the Dade County PPMIS was designed to replace existing manual systems, but to provide a quick information retrieval capability to allow enhanced responsiveness to police personnel needs. In short, whether computerized or manual, a PPMIS allows a department to do many new things in the personnel management area, along with those things it has done before that now can be done more efficiently, accurately, and quickly. Perhaps other departments will follow the pioneering efforts of Dallas and Dade County in developing PPMIS, and perhaps this report will help them avoid many of the potential pitfalls.



## IMPLEMENTATION STEPS

At this point one might ask, "OK, as an administrator, how do I do it?" The actual implementation of a PPMIS is a long and arduous task, and implementation strategies will differ to some extent, depending on overall system objectives. In short, form must follow function. Although Dallas and Dade County worked toward somewhat different objectives, there was surprising similarity in the steps they followed as well as in the problems they encountered. In order to avoid redundancy, therefore, we will present a composite sketch of steps followed by both agencies. This sketch should be useful to agencies of all sizes, contemplating computerized or manual PPMIS. However, certain steps are appropriate only for computerized systems. It should be emphasized at the outset that all PPMIS, computerized or manual, must have the complete endorsement of the top level of police administrators. Without forceful line support, bureaucratic and political obstacles may well undermine the success of the entire project.

1. If it is decided to develop a computerized PPMIS, establish contact with city or county computer personnel (assuming such units exist). Inform them of research plans and the proposed scope and function of PPMIS. Solicit help and advice from them in choosing an appropriate storage medium (e.g., magnetic tape, disc) and a processing system, and maintain close contact with them during all phases of PPMIS design and implementation. Their technical advice and assistance are indispensable; their political support is necessary.

2. Create a list of the names (first, middle initial, and last), social security numbers, dates of birth, assignment locations, dates of appointment, sex, race, and national origin of all sworn personnel. Add the badge numbers of all sworn personnel to the master subject list. This number can then serve as the identification number for each individual in the PPMIS.

3. Contact the supervisory personnel of all units in which information will be sought (e.g., personnel bureau, training bureau, internal review section, central uniform district), because they work daily with all the forms, files and budgets. They also maintain and know about office procedures. Fully describe the PPMIS project and its objectives and enlist their support. This step is important because the system under development should remain as compatible as possible with the existing system, except when the existing system is grossly inefficient.

4. Identify all files containing information pertinent to sworn personnel. Be sure to consider:

- a. Employee personnel jackets

- b. Leave and attendance records
- c. Training bureau files
- d. Administrative officers' files: test scores and oral interview ratings
- e. Internal review section files
- f. Investigation and special enforcement division files
- g. District files

Probably data files must be gathered from several different units because, historically, individual units have created, maintained, and administered data files of all descriptions to serve their own needs. Understandably, some units may be reluctant to release confidential information; a strong top-level policy directive may be required for the release of such information. The proprietary relations which individual units exercise over "their" data can still be maintained, when necessary, by restricting access to such information only to authorized personnel. Duplicate and redundant data can be eliminated, and, where appropriate, certain files can be consolidated, thereby improving the efficiency of the overall system.

5. Locate and obtain sample copies of all forms (personnel or otherwise) used by the department over the past 25 years that can be found in the sources listed above. Also include all revised editions of the same forms. Compile all the possible item entries contained on each gathered form. An effective method for determining the extent and cost of duplicate information is to employ a matrix analysis technique (Dukes, 1972). Essentially this consists of a table (see Table 1, below) that represents individual data items on one axis and the several reports in which they appear on the other axis. Be sure to note the dates when different forms or revised editions were used. One benefit of this

Table 1. Matrix Analysis of Data Item Frequency

Item	REPORT	A	B	C	D	E	... X
1		X	X	X	X	X	X
2						X	
3		X				X	X
4			X	X		X	X
5		X	X	X			
6		X	X	X	X		X
7						X	
8		X		X			X
9							
N				X		X	

procedure, especially in small agencies, is that duplications can be eliminated without even installing a system. Nevertheless, it is hard to determine the extent of duplication unless some type of visual aid such as Table 1 is used. Whether the PPMIS is to be computerized or manual, these data elements should then be ordered and organized into categories. For example:

- Background or Personal Data (e.g., items from application form, such as date of birth, number of jobs, previous disciplinary records--civilian and military, previous arrests).
- Appointment and Recruitment Data (e.g., early performance data such as Oral Interview Rating or other character assessments, Civil Service Examination scores, academy scores, I.Q. or other psychological test scores).
- Performance Data (e.g., later performance data such as performance evaluation reports, number of on-the-job injuries, accidents, and times sick).
- Career Path Data (e.g., employment or assignment history). Attempt to build "career ladders" by projecting the career path that a police officer might take following the recruitment/selection process through promotion into the higher ranks.
- Employee Relations Data (e.g., payroll information, pension data, information on lateral entries).

The categories also suggest discrete segments or modules of the PPMIS project. If at all possible, personnel information systems should be implemented in a modular fashion. Each module (e.g., background data, appointment and recruitment data) is then a sub-project in and of itself. The major advantage of such an approach is that development and implementation of each of the modules can proceed concurrently. In addition, it is far easier to make changes in a particular module, if changes need to be made, than to make changes in the entire system.

6. Have all potential users edit and review the list of items. Cull information that serves no useful purpose, and specify what additional information must be collected. In both Dallas and Dade County, for example, to satisfy initial PPMIS objectives, much more information had to be collected than was available in the departments (see Step 7). If the PPMIS is computerized, then the data elements must be rearranged into a format conducive to computer coding and key punching. A sample coding instrument used in Dallas is presented in Appendix A, and the final lists of data items retained in Dade County and Dallas are presented in Appendixes B and C, respectively.

7. Create a form (personnel information update) for obtaining a current update of such information as marital status, dependents, military history, education, language fluency, skills proficiency, and a detailed assignment history for each individual included in the PPMIS. In order to save time and money, use a multiple choice format for all information so that responses can be key punched directly for computer storage, access, and retrieval (see Appendix D).

