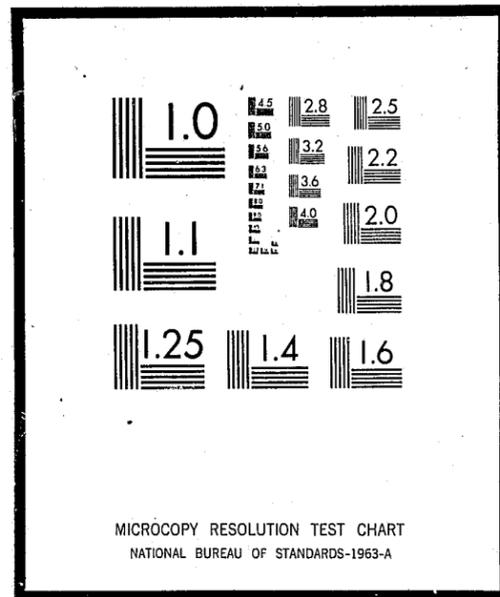


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AN APPLICATION OF SOME ALTERNATIVE MEASURES:  
VALIDATION OF THE 1972 MASSACHUSETTS POLICE SELECTION EXAM

by

GARY T. MARX

WORKING PAPER

"Innovative Resource Planning in Urban Public Safety Systems"

National Science Foundation Grant GI38004  
Research Applied to National Needs  
Division of Advanced Productivity, Research, and Technology

Operations Research Center  
Massachusetts Institute of Technology  
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FOREWORD

The research project, "Innovative Resource Planning in Urban Public Safety Systems," is a multidisciplinary activity, supported by the National Science Foundation, and involving faculty and students from the M.I.T. Schools of Engineering, Architecture and Urban Planning, and Management. The administrative home for the project is the M.I.T. Operations Research Center. The research focuses on three areas: 1) evaluation criteria, 2) analytical tools, and 3) impacts upon traditional methods, standards, rules, and operating procedures. This report is associated primarily with category 1, in which current methodologies for measuring the performance of public safety systems are reviewed and new approaches explored. The case-in-progress reported in this note illustrates how certain ideas on performance measures (discussed at length in Working Paper WP-12-74, "Alternative Measures of Police Performance") can be used in practical applications, such as validating a police selection exam.

The work reported herein was supported by the National Science Foundation under grant GI38004.

Richard C. Larson  
Principal Investigator

An earlier paper discussed a number of problems with current measures of individual police performance.\* The paper suggested developing indicators for areas other than law enforcement, indicators which would tell us about the quality of performance beyond sheer quantity, and techniques of evaluation which go beyond the subjective rating of a superior.

The chance to actually develop and apply some of these measures has emerged in conjunction with efforts to validate the 1972 selection exam for police officers in Massachusetts. This note gives some background information and describes the research to be carried out over the next three years.

History and Context

In 1970, Boston, like many cities, had very few minority group police officers. There were 63 black and one hispanic officer out of a force of 2800. Suit was brought (Castro vs. Beecher) in Federal court by a group of unsuccessful black and Spanish applicants against the Division of Civil Service and the Boston Police Department. It was claimed that the Civil Service police entrance examination was culturally biased and not job-related. The entrance examination then in use was a general knowledge test never validated in relation to job performance. Of those who took the 1970 police examination, approximately 10% of the Spanish, 25% of the blacks and 65% of the whites passed.

Federal Judge Wyzanski held, in November 1971, that the general knowledge-type examination of recent years was discriminatory. All existing police lists were voided and Civil Service was ordered to hold a new examination to be open only to those who had taken one of the previous examinations.

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\* Gary Marx, Alternative Measures of Police Performance, Innovative Resource Planning Project, Working Paper WP-12-74, October 1974.

The new test was to be based on a job analysis and to be developed by someone with a Ph.D. or appropriate experience. The Court ruled that the high school education requirement, height requirement and swim test were "job-related."

The decision was appealed and in April 1972, the Court of Appeals affirmed the District Court's finding that the entrance examination was discriminatory, however, the relief ordered by the lower court was modified. Rather than voiding existing lists, they were to be frozen until the new examination was given. Black and Spanish individuals who took and failed the police examinations between 1968-70, and who passed the new examination, were to put into a "priority pool." They and individuals at the top of the existing lists were to be certified to local areas in a ratio to be determined by the lower court. Others who passed the new examination were to be put on a new list. This list was to be used only after existing lists expired.

