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POLICE TRAFFIC SERVICES PERSONNEL
PERFORMANCE EVALUATION SYSTEM

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16. Abstract This report is the second of two studies undertaken to produce the PTS Personnel Performance Evaluation System. Using PTS Job Descriptions produced in the first study, this study proceeded to define and validate "evaluative factors," i. e., clusters of personnel activities that could be observed, measured and evaluated relative to performance standards. These factors were designed into a system of evaluation for use by first-level supervisors. The system included detailed instructions, forms and guidance for implementing the system. The system was then pilot-tested in ten police agencies, reviewed, revised and prepared for publication. This report describes the underlying concepts of evaluation, the study methodology and pilot test results.			
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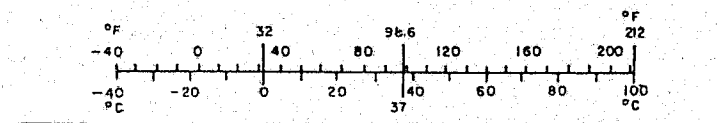
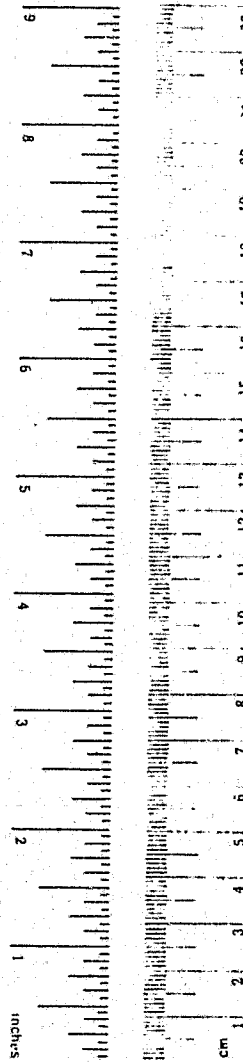
METRIC CONVERSION FACTORS

Approximate Conversions to Metric Measures

Symbol	When You Know	Multiply by	To Find	Symbol
LENGTH				
in	inches	2.5	centimeters	cm
ft	feet	30	centimeters	cm
yd	yards	0.9	meters	m
mi	miles	1.6	kilometers	km
AREA				
in ²	square inches	6.5	square centimeters	cm ²
ft ²	square feet	0.09	square meters	m ²
yd ²	square yards	0.8	square meters	m ²
mi ²	square miles	2.6	square kilometers	km ²
	acres	0.4	hectares	ha
MASS (weight)				
oz	ounces	28	grams	g
lb	pounds	0.45	kilograms	kg
	short tons (2000 lb)	0.9	tonnes	t
VOLUME				
tsp	teaspoons	5	milliliters	ml
Tbsp	tablespoons	15	milliliters	ml
fl oz	fluid ounces	30	milliliters	ml
c	cups	0.24	liters	l
pt	pints	0.47	liters	l
qt	quarts	0.95	liters	l
gal	gallons	3.8	liters	l
ft ³	cubic feet	0.03	cubic meters	m ³
yd ³	cubic yards	0.76	cubic meters	m ³
TEMPERATURE (exact)				
F	Fahrenheit temperature	5/9 (after subtracting 32)	Celsius temperature	°C

Approximate Conversions from Metric Measures

Symbol	When You Know	Multiply by	To Find	Symbol
LENGTH				
mm	millimeters	0.04	inches	in
cm	centimeters	0.4	inches	in
m	meters	3.3	feet	ft
km	kilometers	1.1	yards	yd
		0.6	miles	mi
AREA				
cm ²	square centimeters	0.16	square inches	in ²
m ²	square meters	1.2	square yards	yd ²
km ²	square kilometers	0.4	square miles	mi ²
ha	hectares (10,000 m ²)	2.5	acres	
MASS (weight)				
g	grams	0.035	ounces	oz
kg	kilograms	2.2	pounds	lb
t	tonnes (1000 kg)	1.1	short tons	
VOLUME				
ml	milliliters	0.03	fluid ounces	fl oz
l	liters	2.1	pints	pt
l	liters	1.06	quarts	qt
l	liters	0.26	gallons	gal
m ³	cubic meters	35	cubic feet	ft ³
m ³	cubic meters	1.3	cubic yards	yd ³
TEMPERATURE (exact)				
°C	Celsius temperature	9/5 (then add 32)	Fahrenheit temperature	°F



*1. This chart is not intended for use as a substitute for a standard conversion table. It is provided for reference only.