8. Begin collecting data from the personnel jackets of all sworn personnel. In order to ensure the correct and precise coding of data, construct templates according to the key punching specifications for each card. They can then be overlaid directly onto the coding sheets (see Appendix E).

It should be emphasized that throughout all phases of PPMIS design and implementation, data processing personnel (if the system is computerized) and command personnel must be informed of all developments and problems. Both groups must be thoroughly aware of their respective responsibilities in PPMIS development. Frequent communication between police and computer personnel is a must.

9. Check and double-check all personnel information update forms for accuracy and legibility, as they are received, emphasizing the accuracy of the badge numbers (the identification/control number for each individual). If a manual PPMIS is contemplated, then data may be key punched for computer entry and storage.

10. As soon as the system is thoroughly debugged (if computerized), or as soon as the manual system becomes operational, offer a formal presentation to the top administrator and the departmental staff, along with a half-day workshop in the capabilities and operational use of the PPMIS. During this user orientation, stress the goals, objectives and practical utility of the PPMIS (i.e., how it can make the user's job easier). Familiarize all users with the mechanics of data access (e.g., passwords, operational procedures); teach them how to interpret the various forms and types of data output. Unless technical details regarding PPMIS design and implementation are specifically requested, omit them entirely from user orientation sessions. If the system is computerized, have sample printouts on hand so that all information can be explained. For example, a sample personnel profile from the Dallas PPMIS is presented in Appendix F. This tenth step is critical because operating personnel will probably not use a system they do not comprehend. Patience, sympathetic understanding, and step-by-step instruction in this final phase of PPMIS implementation can pay handsome dividends in operating efficiency and overall system usage.

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Appendix A

Coding Form Used to Collect PPMIS  
Departmental History Information in Dallas

Departmental History

1. Badge Number

--	--	--	--	--	--

2 P.I. Number

--	--	--	--	--	--

3. Position Class Number

--	--	--	--	--	--

4. Account Number

--	--	--	--	--	--	--	--

5. Employee Number

--	--	--	--	--	--

6. Social Security Number

--	--	--	--	--	--	--	--	--	--

Recruiting Information

7. Date/Application

--	--	--	--	--	--

8. Rec./Mth.

--

9. Address

--	--	--	--	--	--

Direction

--

10. Apt. Number

--	--	--	--	--	--

Street Name

--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

11. City

--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

12. State

--	--

13. Test Batt.

--

14. Phy/Fit.

--

15. Academy Class No.

--	--	--

Date From

--	--	--	--	--	--

16.

Date To

--	--	--	--	--	--

17. Standing

--	--

--	--

Certification Level

--

19. Foreign Languages

--	--

--	--

--	--

22. Date Assigned

--	--	--	--	--	--

23. Division

--	--	--	--

24. Section

--	--	--	--	--	--

25. Reason

--

26. Date of Rank

--	--	--	--	--	--

27. Rank

--	--	--	--	--	--

28. Date Transferred

--	--	--	--	--	--

29. To

--	--	--	--

30. Year

--	--

State Fair

31. Year

--	--



Appendix B

Items Contained in Dade County PPMIS

DADE COUNTY PUBLIC SAFETY DEPARTMENT POLICE PERSONNEL  
MANAGEMENT INFORMATION SYSTEM

<u>Item Number</u>	<u>Item Description</u>	<u>Item Number</u>	<u>Item Description</u>
1	Badge Number	20	Lateral entry flag
2	Sex	21	Converted Police Officer Civil Service Score
3	Height in inches	22	Veteran's Preference Points
4	Weight in pounds	23	Number of times taken pro- motional exam for Sergeant
5	Date of Birth	24	Average percentile ranking on Sergeants' exams
6	Birthplace	25	Oral Interview average score
7	Race/Nationality	26	Oral Interview average Suitability score
8	Number of Criminal Arrests	27	OIR Appearance score
9	Number of Arrests for violent offenses	28	OIR Communication score
10	Number of Arrests for non-violent offenses	29	OIR Education score
11	Number of summonses	30	OIR Experience score
12	Number of civil court appearances	31	OIR Employment score
13	Number of convictions	32	OIR Social Sensitivity score
14	Number of residences	33	OIR Stability score
15	Number of jobs	34	OIR Maturity score
16	Primary full-time occupation	35	OIR Sincerity score
17	Employment disciplinary record	36	OIR Suitability score
18	Military disciplinary record	37	Nelson-Denny Reading Test - Verbal Score
19	Date of Employment	38	Nelson-Denny Reading Test - Comprehensive Score

DADE COUNTY PUBLIC SAFETY DEPARTMENT POLICE PERSONNEL

MANAGEMENT INFORMATION SYSTEM

<u>Item Number</u>	<u>Item Description</u>	<u>Item Number</u>	<u>Item Description</u>
39	Nelson-Denny Reading Test - Total Score	53	Data absenteeism data recorded
40	Nelson-Denny Reading Test - Reading Rate	54	Average of probationary performance evaluation scores
41	California Capacity Questionnaire - Non-Language Score	55	Last performance evaluation score
42	California Capacity Questionnaire - Language Score	56	Date of last performance evaluation score
43	California Capacity Questionnaire - Total Score	57	2nd latest performance evaluation score
44	Training Academy Class Number	58	3rd latest performance evaluation score
45	Training Academy Class Standing (percentage)	59	Explanation of probational performance evaluation Score(s) -
46	Number of injuries	60	Number of Special Investigations
47	Number of injuries by assault & battery	61	Number of Personnel Complaints
48	Date of last injury report recorded	62	Number of Internal Reviews
49	Number of non-preventable accidents	63	Number of Legal Investigations
50	Number of preventable accidents	64	Number of Use of Force Reports
51	Date of last vehicle accident recorded	65	Number of Physical Force Allegations
52	Average number of sick times per year	66	Number of False Arrest Allegations
		67	Number of Discourtesy Allegations
		68.	Number of Misconduct Allegations