In a hearing on April 13, 1973, a settlement was reached among the original plaintiffs, veterans groups and those on the frozen lists. Four pools were created. Group A was composed of all Black and Spanish applicants who failed any of the 1968-70 examinations, but passed the 1972 examination. They would be certified in a one to one ratio with those in Group B (made up of all those on frozen lists). The B group numbered about 1,000 and two-thirds also took the 1972 examination. Group C was made up of successful black and Spanish candidates who took the examination for the first time. Group D was composed of the remaining whites who passed the 1972 examination. After Group A was exhausted, the remaining minority candidates (Group C) would be certified in a three to one ratio with candidates from Group B. After these lists were exhausted, Group D applicants would be certified.

A new examination was developed and administered in 1972. Of roughly 15,000 applicants, about 10,500 actually took the test. About 6% of those who took the test were black (550) or Spanish (150). According to the 1970 census, black and Spanish-speaking people made up 5% of the 20-34 age group in the Commonwealth, although they are no doubt a larger percentage of the social class groups from which police tend to recruit.

In 1973, cities and towns began hiring from the various pools. However, the Consent Decree and Final Judgment of April 15, 1973 specifies that "neither the 1972 Interim Police Entrance Examination, nor any other such police entrance examination shall be administered in the future until such time as it has been validated in conformity with the Testing Guidelines of the Equal Employment Opportunity Commission, 29 CFRs.1607. 1 et seq." Thus, before a police selection examination can be given, it is necessary to validate the present examination. There are two basic components to this validation: 1) data gathered as part of the selection process; 2) data gathered on job performance.

This court requirement overlaps with the legal responsibility of the Division of Civil Service to assure that local police departments undertake performance evaluation of new police officers during the 9 month probationary period. This set of circumstances permits the collection of more comprehensive selection and performance evaluation data than has been collected previously in the Commonwealth, or in most other places.

What has happened in Massachusetts with respect to police hiring is likely to happen elsewhere and to other areas covered by civil service. Recent guidelines on employee selection procedures from the Equal Employment Opportunity Commission, which grow out of prior civil rights legislation, impose a much higher standard for determining the job relatedness and non-

discriminatory nature of civil service examinations. Validation efforts such as that described here are likely to become more prominent. Hopefully, they can contribute to fairer selection procedures and the hiring of those most competent for the job in question.

A considerable amount can be learned from this effort with respect to the prior correlates and inter-relatedness of various dimensions of performance. Beyond helping pick the most useful selection measures, the analysis can shed light on a number of related issues, such as how college education and height relate to performance. What is more, this can be done with a larger than usual number of minority recruits. This will permit considering questions of differential validity. It can also be done using predictive, as well as concurrent validation, and in communities with varying characteristics, rather than being restricted to just one city, as has been the case with most past validation efforts.

Civil Service covers all of the cities in the Commonwealth and about half of the more than 300 towns. From May, 1973, the date when people started to be hired under the new list, until March, 1974, approximately 500 people, in 111 cities and towns, were appointed to the position of permanent patrolman. These included roughly 50 minority group members in 22 cities. However, 13 cities and towns account for more than 70 percent of those hired. Cities hiring the largest number of police include Springfield (73), Boston (65), New Bedford (47), Worcester (35), Fall River (33), Lawrence (18) and Malden (14). These cities will be the primary focus of data collection efforts.

Three basic kinds of data are available: A) social and demographic characteristics from the initial application and later forms; B) scores on the various parts of the 1972 civil service examination and some information

from earlier examinations; C) measures of performance. The number of cases declines from A to B to C. For example, only about two-thirds of those who applied to take the examination actually took it. Only about 6% of the approximately 80% who passed the examination, have been hired and are thus in a position to have their performance evaluated.

#### Social and Demographic Data

An array of background data are available from three sources. The civil service application asks things such as where people want to work, residential history, past government jobs and civil service tests, present occupation, military experience and height and weight. The personal background inventory, developed by the University of Chicago Industrial Relations Center, contains 94 items on things such as work experience, financial experience, family information, educational experience, activities and interests and health. The Boston Police Department's recruit candidate information form duplicates much of the above, but asks about education and employment experiences in more detail. It also asks about dismissal from school and jobs, and any disciplinary action in the military, foreign travel, credit refusal, court record, and whether family members have been arrested.

#### Selection Examination Data

Past civil service examinations consisted essentially of one dimension, general knowledge. The current examination tested for various skills and characteristics. The test was divided into two main sections. The morning, or "interim" section was the part actually used to first pass or fail candidates, and then rank them. The afternoon section was more exploratory and sought to permit assessment of a variety of predictive measures.