The Police Traffic Services Personnel Performance Evaluation System was developed by Dunlap and Associates, Inc., of Darien, Connecticut under two NHTSA study contracts (DOT-HS-5-01272 and DOT-HS-6-01386). Messrs. Edward W. Bishop, John W. Hamilton and John F. Oates, Jr. carried out both of these studies.

This program was under the technical management of the Enforcement and Emergency Services Division of NHTSA. Mr. Richard Frederick of that division had personal cognizance of both studies.

Foreword

This technical report describes the second phase of a two-phase program designed to produce a system for the evaluation of police traffic services (PTS) as performed by a police officer at the patrolman/trooper level. The background of this phase, the technical approach that was followed and the evaluation system itself are described in this report. The system itself consists of two manuals and a number of data collection and evaluation forms. These have been published separately and will be available from the United States Government Printing Office.¹

The development of this personnel evaluation system was sponsored by the National Highway Traffic Safety Administration under its mandated responsibility for the improvement and maintenance of highway safety throughout the country. By its sponsorship, NHTSA expects to improve traffic services generally and traffic law enforcement particularly. As a result of that improvement, a higher degree of traffic law compliance among the driving public can be expected and thereby a reduction in the number and seriousness of traffic accidents should occur. This chain of events, leading to improved highway safety, has been demonstrated in a number of traffic law enforcement studies. The relationship between personnel evaluation and quality of PTS is simply that effective evaluation allows the supervisor or manager to use and deploy his men most efficiently.

The Police Traffic Services Personnel Evaluation System, as the product of this study is named, is also applicable to two other areas of management concern: productivity and overall traffic effectiveness. Briefly, productivity of police officers is a matter of growing concern just as it is with regard to any other public employee. Escalating personnel costs force the police manager to attempt to maximize productivity relative to cost. To do that he must be able to describe and measure job performance. Description and measurement of actual job performance are the chief characteristics of the evaluation system. As to the area of overall traffic effectiveness, indices

¹Information about ordering the manuals and the forms can be obtained from:
Enforcement and Emergency Services Division (N42-13)
NHTSA, Department of Transportation
Washington, D.C. 20590
ATTENTION: Mr. Richard R. Frederick

or rates of performance (such as the Enforcement Index) have long been used to assess the overall effectiveness of police traffic operations. The performance measures that are one product of this evaluation system can be summed to provide a single overall measure of the traffic unit (or the traffic performance of the whole department). The applications of this system to various management needs are discussed in the two system manuals. This report will note these applications only briefly.

It should be noted again that this report is concerned with why and how the system was developed. The reader should refer to the manuals for a complete description of the system and how it works.

ACKNOWLEDGMENTS

This study was conducted by Edward W. Bishop, John F. Oates, Jr., and John W. Hamilton. Several other Dunlap and Associates, Inc., staff members provided valuable assistance in the form of critical reviews and technical guidance through the study.

Mr. Richard R. Frederick was the Contract Technical Manager for the National Highway Traffic Safety Administration. He was instrumental in defining the entire program. He provided much practical guidance through the system design, pilot test and system revision parts of this phase. His broad and objective perspective was especially valuable in shaping the technical approach. His practical knowledge of police operations was a useful resource in each step of this study.

Information about traffic services and police personnel evaluation came to this study from many sources. The most productive sources were the several police officers--at all levels--in the agencies that had cooperated in the first phase of this program and who then took part in the Pilot Test during this phase. We have promised and will maintain confidentiality for all of the information obtained in this study. However, we feel obliged to acknowledge here that the following agencies, each in some degree, provided input to this study. We are grateful for their generous and gracious assistance.

- *Arizona State Highway Patrol
- California Highway Patrol
- *Colorado State Patrol
- *Connecticut State Police
- *Fort Lauderdale, Florida, P.D.
- Henrico County, Virginia, P.D.
- *Illinois State Police
- Kansas City, Missouri, P.D.
- Kentucky State Police
- *Lexington, Kentucky P.D.
- *Lower Merion Township (Penn.) P.D.
- New Mexico State Police
- Nassau County, New York, P.D.
- Ohio Highway Patrol

*Participated in Pilot Test

Peoria, Illinois, P.D.
Pennsylvania State Police
Phoenix, Arizona, P.D.
*St. Louis, Missouri, P.D.
*San Jose, California, P.D.
Washington, D.C., P.D.
*Wilmette, Illinois, P.D.

The Traffic Institute of Northwestern University provided the services of Mr. James Keyes review and comment on the system manuals as they were revised following the Pilot Test. His police operational and evaluation experience were valuable to this study.