DADE COUNTY PUBLIC SAFETY DEPARTMENT POLICE PERSONNEL

MANAGEMENT INFORMATION SYSTEM

<u>Item Number</u>	<u>Item Description</u>	<u>Item Number</u>	<u>Item Description</u>
69	Number of Miscellaneous Allegations	84	Number of cases Pending
70	Number of Harassment Allegations	85	Number of Verbal Reprimands generating from Investigations/Allegations
71	Number of Verbal Discourtesy Allegations	86	Number of Written Reprimands generating from Investigations/Allegations
72	Number of Missing Property Allegations	87	Number of Suspensions generating from Investigations/Allegations
73	Number of Damage to Property Allegations	88	Number of Investigations/Allegations with no action taken
74	Number of Malicious Prosecution Allegations	89	Number of Disciplinary Actions generating from Preventable Accidents
75	Number of Shooting Incident Allegations	90	Number of other Verbal Reprimands
76	Number of Criminal Misconduct Allegations	91	Number of other Written Reprimands
77	Number of Discharges of Firearm	92	Number of other Suspensions
78	Number of Negligence Allegations	93	Number of any other Disciplinary Actions
79	Number of Unfounded cases	94	Date Investigations/Allegations recorded
80	Number of Exonerated cases	95	Number of Commendations and Awards
81	Number of cases Not-Sustained	96	Date Commendations and Awards recorded
82	Number of Sustained cases	97	Date of Completion of Personnel Information Update Form
83	Number of Counseled/Exonerated cases		

Note: (See Appendix D for possible answers to items 98 through 185).

DADE COUNTY PUBLIC SAFETY DEPARTMENT POLICE PERSONNEL  
MANAGEMENT INFORMATION SYSTEM

<u>Item Number</u>	<u>Item of Description</u>	<u>Item Number</u>	<u>Item of Description</u>
98	Present marital status	141	4th Assignment Preference
99	Present number of children <u>and</u> anyone who is financially dependent on you	142	5th Assignment Preference
		143	6th Assignment Preference
		144	7th Assignment Preference
100	Military service flag	145	8th Assignment Preference
101	Number of military commendations & awards	146	9th Assignment Preference
102	Highest rank in Military	147	10th Assignment Preference
		148	11th Assignment Preference
103	Present U.S. Reserves, National or State Guard Flag	149	12th Assignment Preference
104	Blood type	150	Date (month & year) appointed to Assignment A
105	Highest Educational Level	151	Assignment A type
		152	Date appointed to Assignment B
106	Major Area of Study	153	Assignment B Type
107	Degree-seeking Status	154	Date appointed to Assignment C
108- 112	Other language spoken fluently	155	Assignment C Type
113- 116	Police Training School attended	156	Date appointed to Assignment D
		157	Assignment D Type
117- 137	Skills areas	158	Date appointed to Assignment E
138	1st Assignment Preference (rank ordered)	159	Assignment E Type
		160	Date appointed to Assignment F
139	2nd Assignment Preference	161	Assignment F Type
140	3rd Assignment Preference	162	Date appointed to Assignment G

DADE COUNTY PUBLIC SAFETY DEPARTMENT POLICE PERSONNEL  
MANAGEMENT INFORMATION SYSTEM

<u>Item Number</u>	<u>Item of Description</u>	<u>Item Number</u>	<u>Item of Description</u>
163	Assignment G Type	181	Assignment P Type
164	Date appointed to Assignment H	182	Date appointed to Assignment I
165	Assignment H Type	183	Assignment Q Type
166	Date appointed to Assignment I	184	Total number of Assignments as of the completion of the PIU form
167	Assignment I Type	185	Present rank (as of date PIU form was completed)
168	Date appointed to Assignment J	186	BES Performance Rating/Job Knowledge
169	Assignment J Type	187	BES Performance Rating/Judgement
170	Date appointed to Assignment K	188	BES Performance Rating/Initiative
171	Assignment K Type	189	BES Performance Rating/Dependability
172	Date appointed to Assignment L	190	BES Performance Rating/Demeanor
173	Assignment L Type	191	BES Performance Rating/Attitude
174	Date appointed to Assignment M	192	BES Performance Rating/Relations with Others
175	Assignment M Type	193	BES Performance Rating/Communication
176	Date appointed to Assignment N	194	BES Performance Rating/TOTAL SCORE
177	Assignment N type		
178	Date appointed to Assignment O		
179	Assignment O Type		
180	Date appointed to Assignment P		

NOTE: BES = Behavioral Expectation Scale

Appendix C

Items Contained in Dallas PPMIS

DALLAS POLICE PERSONNEL  
MANAGEMENT INFORMATION SYSTEM

<u>Item Number</u>	<u>Item Description</u>	<u>Item Number</u>	<u>Item Description</u>
1.	Full Name	23.	Address when Recruited
2.	Badge Number	24.	Test Battery (yes or no)
3.	Rank	25.	Physical Fitness (yes or no)
4.	Division (current assignment)	26.	Academy Class
5.	Section	27.	Foreign Language
6.	Watch	28.	College (degree from or last attended)
7.	Days Off	29.	State
8.	Watch Rotating Code (leave blank)	30.	College hours (total)
9.	Date of Birth	31.	EIP (leave blank)
10.	Date of Appointment	32.	Degree (type)
11.	Telephone (area code too)	33.	Major
12.	Listed or Non-Listed	34.	Minor
13.	Address	35.	Grade point average-1st year 2nd year, 3rd year, 4th year overall average
14.	Direction	36.	Special Schools and/or Special Skills: Type, Proficiency, Dates, Hours, Certificate
15.	Street	37.	Hand Gun Issued (city issued only)
16.	Apartment		<u>Military</u>
17.	City and Zip Code	38.	Service Serial Number
18.	Sex	39.	Branch
19.	Race	40.	Highest Rank
20.	Employee Number	41.	Duty Station
21.	Social Security Number	42.	Reserve Status
22.	Method of Recruitment (newspaper, recruiter, etc.)		