The morning section was divided into three parts. These tended to correspond to areas of performance identified by the job analysis.

The first part was a literacy test involving reading comprehension and vocabulary. It was given on a pass-fail basis. This test was chosen partly because it had been used successfully before with minority group candidates. The second part was one of several scales from the EMO instrument, designed to measure emotional stability. It was also used on a pass-fail basis. The third part was the ranking instrument. This consisted of 4 of 18 scales from the California Psychological Inventory thought to measure personality traits desirable in police officers.

The "experimental" section given in the afternoon consisted of an ego development test, a police discretion test, and measures of personal background and skills and attributes. This section was given for research purposes. Hopefully, it will indicate how useful such tests might be in the future if used to select police.

Performance Evaluation Data

The effort here is to collect information on many aspects of the patrolman's job and to use a variety of sources, many more than once. This will give a broader picture and makes possible some estimates of validity and reliability.

Validation efforts will draw on traditional, as well as some more innovative techniques. These include academy record, supervisory ratings, citizen interviews, peer ratings, self-ratings, and the use of various objective measures. Some of the forms to be used are included in an appendix.

Substantively the evaluation will cover traditional areas such as initiative and handling of equipment. Neglected areas such as the use of force,

the handling of conflicts, and social service will also be covered. For example, item 13 of the supervisory evaluation form asks for a rating (-below standard, -satisfactory, etc.) on

Handling of Major Disturbances (examples: labor-management disputes, street fights with a large crowd, barroom brawls) keeps composure - calls for needed assistance - is firm but not overzealous - is impartial - does not use excessive force - does not aggravate the situation by thoughtless action - does not turn the anger of disputants against the police.

Item 15 asks for a rating on

Referrals to Municipal and Social Agencies - refers problems such as street lights out, smell of gas, holes in the road, open fire hydrants, malfunctioning traffic signals, and dangerous animals to the appropriate municipal agencies. Refers citizens in need of assistance to the appropriate social agencies such as: mental hospitals and clinics, legal aid bureaus, detoxification centers, consumer protection bureaus, Salvation Army, family counseling agencies and agencies for the elderly.

The following data of an objective nature, to the extent available will also be collected:

I. Primary Statistics

1. Felony arrests
2. Misdemeanor arrests
3. Department commendations
4. Department reprimands
5. Citizen complaints
6. Citizen complaints sustained
7. Days absent from work
8. Days absent as a result of on the job injury
9. Use of force reports
  1. Resisting arrest
  2. Assaulting a police officer

II. Secondary Statistics (to be obtained if possible)

1. Municipal ordinance citations
  1. Traffic
  2. Sanitation violations
  3. Dog violations, etc.
2. Arrest/Conviction Ratio
3. Cases in which evidence was suppressed as a result of the exclusionary rule
4. Damage to department property
5. Information from activity cards

Data collection will cover a three year period. The supervisory forms and the objective data will be collected three times a year, peer group and self-ratings will be done annually. The paired comparison technique, wherein Supervisors rate individuals against each other, will be done once in the second and third years.

Extending analysis over a three year time period hopefully will avoid problems likely if the data was gathered only in the first year. These include more careful behavior, because the person is still on probation, lack of opportunity to do much independent police work because of assignment with a veteran officer or limitations new patrolmen may face on arrest, use of weapons or riding in patrol cars.

The basic logic of analysis will follow the requirement of the court. This involves examining the relationship between social and demographic characteristics, test score and performance for blacks and whites. This can be done for the 1972 test and from people who took and passed the exam in 1968, 1969, or 1970 (Group B). Among this group, score on the earlier tests can be analyzed in relation to the performance measures and this compared with the 1972 measure, for those who took the test again in 1972. The relative predictive ability of the recent and earlier tests can be considered.

APPENDIX

SUPERVISORY EVALUATION FORM

SAMPLE

Department \_\_\_\_\_  
Officer Rated \_\_\_\_\_  
Rating Supervisor \_\_\_\_\_  
Date Received This Form \_\_\_\_\_  
Date Completed This Form \_\_\_\_\_  
Minutes or Hours Required to Complete \_\_\_\_\_

I. OVERVIEW OF SKILLS

Explanation of Choices:

- Below Standard - bottom 25% of officers with comparable experience with whom you have worked.
- Satisfactory - bottom 50%, but not bottom 25%, of officers with comparable experience with whom you have worked.
- Good - top 40%, but not top 25%, of officers with comparable experience with whom you have worked.
- Excellent - top 25% of officers with comparable experience with whom you have worked.