While we gratefully acknowledge the help and support of the several people noted above, the Dunlap and Associates, Inc., staff is solely responsible for the use that was made of the data and especially for the design and format of the system as published.

*Participated in Pilot Test

TABLE OF CONTENTS

	<u>Page</u>
FOREWORD	ii
ACKNOWLEDGMENTS	iv
I. BACKGROUND	1
II. TECHNICAL APPROACH	7
A. General	7
B. Specific Tasks	9
III. RESULTS	15
A. Introduction	15
B. Pilot Test Survey	16
1. General Results	16
2. System Validity	17
C. The Revised System	20
IV. RECOMMENDATIONS	22
APPENDIX A. Pilot Test Memorandum to Participating Agencies	A-1
APPENDIX B. Summary of Pilot Test Results	B-1
APPENDIX C. PTS Personnel Performance Evaluation System Forms	C-1

I. BACKGROUND

The foreword to this study presents the rationale for NHTSA support of personnel performance evaluation applied to PTS. The association between the evaluation system (as developed in this study) and improved highway safety is also defined there. It seems unnecessary to elaborate those comments--good PTS improve highway safety and good personnel performance evaluation improves PTS quality. Therefore, this background section will begin with a discussion of the first phase of this program which was devoted to the development of a job description and the identification of tasks (components of the description) that could become the basis for an evaluation system. NHTSA in its request for a proposal to perform the first phase, said the following:

"There are 14,806 State and local police protection agencies¹ in the United States. Police protection as used here include enforcing the law, maintaining traffic safety, apprehending those who violate the law, traffic control, and traffic safety including related traffic engineering (but not highway planning and engineering). These State and local agencies have 437,811 full time employees, and 449,656 full time equivalent employees for a total of 887,467 employees.²

"Police traffic services functions include accident investigation, debris hazard control and clean-ups, traffic law enforcement, traffic direction and patrol. It is difficult, if not impossible, to estimate how many of the total employees perform all or any part of police traffic services functions.

"What is generally not known with any degree of preciseness by the police administrators, supervisors, and operational employees is the identification and definition of the tasks performed which make up police traffic services. In addition, gradations of performance of the tasks are not known and have not been established.

¹Source: U.S. Department of Justice, Law Enforcement Assistance Administration. "Expenditure and Employment Data of the Criminal Justice System, 1969-1970."

²Source: U.S. Department of Justice, Law Enforcement Assistance Administration. "Criminal Justice Agencies in the U.S. Summary Report, 1970."

"In summing the above, what does not exist in police protection agencies is an adequate evaluation system for the first line supervisor to evaluate those operational employees performing police traffic services tasks. Evaluation of the performance of the tasks can be done at the time of performance or after and should include the quantity and/or quality of work performed.

"The study should provide for development of a product that will be used for a future effort on gradations that will be a very much needed and essential tool for improving the quality and increasing the quantity of police traffic services throughout the many different police protection agencies in the United States."

The approach that was implemented by Dunlap and Associates, Inc., in response to that request was made up of four major tasks:

1. Review of PTS, training and evaluation literature
2. Collection, analysis and synthesis of information on PTS operations and training from police agencies
3. Development of above information into job descriptions of traffic services as performed at the patrolman level
4. Identification and definition of factors in the job descriptions for evaluation.

The study commenced with the literature review. More than fifty reports and documents were deemed relevant, and classified into four broad categories--traffic services, job description, personnel evaluation and training. This review provided some information concerning the range of PTS duties and tasks and their commonality among law enforcement agencies. A much more detailed data collection effort was conducted by the study staff members through personal surveys of six police agencies, representative of jurisdictional responsibility, geographical location and missions. Using interview guides and structured survey forms, information was acquired from patrol, supervisory and command personnel concerning PTS operations, training and personnel evaluation. Specific PTS functions, duties, and tasks performed by each agency were identified and estimates were obtained of the relative importance of these functions. Information was also solicited from other agencies by mail or informally during visits conducted in conjunction with other research projects. In all, information was obtained from eighteen state and local agencies.

Although there was basically good agreement among law enforcement agencies concerning what functions constitute PTS, specific definitions of these functions varied from agency to agency. All of these definitions were complied and analysed to distill out the elements, procedures and definitions of PTS that are common to all agencies. Through this process "universally acceptable" definitions for five PTS functions were developed in terms of actual job performance (i. e., in terms amenable to evaluation). The five PTS functions are:

1. Traffic Law Enforcement

The objective of this function is to deter and detect traffic violations through enforcement. It includes patrol activities as well as general and selective enforcement of all traffic laws. This function begins with the observation and detection of a violation; it includes apprehension of and interaction with the violator, investigation of the violation, and the enforcement decision and actions.