DALLAS POLICE PERSONNEL  
MANAGEMENT INFORMATION SYSTEM

<u>Item Number</u>	<u>Item Description</u>	<u>Item Number</u>	<u>Item Description</u>
43.	Current Rank		<u>Emergency</u>
44.	Type of Work	60.	Blood Type
45.	Current Branch	61.	Will (do you have one- yes or no)
	<u>Prior Employment</u> (last place of emp.)	62.	Beneficiary (life insurance through City)
46.	Employer (name of company)	63.	Notification (other than wife or husband) Name, Relation, Address, Phone (area code too)
47.	Location	64.	Personal Medical Information Doctor, Address, Telephone
48.	Months employed		<u>Health</u>
	<u>Outside Employment</u> (other than Police duty)	65.	Diseases
49.	Employer	66.	Allergies (or any medication you cannot take or must take)
50.	Location		
51.	Telephone		
52.	Hours		
53.	Dates		
54.	Type of Work		
55.	Texas Driver's License Number		
	<u>Personal Information</u>		
56.	Birth Place-City, County, State		
57.	Environment-Pre-teen (urban or rural) Teen (urban or rural)		
58.	Total Dependents (other than self)		
59.	Spouse-Name, Address Dates		



Appendix D

Dade County Public Safety Department  
Personnel Information Update

DADE COUNTY PUBLIC SAFETY DEPARTMENT

PERSONNEL INFORMATION UPDATE

Please fill in the following information. Mark the number that represents your answer inside the numbered box or set of numbered boxes to the right of each multiple choice question. Using pencil, make your answers very clear. This form is being used to supplement the computerized personnel system under development. Most importantly, your answers must be readable, as they will be taken directly off this form by a computer keypuncher.

NAME: \_\_\_\_\_  
last

\_\_\_\_\_ first middle initial

SOCIAL SECURITY #: \_\_\_\_\_

BADGE NUMBER: 

1	2	3	4
			5
			5

DATE OF COMPLETION OF THIS FORM: 

6	7	8	9	10	11

  
month day year

12 Present Marital Status: 

12
----

  
0 single  
1 married  
2 widowed  
3 separated  
4 divorced  
5 other  
9 unknown

13 Present number of children and/or dependents: 

13
----

  
0 none 5  
1 6  
2 7  
3 8 or more  
4 9 unknown

14 Have you ever served in the military? 

14
----

  
0 no  
1 yes  
9 unknown

15 Did you receive any commendations or awards while in the Military Service? 

15
----

  
0 no/not applicable 5  
1 6  
2 7  
3 8 or more  
4 9 unknown

16 What was the highest rank that you achieved in the Military Service? 

16	17
----	----

  
&17 (Please turn to page 3 for a list of all ranks and branches of the service.)

18 Are you presently a member of the U.S. Reserves, or the National or State Guard? 

18
----

  
0 no  
1 yes  
9 unknown

19 What is your blood type? 

19
----

  
0 O-Positive  
1 O-Negative  
2 A-Positive  
3 A-Negative  
4 B-Positive  
5 B-Negative  
6 AB-Positive  
7 AB-Negative  
9 unknown

20 Presently, what is your highest educational level? 

20	21
----	----

  
&21 00 High School/GED  
01 One to two years college study toward a degree but less than a degree. Do not include Recruit Training.  
02 Three to four years college study toward a degree but less than a degree. Do not include Recruit Training.  
03 College study not leading to a degree  
04 Associate degree  
05 Baccalaureate degree  
06 Work toward Master's degree  
07 Master's degree  
08 Work toward a Juris Doctor or Doctorate degree  
09 Juris Doctor  
10 Doctorate degree  
11 Other (specify): \_\_\_\_\_  
99 Unknown

00 none/not applicable	01 Pvt & Pvt 1st class	02 Corporal	03 Sergeant	04 Staff Sgt.	05 Technical Sgt.	06 Master Sgt & 1st Sgt	07 Warrant Officers in any of the services and Flight Officers in U.S. Army Air Corps, WWII			
08 Lieutenants (1st & 2nd)	09 Captain	10 Major	11 Lieutenant Colonel	12 Colonel & All grades of General	99 Unknown	08 Ensign & Lieutenants JG	09 Lieutenant	10 Lt. Commander	11 Captain, all grades of Admiral, and Rank of Commodore	12 Unknown
00 Basic Airman & Airman 3/c	01 Airman 2/c	02 Airman 1/c	03 Staff Sgt.	04 Tech Sgt.	05 Master Sgt. & 1st Sgt.	06 Seaman Recruit & Seaman Apprentice	07 Petty Off. 3/c	08 Petty Off. 2/c	09 Petty Off. 1/c	10 Chief Petty Off.
00 none/not applicable	01 Pvt. E1 & Pvt. E2	02 Pvt. 1st class	03 Cpl. & Spec. 3/c	04 Sgt. & Spec. 2/c	05 Sgt 1st cl & Spec 1/c	06 Master Sgt. & 1st Sgt.	07	08	09	10
00 Marine Corps & Former Army	01 Present Day Army	02 Navy & Coast Guard	03 Navy & Coast Guard	04 Navy & Coast Guard	05 Navy & Coast Guard	06 Navy & Coast Guard	07 Navy & Coast Guard	08 Navy & Coast Guard	09 Navy & Coast Guard	10 Navy & Coast Guard

Answers for question #16-17 on page 2.

22 What is your major area of study in college or & graduate school?

22	23

- 23
- 00 None/not applicable
  - 01 Social Sciences (e.g., Sociology, Psychology, etc.)
  - 02 Physical Sciences (Biology, Chemistry, Physics)
  - 03 Political Science
  - 04 Economics
  - 05 Education
  - 06 Other Liberal Arts (specify): \_\_\_\_\_
  - 07 Business (including Public Admin., Management, Accounting, etc.)
  - 08 Personnel Management
  - 09 Medical Sciences
  - 10 Engineering
  - 11 Criminal Justice/Police Science
  - 12 Law
  - 13 Other (specify): \_\_\_\_\_
  - 99 Unknown

24 Presently, which one of the following degrees & are you seeking?

24	25

- 25
- 00 None/not applicable
  - 01 A.A./A.S.
  - 02 B.A./B.S.
  - 03 B.B.A. or B.S.B.A.
  - 04 B.S. in Education
  - 05 LL.B. or J.D.
  - 06 M.A./M.S.
  - 07 LL.M.
  - 08 M.B.A.
  - 09 M.P.A.
  - 10 M.P.H.
  - 11 M.S.S.
  - 12 Ph.D.
  - 13 Other (specify): \_\_\_\_\_
  - 99 Unknown

NOTE: It might be necessary to utilize the information provided in the next two sections (language fluency and skills expertise) during critical periods or times of emergency. It would then be imperative that the degree of knowledge indicated is accurate and could be relied upon if necessary.