Check (✓) the choice that most appropriately describes the performance of the officer being evaluated.

1. Use of Radio - answers radio dispatcher promptly - uses correct radio codes - speaks clearly and concisely over the radio - describes locations precisely over the radio - advises dispatcher of self-initiated work - uses radio effectively in stress situations  
\_ Below Standard \_ Satisfactory \_ Good \_ Excellent \_ Insufficient Info.
2. Report Writing - writes reports in appropriate situations - includes necessary information in reports - excludes superfluous information from reports - uses correct spelling, grammar and diction (word use) in reports - writes legible reports - describes events clearly in reports.  
\_ Below Standard \_ Satisfactory \_ Good \_ Excellent \_ Insufficient Info.
3. Use of Department Resources - (examples of resources: criminal record files, K-9 unit, district detectives, homicide squad, vice squad, narcotics squad, license and wanted person files, juvenile officers, community relations officers, evidence technicians, tow ambulances) - uses available services in proper situations - uses available services effectively.  
\_ Below Standard \_ Satisfactory \_ Good \_ Excellent \_ Insufficient Info.
4. Maintenance of Equipment - maintains uniform properly - maintains firearms properly - maintains station equipment properly - maintains radios properly.  
\_ Below Standard \_ Satisfactory \_ Good \_ Excellent \_ Insufficient
5. Relations with Other Policemen - works well with other patrolmen - works well with supervisors - treats all members of the department with respect.  
\_ Below Standard \_ Satisfactory \_ Good \_ Excellent \_ Insufficient

6. Preventive Patrol and Crime Prevention - patrols when not on assignment - checks spots on his (her) beat where crime or disorder are likely to occur - checks unusual situations on his (her) beat - keeps and updates lists of stolen or wanted autos and wanted persons - patrols in an intelligent manner that will enable him (her) to deter criminal acts and discover crime in progress - knows the geography of his (her) district - knows the habits and customs of people who live in his (her) district - knows his (her) precise location so that help can be summoned if necessary - advises citizens of steps that can be taken to make themselves and their property more secure - identifies particularly hazardous conditions and tries to correct them.

Below Standard  Satisfactory  Good  Excellent  Insufficient Info.

7. Field Interrogation (Self-initiated) - makes interrogations when there is "probable cause" that a citizen is engaged in criminal activity - makes and follows up wanted person checks properly - makes and follows up wanted auto checks properly - only makes an interrogation when there is reason to believe that a citizen is engaged in criminal activity - informs citizens who are being interrogated - makes legal searches when the situation requires - does not make illegal searches - conducts interrogations in a manner that does not reflect racial, political or similar prejudices - apologizes to innocent citizens for the inconvenience of an interrogation - does not confiscate contraband without filing charges - is not physically or verbally abusive of citizens interrogated.

Below Standard  Satisfactory  Good  Excellent  Insufficient Info.

8. Apprehension Skills - drives properly to the scene of a crime in progress - approaches a crime in progress properly when at the scene - takes precautions for his (her) safety, safety of other policemen, and the safety of bystanders when confronting potentially dangerous suspects - draws firearms or other weapons in appropriate situations - uses force or the threat of force appropriately in making apprehensions - is effective in apprehending fleeing suspects.

Below Standard  Satisfactory  Good  Excellent  Insufficient Info.

9. Handling of Prisoners - attends to injuries of prisoners - informs prisoners of charges for which they are being arrested properly - advises prisoners of relevant constitutional rights prior to interrogation - is not physically or verbally abusive of prisoners - treats prisoners correctly and in appropriate situations - informs family or friends of prisoners of his (her) location and situation - catalogs and packages prisoners' property correctly.

Below Standard  Satisfactory  Good  Excellent  Insufficient Info.

10. Handling of Victims - gets injured victims prompt medical attention - reassures scared or angry victims - gets meaningful statements concerning crimes from victims and witnesses - advises victims of prosecution procedures if arrests are probable.

Below Standard  Satisfactory  Good  Excellent  Insufficient Info.

11. Criminal Follow-Up - protects crime scenes from contamination - identifies good physical evidence - packages and stores evidence properly - is a convincing witness in court and before prosecuting authorities - reports reflect a knowledge of the laws of evidence and criminal procedure.

Below Standard  Satisfactory  Good  Excellent  Insufficient Info.

12. Handling of Disputes - tries to calm disputants - separates disputants - listens to each side of disputes fairly - is aware of the implications of disputes on children, neighbors and other parties - avoids turning disputants' anger against the police - avoids challenging disputants - when possible offers informal solutions to disputes - does not overreact to challenges to his authority - makes arrests when necessary - refers disputants to agencies that provide help with the problem at hand.