2. Accident Scene Management and Investigation

The objectives of this function are to provide for control and stabilization of an accident scene and to perform an investigation of the causative factors. The investigative part of this function is performed only in support of the police responsibilities for safety and enforcement action, evaluating countermeasure programs, detecting and apprehending violators, and identifying problem areas. This function includes planning for and use of emergency procedures and vehicles as well as emergency medical services. This function can lead to enforcement actions.

3. Traffic Direction and Control

The objective of this function is to insure the safe and orderly movement of vehicular and pedestrian traffic. The function includes regular duty assignments, such as at school crossings as well as traffic control related to emergencies. It encompasses whatever planning is performed by the patrolman as well as the actual manual control of vehicular and pedestrian traffic. Two important applications of this function are the control of traffic in an accident situation and the control of traffic for special events. Traffic direction and control can lead to enforcement actions.

4. Court System Interaction

The objective of this function is to provide police input to the adjudication process. This function includes the preparation and presentation of testimony and physical evidence as well as other court-related activities. Only those court activities that arise out of traffic law enforcement are included in this description.

5. Highway Service and Assistance

The objectives of this function are: 1) to provide assistance to motorists who have encountered a vehicle breakdown, or who are sick, lost or otherwise in need of assistance, and 2) to cope with such highway problems as debris blocking the travelled portion of the highway or inoperative traffic control devices. This is not a law enforcement function as such but can lead to enforcement actions that might arise out of the assistance situation. For example, a motorist in need of assistance may be found to be under the influence and some appropriate charge could be lodged. The specific activities that make up this function are generally concerned with interacting with the public. The officer must be prepared to cope with a wide range of emergency and unusual situations. A good knowledge of the local geography and emergency resources is required.

The major end products of the first phase were job descriptions of each of the above PTS functions. These descriptions define duties, primary tasks, and tasks that comprise these functions. The job descriptions also include an analysis of each duty, primary task, and task relative to five parameters that affect its potential use as a factor for evaluation. These parameters are:

- . The products of the duty, primary task, or task--i.e., the output. This may be an action taken by the patrolman, the issuance of a document such as a report or citation, or an effect on someone or something else such as a change in traffic flow. The activity's products represent potential measures or indicators of whether the activity was performed and the quality of its performance.
- . The observability of the activity and its products--i.e., an assessment of the means by which the activity and its output

can be observed and measured. Generally speaking, the more readily observable the activity is, the more suited it will be for use as an evaluative factor.

- . The universality of the activity--i.e., how common is it to the various police agencies and what is its intrinsic importance to the overall job of PTS.
- . The training emphasis typically given to the activity--i.e., the level of emphasis devoted to the duty, primary task, or task in current basic or in-service training programs. In general, the more training devoted to the activity, the more likely it will be to merit careful evaluation.
- . The gradations of performance that might be established for the activity--i.e., the likelihood that accurate assessment can be made of the quantity and quality of performance based upon the observable products.

The job activities description for each function, along with the analysis relative to the parameters, were combined into a "Model Job Description for Police Traffic Services." This model encompasses all PTS activities and the functional division is representative of typical duty assignments. Overall, the model is in good agreement with PTS descriptions prepared by other police research and operational organizations. Finally in the first phase, the model was subjected to a critical review by the Traffic Institute of Northwestern University. A member of the Institute staff serving as consultant to the research team found that the model is complete and comprehensive and that it is structured in a way that would facilitate any application to police operations.

The second phase in the development of the evaluation system was essentially a continuation of the analysis of PTS activities. The objective of the further analysis was to identify specific PTS job activities that could be incorporated into a valid, objective and quantitative evaluation system. The second phase was implemented under a separate contract. In a general description of the study to be conducted as the second phase, NHTSA said the following:

"This project involves taking those (PTS) factors, i.e., tasks and subtasks, that have been identified and defined in a previous study and identify and define gradations of performance for each of the factors.

"The gradations are influenced by the organizational unit, time and area of assignment. For example, the value of the gradations would be different for an officer assigned to the Patrol Division working in a predominantly residential area on the 12 midnight to 8 a.m. shift than an officer assigned to the Enforcement Unit of a Traffic Division working in a predominantly business area on the 12 noon to 6 p.m. shift or an officer of a State Highway Patrol assigned to an Interstate highway. In essence, the gradations must be sensitive to the time, area, and nature of the officer's assignment.