Other than English, which of the languages listed below do you speak and understand fluently?

Mark the numbers that represent your answer(s) inside the sets of boxes numbered 26-27 to 34-35. Any of the numbered boxes that are not needed for your answer(s) must be filled in with "0"s, indicating NONE.

- 00 None
- 01 Spanish
- 02 Portugese
- 03 Pidgin English
- 04 French
- 05 Italian
- 06 German
- 07 Yiddish
- 08 Hebrew
- 09 Polish
- 10 Russian
- 11 Arabic
- 12 Greek
- 13 Chinese
- 14 Japanese
- 15 Braille
- 16 Sign or Manual
- 17 Other (specify): \_\_\_\_\_
- 99 Unknown

26	27

28	29

30	31

32	33

34	35

D-2

## Do NOT INCLUDE ANY PSD TRAINING

Of the major Out-Service Training Schools, Institutes or Academies listed below, which four (4) have you attended most recently, or from which of them have you received the most extensive training? Mark the numbers representing your answer(s) inside the sets of boxes numbered 36-37 to 42-43. If any of the out-service training you've received is not listed, mark "0" for OTHER in any of the numbered boxes and specify the schools on the lines indicated. Any of the numbered boxes that are not needed for your answer(s) must be filled in with "0"s, indicating NONE.

- 00 None
- 01 FBI Academy
- 02 Southern Police Institute
- 03 Northwestern Traffic Institute
- 04 Michigan State School of Police Administration/  
School of Criminal Justice
- 05 Michigan State University Police Community Relations
- 06 Harvard Medical (homicide)
- 07 Western Reserve (homicide)
- 08 University of Minnesota Juvenile Delinquency Institute
- 09 University of Georgia Corrections
- 10 Rice University (x-ray defraction)
- 11 A.R.L. Spectroscopy School
- 12 University of Indiana School of Police Management
- 13 Federal Narcotics School
- 14 Northwestern University Police Personnel Administration
- 15 Kodak Law Enforcement Seminar
- 16 Internal Review Service School
- 17 SEADOC
- 18 Armd Forces Police Training
- 19 University of Louisiana Crime Prevention Institute
- 20 FAA Security School
- 21 National Crime Prevention Institute
- 22 Dog Handler's School
- 23 National Institute of Police Psychology Crisis
- 24 National Red Cross Aquatic School
- 25 Drug Enforcement Administration School
- 26 Bureau of Narcotics (narcotics investigation)
- 27 Florida Criminal Information Center School
- 28 Florida Institute for Law Enforcement
- 29 Any other training schools not listed above (specify):  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

36	37

38	39

40	41

42	43

Inside the sets of numbered boxes to the right, mark the numbers representing each of the following skill areas in which you have licenses, certificates or above average expertise. Preferably, use the boxes across from, or nearest to your answer(s). Make sure that all of the numbered boxes that are not needed for listing your skills are filled in with "0"s, indicating NONE.

\*\*FIRST FILL IN BADGE #:

- 000 NONE
- Clerical
- 001 Bookkeeping
- 002 Steno-Shorthand
- 003 Court Stenography
- 004 Key Punch operator
- 005 Typing
- 006 Other Clerical (specify): \_\_\_\_\_
  
- Management & Supervision
- 007 Officer Manager
- 008 Officer Supervisor
- 009 Other Management & Supervision (specify): \_\_\_\_\_
  
- Commercial
- 010 Accounting
- 011 Sales (including automobile sales)
- 012 Purchasing
- 013 Real Estate
- 014 Other Commercial (specify): \_\_\_\_\_
  
- Equipment Operation & Maintenance
- 015 Burglar Alarm Maintenance
- 016 Machinist
- 017 Airplane Mechanic
- 018 Auto Engine Mechanic
- 019 Marine Mechanic
- 020 Motorcycle Mechanic
- 021 Printing
- 022 Radar Operator
- 023 Radar Repair
- 024 Air Conditioner Repair
- 025 Business Machines Repair
- 026 Radio & T.V. Repair
- 027 Telegraph Repair
- 028 Telephone Repair
- 029 Other Equipment Operation & Maintenance (specify): \_\_\_\_\_
  
- Communications
- 030 Radio Operator
- 031 Telegraph Operator
- 032 Teletype Operator
- 033 Telephone Switchboard Operator
- 034 Wireless Operator
- 035 Other Communications (specify): \_\_\_\_\_
  
- Transportation
- 036 Ambulance Driver
- 037 Airplane Pilot
- 038 Helicopter Pilot
- 039 Boat Navigator
- 040 Boat Pilot
- 041 Bus Driver
- 042 Diesel Equipment Operator
- 043 Locomotive Engineer
- 044 Truck Trailer Driver
- 045 Other Transportation (specify): \_\_\_\_\_