Below Standard  Satisfactory  Good  Excellent  Insufficient Info.

13. Handling of Major Disturbances - (examples: labor-management disputes, street fights with a large crowd, barroom brawls) keeps composure - calls for needed assistance - is firm but not overzealous - is impartial - does not use excessive force - does not aggravate the situation by thoughtless action - does not turn the anger of disputants against the police.

Below Standard  Satisfactory  Good  Excellent  Insufficient Info.

14. Handling of Alcoholics and Derelicts - perceives the nature of the problem correctly - is not verbally or physically abusive of derelicts - refers derelicts to social agencies that deal with their problems when possible - controls derelicts without routine arrests.

Below Standard  Satisfactory  Good  Excellent  Insufficient Info.

15. Referrals to Municipal and Social Agencies - refers problems such as street lights out, smell of gas, holes in the road, open fire hydrants, malfunctioning traffic signals, and dangerous animals to the appropriate municipal agencies - refers citizens in need of assistance to the appropriate social agencies such as: mental hospitals and clinics, legal bureaus, detoxification centers, consumer protection bureaus, State Army, family counseling agencies and agencies for the elderly.

Below Standard  Satisfactory  Good  Excellent  Insufficient Info.

16. Handling of Sick and Injured - gets sick or injured to medical facilities efficiently - administers first aid when necessary and correctly - speaks tactfully to conscious victims - explains circumstances of illness or injury clearly to medical personnel - notifies relatives or friends of victims' location and condition.

Below Standard  Satisfactory  Good  Excellent  Insufficient Info.

17. Traffic Control - directs traffic properly and in appropriate circumstances - enforces traffic laws in appropriate situations - treats citizens respectfully when issuing traffic tickets.

Below Standard  Satisfactory  Good  Excellent  Insufficient Info.

18. Community Relations - treats all citizens respectfully and courteously - makes an effort to get to know people who live in his district - makes citizens feel that policemen are friends not enemies - presents professional appearance - provides an example to which citizens should aspire - does not use racial or ethnic slurs - treats individuals or groups that are hostile to the police fairly.

Below Standard  Satisfactory  Good  Excellent  Insufficient Info.

19. Integrity - does not exchange enforcement leniency for personal gain - does not lie to cover his (her) mistakes or those of fellow officers - does not lie to get convictions - does not give more service to those who offer personal rewards - does not join other officers in activities that are unprofessional, against department regulations, or illegal - enforces the law, not his (her) personal beliefs - does not harass those he (she) does not agree with.

Below Standard  Satisfactory  Good  Excellent  Insufficient Info.

20. Follow Through and Initiative - investigates all complaints thoroughly - handles assignments properly, even if overtime is involved - does not try to dump his work on other officers.

Below Standard  Satisfactory  Good  Excellent  Insufficient Info.

21. Use of Authority - understands the law and department policy regarding the use of force and deadly force - does not overreact to challenges to his (her) authority - does not let personal prejudices influence his (her) decision to arrest - uses minimum amount of force needed to handle any situation - does not overreact to hostile citizens.

Below Standard  Satisfactory  Good  Excellent  Insufficient Info.

## II. SPECIFIC SKILLS

22. Writes reports when department procedure requires them.

Below Standard  Satisfactory  Good  Excellent  Insufficient Info.

23. Keeps composure when moderating conflicts.

Below Standard  Satisfactory  Good  Excellent  Insufficient Info.

24. Makes searches in appropriate situations.

Below Standard  Satisfactory  Good  Excellent  Insufficient Info.

25. Approaches the scene of a crime in progress properly.

Below Standard  Satisfactory  Good  Excellent  Insufficient Info.

26. Is a convincing witness in court and before prosecuting authorities.

Below Standard  Satisfactory  Good  Excellent  Insufficient Info.

27. Knows municipal agencies, the problems they deal with, their locations and their hours.

Below Standard  Satisfactory  Good  Excellent  Insufficient Info.

28. Uses a radio effectively in stress situations.

Below Standard  Satisfactory  Good  Excellent  Insufficient Info.

29. Includes necessary information in reports.

Below Standard  Satisfactory  Good  Excellent  Insufficient Info.

30. Is aware of current criminal activity in his district.

Below Standard  Satisfactory  Good  Excellent  Insufficient Info.

31. Stops citizens only when there is "reasonable cause to believe" that they are involved in criminal activity.

Below Standard  Satisfactory  Good  Excellent  Insufficient Info.