1	
2	
3	
4	
	5
	6

6	7	8

9	10	11

12	13	14

15	16	17

18	19	20

21	22	23

24	25	26

27	28	29

30	31	32

- Construction Work & Related Trades
- 046 Carpentry  
 047 Cement, Concrete Work & Masonry  
 048 Plumbing  
 049 Structural Iron Work  
 050 Roofing  
 051 Window glass work  
 052 Other Construction Work  
 (specify): \_\_\_\_\_
- Journalism
- 053 Advertising  
 054 Editing  
 055 Layout  
 056 Reporting  
 057 Speech Writing  
 058 Other Journalism  
 (specify): \_\_\_\_\_
- Photography
- 059 Developing  
 060 Microfilm Recording  
 061 Motion Picture Taking  
 062 News Photography  
 063 Projectionist (movies)  
 064 Other Photography  
 (specify): \_\_\_\_\_
- Social Work & Allied Activities
- 065 General youth supervision  
 066 Organized camp activities  
 067 Probation officer  
 068 Social agency experience  
 069 Other Social Work  
 (specify): \_\_\_\_\_
- Radio & Television
- 070 Announcing  
 071 Production  
 072 Recording  
 073 Sound Effects  
 074 Writing for Radio or T.V.  
 075 Other Radio & T.V.  
 (specify): \_\_\_\_\_
- Other Occupations & Skills
- 076 Acting  
 077 Aerial spotter  
 078 Air boat operator  
 079 Animal training  
 080 Architectural skill  
 081 Artist/Illustrator  
 082 Athletics (professional)  
 083 Ballistics  
 084 Barber experience  
 085 Bartending  
 086 Blacksmithing  
 087 Boat building  
 088 Breathalyzer operator

- 089 Cab driver  
 090 Cable splicing  
 091 Cartography  
 092 Cleaning & dyeing  
 093 Computer/Data Processing experience  
 094 Coaching & officiating (athletics)  
 095 Cooking  
 096 Counseling  
 097 Cryptography  
 098 Diving (deep sea & skin)  
 099 Drafting  
 100 Dressmaking  
 101 Electrician  
 102 Engraving  
 103 Explosive, Ordnance or Demolition experience  
 104 Fingerprint technician  
 105 Firearms instructor  
 106 Fire fighting  
 107 Gunsmithing  
 108 Hotel management  
 109 Inhalator & gas mask work  
 110 Jewelry or watch making experience  
 111 Lab technician  
 (specify): \_\_\_\_\_
- 112 Librarian  
 113 Law Clerk  
 114 Life guard  
 115 Locksmithing  
 116 Make-up artist  
 117 Medical or dental experience  
 118 Mortician experience  
 119 Musician  
 120 Nursing  
 121 Personnel Administration  
 122 Pharmacist  
 123 Physical education instructor  
 124 Polygraph operator  
 125 Public relations  
 126 Public speaking  
 127 Rescue or resuscitation work  
 128 Self-defense techniques  
 129 Statistical experience  
 130 Swamp boat operator  
 131 Surveying  
 132 Tailoring  
 133 Teaching  
 134 Tree climbing & pruning  
 135 Veterinary experience  
 136 Waiter/waitress  
 137 X-ray technician  
 138 ANY OTHER SKILLS NOT MENTIONED ABOVE  
 (specify): \_\_\_\_\_

	33	34	35
	36	37	38
	39	40	41
	42	43	44
	45	46	47
	48	49	50
	51	52	53
	54	55	56
	57	58	59
	60	61	62
	63	64	65
	66	67	68

**\*\*FIRST FILL IN BADGE NUMBER**

1	2	3	4
5			
7			

Inside the sets of numbered boxes to the right (from 6-7 to 28-29), please rank order your assignment preferences from the 12 broad categories listed below. Mark the number representing your most preferred assignment first, in the set of boxes numbered 6-7. Then follow the boxes down the page, rank ordering the rest of the assignments from the most preferred to the least preferred. The boxes numbered 28-29 should contain the number representing your least preferred assignment of all those listed.

- |   |   |
|---|---|
| 01 Community Services/Public Information                            | 07 Uniform Bureau   |
| 02 Internal Review Section  | 08 GIU/VIN (as Units of Uniform Bureau)                       |
| 03 Administrative Division  | 09 Motorcycle Patrol  |
| 04 Organized Crime Bureau   | 10 Detective Bureau (including Homicide and Robbery Sections) |
| 05 Court Services Division  | 11 Security Services Section (at JMH or Airport)              |
| 06 Central Services Division (including Crime Lab & Communications) | 12 Investigation & Special Enforcement                        |

6	7
8 9	
10 11	
12 13	
14 15	
16 17	
18 19	
20 21	
22 23	
24 25	
26 27	
28 29	

**READ**

Please detail all your assignments with the Public Safety Department, excluding Academy Training. Mark the month and year that you were appointed to your present assignment in the boxes numbered 30-33.

on page 10 (for example, 

30	31	32	33
0	3	7	2

 ). In the boxes numbered 34-36, mark the number representing

your present assignment. Take this number from the following list.

Please read through the entire list and mark your particular assignment. If, for example, you work in Court Services Division, but your particular bureau, section or unit is not listed separately, then mark #028, for Other Court Services Division Assignments.

After you have noted your present assignment, work backwards from your present assignment and list, in chronological order, the month, year, and numbered type for each and every assignment you have had, ending with your very first assignment out of the Academy.

LIST OF ASSIGNMENT TYPES

- |   |   |                                      |                                    |
|---|---|--------------------------------------|------------------------------------|
| <u>Director's Office</u>                |   | <u>Organized Crime Bureau</u>        |                                    |
| 000 Community Service Section           | 014 Narcotics Investigation Section       | 015 Strategic Investigation Section  | 016 Tactical Investigation Section |
| 001 Public Information Unit             | 017 Vice Investigation Section            | 018 Other OCB Assignments            |                                    |
| 002 Police-Community Relations Unit     |   |                                      |                                    |
| 003 Internal Review Section             |   |                                      |                                    |
| 004 Other Director's Office Assignments |   |                                      |                                    |
| <u>Administrative Division</u>          |   | <u>Court Services Division</u>       |                                    |
| 005 Training Bureau                     | 019 Civil Process Bureau                  | 020 Court Services & Warrants Bureau | 021 Criminal Warrants Section      |
| 006 Informational Systems Bureau        | 022 Extradition Unit                      | 023 Court Liaison Unit               | 024 Committing Magistrate Unit     |
| 007 Accident Research Section           | 025 Metro Warrants Unit                   | 026 License & Permit Bureau          | 027 Property & Evidence Bureau     |
| 008 Data Processing Section             | 028 Other Court Services Div. Assignments |                                      |                                    |
| 009 Statistics Section                  |   |                                      |                                    |
| 010 Transportation Section              |   |                                      |                                    |
| 011 Report Review Section               |   |                                      |                                    |
| 012 Management Analysis Bureau          |   |                                      |                                    |
| 013 Other Admin. Div. Assignments       |   |                                      |                                    |

CONTINUED ON NEXT PAGE



LIST OF ASSIGNMENT TYPES (Cont'd)

Communications Bureau  
 029 Complaint Desk Section  
 030 Training & Projects Section  
 031 Message Center Section  
 032 Tag Registration Section  
 033 Other Communications Bur. Assignments

Crime Laboratory Bureau  
 034 Analytical Section  
 035 Crime Scene Section  
 036 Forensic Identification Section  
 037 Other Crime Lab Bur. Assignments

Records & Identification Bureau  
 038 Criminal History Section  
 039 General Records Section  
 040 Identification Section  
 041 Other Records & ID Bur. Assignments

042 All Other Central Services Division Assignments

Uniform Bureau  
 North District (1)  
 043 Uniform Patrol  
 044 General Investigation Unit (GIU)  
 045 Vice, Intelligence, Narcotics (VIN)  
 046 Traffic Investigation Unit (TIU)  
 047 Field Training Officer  
 048 Community Relations Officer  
 049 Motorcycle Patrol  
 050 JMH Security  
 051 Airport Security  
 052 Other North District Assignments

Central District (2)  
 053 Uniform Patrol  
 054 General Investigation Unit (GIU)  
 055 Vice, Intelligence, Narcotics (VIN)  
 056 Traffic Investigation Unit (TIU)  
 057 Field Training Officer  
 058 Community Relations Officer  
 059 Motorcycle Patrol  
 060 JMH Security  
 061 Airport Security  
 062 Safe Streets Unit - Central  
 063 Other Central Dist. Assignments

Airport District (3)  
 064 Uniform Patrol  
 065 General Investigation Unit (GIU)  
 066 Vice, Intelligence, Narcotics (VIN)  
 067 Traffic Investigation Unit (TIU)  
 068 Field Training Officer  
 069 Community Relations Officer  
 070 Motorcycle Patrol  
 071 JMH Security  
 072 Airport Security  
 073 Other Airport Dist. Assignments

South District (4)  
 074 Uniform Patrol  
 075 General Investigation Unit (GIU)  
 076 Vice, Intelligence, Narcotics (VIN)  
 077 Traffic Investigation Unit (TIU)  
 078 Field Training Officer  
 079 Community Relations Officer  
 080 Motorcycle Patrol  
 081 JMH Security  
 082 Airport Security  
 083 Safe Streets Unit - South  
 084 Other South District Assignments

West District (5)  
 085 Uniform Patrol  
 086 General Investigation Unit (GIU)  
 087 Vice, Intelligence, Narcotics (VIN)  
 088 Traffic Investigation Unit (TIU)  
 089 Field Training Officer  
 090 Community Relations Officer  
 091 Motorcycle Patrol  
 092 JMH Security  
 093 Airport Security  
 094 Other West District Assignments

095 Recruit (In-training at S. Fla. Institute of Criminal Justice)

Detective Bureau  
 096 Homicide Section  
 097 Robbery Section  
 098 General Headquarters Section  
 099 Arson Unit  
 100 Auto Theft Unit  
 101 Coordination & Review Unit  
 102 Missing Persons Unit  
 103 Other Detective Bureau Assignments

Investigation & Special Enforcement  
 104 Aviation Unit  
 105 Marine Patrol & Underwater Recovery  
 106 Other Invest. & Spec. Enforce. Assignments

Security Services Section  
 107 Jackson Memorial Hospital  
 108 Airport  
 109 Other Security Serv. Sect. Assignments

110 All other Police Division Assignments

111 Any other Assignment(s) not enumerated above (specify):  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

D-6

Work backwards in chronological order and list the month, year and numbered assignment type for each and every assignment you have had, starting with your present assignment (Assignment #1) and ending with your very first assignment out of the Academy.

Make sure that all of the numbered boxes that are not needed for listing your assignment history are filled in with '9's, indicating NONE.

Finally, fill in boxes numbered 76-77 with the total number of assignments listed above.



D-7

ASSIGNMENT #1 -----  
(Present Assignment)

30	31	32	33
month		year	
34	35	36	
assignment type			

ASSIGNMENT #2 -----  
(Most recent assignment prior to present)

37	38	39	40
month		year	
41	42	43	
assignment type			

ASSIGNMENT #3 -----  
(2nd most recent assignment prior to present)