32. Recognizes useful physical evidence.

Below Standard  Satisfactory  Good  Excellent  Insufficient Info.

33. Refers problems such as street lights out, fires, smell of gas, wires down, holes in the road, open hydrants and malfunctioning traffic lights to the appropriate municipal agencies.

Below Standard  Satisfactory  Good  Excellent  Insufficient Info.

34. Enforces traffic laws in appropriate situations.  
 \_ Below Standard \_ Satisfactory \_ Good \_ Excellent \_ Insufficient Info.
35. Is reliable when not under direct supervision.  
 \_ Below Standard \_ Satisfactory \_ Good \_ Excellent \_ Insufficient Info.
36. Excludes unnecessary information from reports.  
 \_ Below Standard \_ Satisfactory \_ Good \_ Excellent \_ Insufficient Info.
37. Keeps updated list of wanted auto and persons.  
 \_ Below Standard \_ Satisfactory \_ Good \_ Excellent \_ Insufficient Info.
38. Uses force and the threat of force appropriately in making arrests.  
 \_ Below Standard \_ Satisfactory \_ Good \_ Excellent \_ Insufficient Info.
39. Advises victims and witnesses of prosecution procedures when an arrest is probable.  
 \_ Below Standard \_ Satisfactory \_ Good \_ Excellent \_ Insufficient Info.
40. Gets useful descriptions of offenders from victims and witnesses.  
 \_ Below Standard \_ Satisfactory \_ Good \_ Excellent \_ Insufficient Info.
41. Speaks tactfully to the sick or injured.  
 \_ Below Standard \_ Satisfactory \_ Good \_ Excellent \_ Insufficient Info.
42. Uses correct spelling, grammar and diction (word use) in reports.  
 \_ Below Standard \_ Satisfactory \_ Good \_ Excellent \_ Insufficient Info.
43. Makes drunk driving arrests in appropriate circumstances.  
 \_ Below Standard \_ Satisfactory \_ Good \_ Excellent \_ Insufficient Info.
44. Makes friends among the people in his district.  
 \_ Below Standard \_ Satisfactory \_ Good \_ Excellent \_ Insufficient Info.
45. Knows the geography of his district.  
 \_ Below Standard \_ Satisfactory \_ Good \_ Excellent \_ Insufficient Info.
46. Knows his precise location, so that help can be called if necessary.  
 \_ Below Standard \_ Satisfactory \_ Good \_ Excellent \_ Insufficient Info.
47. Uses Juvenile Officers and Community Relations Officers effectively.  
 \_ Below Standard \_ Satisfactory \_ Good \_ Excellent \_ Insufficient Info.

48. Describes events clearly in reports.  
 \_ Below Standard \_ Satisfactory \_ Good \_ Excellent \_ Insufficient Info.
49. Reports reflect an understanding of the evidence and criminal procedure.  
 \_ Below Standard \_ Satisfactory \_ Good \_ Excellent \_ Insufficient Info.
50. Knows the habits and customs of the residents of his district.  
 \_ Below Standard \_ Satisfactory \_ Good \_ Excellent \_ Insufficient Info.
51. Interrogates citizens when there is "reason to believe" that they are involved in criminal activity.  
 \_ Below Standard \_ Satisfactory \_ Good \_ Excellent \_ Insufficient Info.
52. Makes and follows up wanted person checks properly.  
 \_ Below Standard \_ Satisfactory \_ Good \_ Excellent \_ Insufficient Info.
53. Is effective in apprehending fleeing offenders.  
 \_ Below Standard \_ Satisfactory \_ Good \_ Excellent \_ Insufficient Info.
54. Uses force or threat of force appropriately in managing conflict.  
 \_ Below Standard \_ Satisfactory \_ Good \_ Excellent \_ Insufficient Info.
55. Makes arrests when they are necessary to control conflicts.  
 \_ Below Standard \_ Satisfactory \_ Good \_ Excellent \_ Insufficient Info.
56. Is effective in getting crowds to disperse.  
 \_ Below Standard \_ Satisfactory \_ Good \_ Excellent \_ Insufficient Info.
57. Advises the dispatcher of nature and location of self-initiated activities.  
 \_ Below Standard \_ Satisfactory \_ Good \_ Excellent \_ Insufficient Info.
58. Describes locations precisely over the radio.  
 \_ Below Standard \_ Satisfactory \_ Good \_ Excellent \_ Insufficient Info.

III. OVERALL

Rank the performance of the officer being evaluated in the following areas of policework. Place a 1 in front of the area he is strongest in, a 2 in front of the area he is next strongest in, and a 3 in front of the area he is weakest in.