44	45	46	47
month		year	
48	49	50	
assignment type			

ASSIGNMENT #4 -----

51	52	53	54
month		year	
55	56	57	
assignment type			

ASSIGNMENT #5 -----

58	59	60	61
month		year	
62	63	64	
assignment type			

ASSIGNMENT #6 -----

65	66	67	68
month		year	
69	70	71	
assignment type			

ASSIGNMENT #7 -----

72	73	74	75
month		year	
76	77	78	
assignment type			

\*FILL IN YOUR BADGE NUMBER-----

1	2	3	4
assignment type			
10			
5			
8			

ASSIGNMENT #8 -----

6	7	8	9
month		year	
10	11	12	
assignment type			

ASSIGNMENT #9 -----

13	14	15	16
month		year	
17	18	19	
assignment type			

ASSIGNMENT #10 -----

20	21	22	23
month		year	
24	25	26	
assignment type			

ASSIGNMENT #11 -----

27	28	29	30
month		year	
31	32	33	
assignment type			

ASSIGNMENT #12 -----

34	35	36	37
month		year	
38	39	40	
assignment type			

ASSIGNMENT #13 -----

41	42	43	44
month		year	
45	46	47	
assignment type			

ASSIGNMENT #14 -----

48	49	50	51
month		year	
52	53	54	
assignment type			

ASSIGNMENT #15 -----

55	56	57	58
month		year	
59	60	61	
assignment type			

ASSIGNMENT #16 -----

62	63	64	65
month		year	
66	67	68	
assignment type			

ASSIGNMENT #17 -----

69	70	71	72
month		year	
73	74	75	
assignment type			

TOTAL NUMBER OF ASSIGNMENTS LISTED ABOVE-----

76	77
----	----

Appendix E

Sample Coding Template Used in Dade County

CARD #2 - EARLY PERFORMANCE

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80																																																																																																																																																						
Radio Number Continuation										Date of Employment Lateral Entry Flag										Converted Police Officer's Service Score & Ranking on Sgt's Test										DIR Average Score										DIR Average Appearance										Communication Suitability										Education										Experience										Employment										Social Sensitivity										Stability										Maturity										Sincerity										Suitability										N-D Verbal										N-D Comprehensive										N-D Total Score										N-D Reading Rate										Calif. Non-Language										Calif. Language										Calif. Total Score										Acad. Class Number										Acad. Class Standing									

Appendix F

Personnel Profile from the Dallas System

BADGE 3237

DEPARTMENT HISTORY

NAME HUNTER, CAROLYN B

PI 02883 POSITION CLASS 46020 ACCT NO 001 2151 EMP NO 38244 SSN 467 76 8597

RECRUIT INFORMATION

DATE OF APPLICATION 031372 METHOD -  
LIVING 430 S CARVER APT  
MESQUITE TX

LEAVE INFORMATION

DATE TYPE PAY NUMBER  
VAC - - -  
VAC ACC - BY - TAKEN - BY -  
SIC ACC - BY - TAKEN - BY -  
EFFICIENCY RATING 0376 89 -- NO 01

TEST BATTERY Y  
PHYSICAL FIT Y

ACADEMY CLASS INFORMATION

ACADEMY CLASS 121 DATE 032072 072172  
STANDING 03 OF 32  
CERTIFICATION LEVEL -

LAST TEST

DATE SCORE STANDING FOR  
121775 68 023 053 SGT

FOREIGN LANGUAGES - - - -

INTERNAL AFFAIRS

DATE WHO TYPE DISP NUMBER

ASSIGNMENTS -- NO -- RANK -- NO 01

DATE DIV SEC REA DATE RANK L  
091875 PERS NONE - 011476 INV -  
TERMINATE/RESIGN/REHIRE  
REASON REHIRE  
TRANSFER REQUEST STATE FAIR  
TO - - REHIRE DATE - -

BADGE 3237 EDUCATIONAL-MILITARY-EMPLOYMENT-SAFETY RECORD

NAME HUNTER, CAROLYN B

EDUCATIONAL BACKGROUND

PRIOR EMPLOYMENT -- NO --

COLLEGE BAYLOR UNIV TX EMPLOYER LOCATION MOS  
COLLEGE HOURS --- EIP 100 DEGREE BA VET ADMIN WACO TX 111  
MAJOR ENGL MINOR JOUR  
GPA 0 --- 30 --- 60 --- 90 --- 90+ ---

SKILLS/SPECIAL SCHOOLS -- NO ---  
TYPE PROF DATES

OUTSIDE EMPLOYMENT -- NO ---

EMPLOYER LOCATION  
SKAGGS ALBERTSO DALLAS TX  
TELEPHONE HRS/WK DATES  
214 324 1491 20 122675  
TYPE OF WORK SECUR

HOURS --- CERTIFICATE -  
HAND GUN ISSUED 1

MILITARY

SERVICE SERIAL NO 467768597 BRANCH  
HIGHEST RANK --- DUTY STATION ---

SAFETY RECORD -- NO ---

DATE CHG AMT INJURY

RESERVE STATUS - CURRENT RANK  
TYPE OF WORK --- CURRENT BRANCH ---

DEFENSIVE DRIVING SCHOOL

DRIVERS LICENSE 4518446

BADGE 3237

PERSONAL INFORMATION

NAME HUNTER, CAROLYN B

BIRTH PLACE  
CITY TEMPLE  
COUNTY BELL STATE TX

EMERGENCY  
BLOOD TYPE A+ WILL Y BENEFICAIRY S

ENVIRONMENT--PRE-TEEN U TEEN U

NOTIFY

TOTAL DEPENDANTS -- 02

NAME JOSEPH M HUNTER 111  
RELATION SPOUS  
ADDRESS 10420 LAS BRISAS DR  
PHONE 214 272 1789

SPOUSE --  
NAME JOSEPH M HUNTER 111  
ADDRESS 10420 LAS BRISAS DR  
DATES 112266 -----

PERSONAL MEDICAL INFORMATION

DOCTOR DR DOYLE S STACY  
ADDRESS 212 S COTTONWOOD  
PHONE 214 231 3413 214 528 6125  
HEALTH

DISEASES/ALLERGIES ADHE SIVE TAP  
MYCE TRAC IN

PI FILE

PI NO 02883 DATE RECEIVED BY DEPT 010171  
ACCT NO 001 2151 \_ POSITION CLASS 46020 POLICE INVESTIGATOR  
DATE 010171 DIV PERS PURGE DATE -----

NAME	RANK	BADGE	DATE ON-OFF	CLASS	SP	ASGN	MAINT
HUNTER, CAROLYN B	INV	3237	011476 -----	121	-	-	-
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-----	-----	-----	-----	-----	-----	-----	-----
-----	-----	-----	-----	-----	-----	-----	-----
-----	-----	-----	-----	-----	-----	-----	-----

+ POLICE PERSONNEL

NAME HUNTER, CAROLYN B  
BDG/P 3237 RANK INV  
DIV PERS SECT NONE WT 2  
DOFF SA SU WTRC 8 0  
DOB 100746 DOA 031372  
MO 09 CT DAYS 08 22 --- --- HR 8P CT 6  
HR --- CT ---  
MO 10 CT DAYS --- --- --- HR 8P CT 7  
HR --- CT ---