\_\_\_ Department Procedure: report writing, use of radio, maintenance of equipment, use of department services.

\_\_\_ Crime Control: preventive patrol, field interrogation, apprehension of offenders, handling of prisoners, handling of evidence.

\_\_\_ Order Maintenance: handling of disputes, handling of major disturbances, handling of derelicts.

Overall Rating of Officer (check one)

\_\_\_ Below Standard \_\_\_ Satisfactory \_\_\_ Good \_\_\_ Excellent

SAMPLE

POLICE ACADEMY PERFORMANCE EVALUATION

Name of Officer \_\_\_\_\_

Police Department \_\_\_\_\_

Date entered academy \_\_\_\_\_

Date graduated or will graduate \_\_\_\_\_

Form filled in by \_\_\_\_\_

Today's date \_\_\_\_\_

ACADEMIC PERFORMANCE

A. Average Score \_\_\_\_\_

B. Rank in class \_\_\_\_\_

C. Size of class \_\_\_\_\_

FIREARMS PERFORMANCE

A. Average score \_\_\_\_\_

B. Rank in class \_\_\_\_\_

PHYSICAL FITNESS PERFORMANCE

A. Average score \_\_\_\_\_

B. Rank in class \_\_\_\_\_

SAMPLE

On the basis of academy performance, how would you rate this man with respect to the following:

	Unacceptable	Short of Standard	Standard	Above Standard	Outstanding
Cooperation and relationships with people: ability to get along with others					
Initiative and ingenuity: self-reliance, resourcefulness, apparent ability to accept and carry out responsibility					
Work habits: safety, care of equipment, punctuality, industry, attendance					
Learning the basics of police work: understands the nature of the police role and elementary police operations					

Explanation of Choices:

- Unacceptable -- Improvement urgently needed
- Short of Standard -- Need to Improve
- Standard -- Thoroughly Competent
- Above Standard -- Exceptional Performance
- Outstanding -- Distinctly Superior

(OVER)

	Unacceptable	Short of Standard	Standard	Above Standard	Outstanding
Quality of academy work-accuracy, precision, completeness					
Any factors not listed above that you would care to rate the man on					
Overall rating					

V. Other

A. On the basis of what you have observed of this recruit's performance, how likely do you think it is that he will eventually be promoted to the rank of Sergeant or above?

\_\_\_\_\_ Very likely  
 \_\_\_\_\_ Possibly  
 \_\_\_\_\_ Not likely

B. Compared to other police recruits, how would you feel about having this man as a patrol partner?

\_\_\_\_\_ I would welcome the chance to ride with him  
 \_\_\_\_\_ It would not matter much either way  
 \_\_\_\_\_ I would rather not ride with him

C. If it was possible to choose this year's recruit class all over again, would you recommend to the chief that this man be

\_\_\_\_\_ Definitely chosen  
 \_\_\_\_\_ Possibly chosen  
 \_\_\_\_\_ Definitely not chosen

PRODUCTION STATISTICS

DEPARTMENT \_\_\_\_\_

EVALUATION PERIOD \_\_\_\_\_ TO \_\_\_\_\_

OFFICER \_\_\_\_\_

TODAY'S DATE \_\_\_\_\_

1. Number of felony arrests. \_\_\_\_\_
2. Number of misdemeanor arrests. \_\_\_\_\_
3. Number of official commendations. \_\_\_\_\_
4. Number of official reprimands. \_\_\_\_\_
5. Number of formal citizen complaints. \_\_\_\_\_
6. Number of citizen complaints sustained. \_\_\_\_\_
7. Number of days absent from work. \_\_\_\_\_
8. Number of days absent as a result of on-the-job injury. \_\_\_\_\_
9. Number of incidents in which "resisting arrest" charges were filed. \_\_\_\_\_
10. Number of incidents in which "assaulting a police officer" charges were filed. \_\_\_\_\_
11. Number of municipal ordinance citations issued:
  1. Moving traffic \_\_\_\_\_
  2. Stopping traffic \_\_\_\_\_
  3. Other violations (sanitation, dogs, etc.) \_\_\_\_\_
12. Percentage of arrests resulting in convictions or pleas of guilty (arrest/conviction ratio) \_\_\_\_\_
13. Number of automobile accidents involved in while on duty. \_\_\_\_\_
14. Number of incidents (excluding car accidents) in which he (she) was responsible for damages to department property. \_\_\_\_\_

	Unacceptable	Short of Standard	Standard	Above Standard	Outstanding
Quality of academy work-accuracy, precision, completeness					
Any factors not listed above that you would care to rate the man on					
Overall rating					

V. Other

A. On the basis of what you have observed of this recruit's performance, how likely do you think it is that he will eventually be promoted to the rank of Sergeant or above?

- \_\_\_\_\_ Very likely
- \_\_\_\_\_ Possibly
- \_\_\_\_\_ Not likely

B. Compared to other police recruits, how would you feel about having this man as a patrol partner?

- \_\_\_\_\_ I would welcome the chance to ride with him
- \_\_\_\_\_ It would not matter much either way
- \_\_\_\_\_ I would rather not ride with him

C. If it was possible to choose this year's recruit class all over again, would you recommend to the chief that this man be

- \_\_\_\_\_ Definitely chosen
- \_\_\_\_\_ Possibly chosen
- \_\_\_\_\_ Definitely not chosen

PRODUCTION STATISTICS

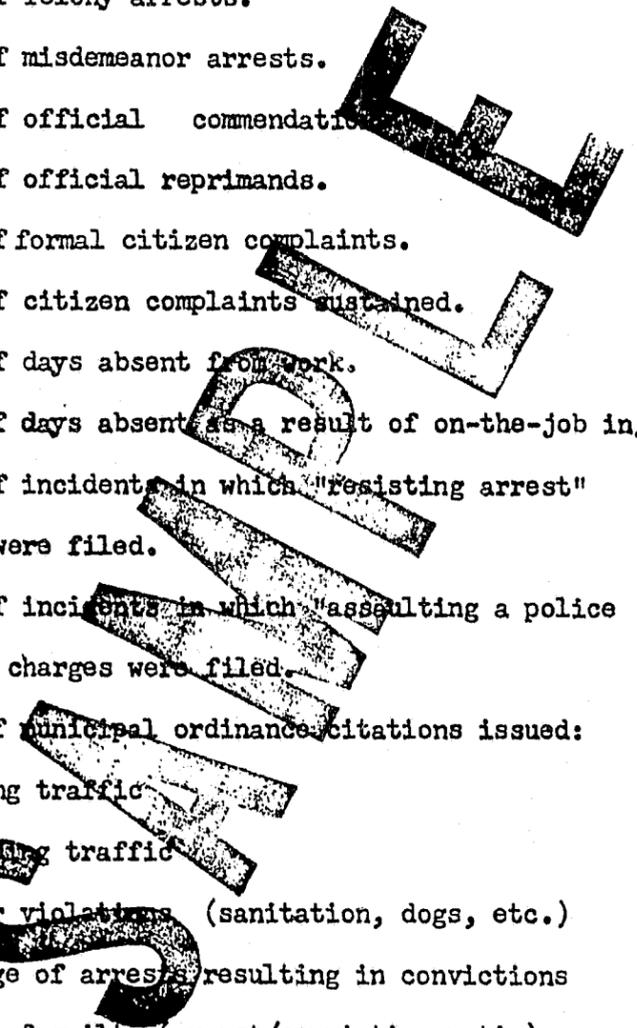
DEPARTMENT \_\_\_\_\_

EVALUATION PERIOD \_\_\_\_\_ TO \_\_\_\_\_

OFFICER \_\_\_\_\_

TODAY'S DATE \_\_\_\_\_

1. Number of felony arrests. \_\_\_\_\_
2. Number of misdemeanor arrests. \_\_\_\_\_
3. Number of official commendations. \_\_\_\_\_
4. Number of official reprimands. \_\_\_\_\_
5. Number of formal citizen complaints. \_\_\_\_\_
6. Number of citizen complaints sustained. \_\_\_\_\_
7. Number of days absent from work. \_\_\_\_\_
8. Number of days absent as a result of on-the-job injury. \_\_\_\_\_
9. Number of incidents in which "resisting arrest" charges were filed. \_\_\_\_\_
10. Number of incidents in which "assaulting a police officer" charges were filed. \_\_\_\_\_
11. Number of municipal ordinance citations issued:
  1. Moving traffic \_\_\_\_\_
  2. Stopping traffic \_\_\_\_\_
  3. Other violations (sanitation, dogs, etc.) \_\_\_\_\_
12. Percentage of arrests resulting in convictions or pleas of guilty (arrest/conviction ratio) \_\_\_\_\_
13. Number of automobile accidents involved in while on duty. \_\_\_\_\_
14. Number of incidents (excluding car accidents) in which he (she) was responsible for damages to department property. \_\_\_\_\_



**END**