"Additionally, the gradations must be reflective of the quantative and/or qualitative characteristics of the factor (task or subtask) performed by the traffic officer and should be expressed in a narrative or numerical value or range of values."

II. TECHNICAL APPROACH

A. General

The approach to the second phase of this program, i. e., the final development of the PTS Personnel Performance Evaluation System, was designed to build on and articulate closely with the first phase. Since Dunlap and Associates, Inc., was the contractor for both phases, this objective was easily accomplished. Further, the approach was determined by the form and content of the PTS model job description (which has been described in the preceding section).¹ Also, the approach was affected by the requirement that the resulting system would allow a quantitative personnel evaluation based on actual job performance. Some brief comments on this sort of evaluation will help the reader understand the approach that was taken.

Personnel evaluation is an essential process in the management of any organization, but it assumes truly major proportions in those organizations that rely heavily on the action, the attitude and the appearance of the personnel involved. Police agencies are outstanding examples of organizations that are dependent on the quality and productivity of their personnel. Police work is not automated and very few important functions are routinized. The quality and the success of a police department are dependent on the effectiveness of its personnel in both mental and physical activities. The human element is critical in both the regular day-to-day operations, as well as in the unexpected, emergency situations that arise in traffic and all other aspects of the police officer's job. Therefore, police commanders and supervisors regularly assess how well their officers are performing. Whether this assessment is made intuitively, based on "feelings" about an officer, or it is made in a more systematic, more sophisticated way, the objective is the same: to determine how well each officer is doing and, taken together, how well the squad, platoon or department is doing. Thus, personnel evaluation is an important and continuous supervisory activity. However, formal personnel evaluation is usually associated more with periodic, administrative reviews than with regular operational or management uses.

¹ The reader who wishes a more complete understanding of the Model Job Description should obtain the reports of the first phase study:

Evaluation Factors for Performance of Police Traffic Services, Final Technical Report and Model Job Descriptions (two volumes), DOT-HS-5-01272, March 31, 1976., U. S. Department of Transportation, National Highway Traffic Safety Administration.

At perhaps the highest level of application, personnel evaluation can be used to develop an assessment of departmental performance. Specifically, the quality and quantity of PTS provided by a department can be represented by an aggregation of individual officer performance measures. In this application, an evaluation system should have factors that are common to all police agencies but that can be measured by each department's own unique standards of performance. This use obviously establishes some important, basic characteristics of the evaluation system. The technical approach had to include these as objectives.

Within a department, personnel evaluation can be used to help command-level personnel assess such things as the:

- . Degree of compliance with policy or other standards.
- . Effectiveness of selective or general traffic programs.
- . Correlation between PTS and highway safety (e.g., accident rate).

In these applications the need is for evaluation factors that are both reliable and valid indicators of PTS as well as for objective, quantitative measures. Also, the need for a practical, adaptable format is suggested.

At both the command level and the supervisory level, evaluation that will allow analysis of training effectiveness as well as training needs is required. For such training analyses, the evaluation system must have a diagnostic capability. It is not enough to know how well PTS is performed; it is necessary to identify the qualitative performance of specific activities so that the quality of training can be inferred. When applied to an individual, the system must help to identify specific, remedial counselling or training needs, and when applied to a program, it must help evaluate whole curricula or curriculum segments. Obviously, the approach had to reflect the need for qualitative diagnosis.

At the level of the first-line supervisor, evaluation is part of virtually all supervisory decisions. Knowledge of how well a patrolman is performing his duties is input for the sergeant's decisions about training, directing operations, planning and, to some degree, almost any other supervisory function. To illustrate, a man who has retired from active police work and now teaches police supervision has written a text on supervision¹ and in a list of supervisory activities contained on about two pages, there are ten places where the need for performance evaluation is stated, directly or

¹Iannone, N.F. Supervision of Police Personnel. Englewood Cliffs, N.J.: Prentice-Hall, Inc., 1970.

indirectly. Performance evaluation is a supervisory tool that has several applications in the day-to-day conduct of police work. Thus, the approach had to accommodate a system that is adapted to everyday practical use.

In still another context, the police supervisor is concerned with the measurement and evaluation of performance from the viewpoint of productivity. Productivity easily calls to mind the quota concept, but such an easy translation must be avoided. While productivity is concerned with the amount of work performed, it is equally concerned with the quality of the work performed. Productivity is a product of the ability of the patrolman and the opportunity which his assignment presents him. The still increasing number of vehicles on our country's highways and the increasing annual mileage sustain the need for more and better traffic services. At the same time, the cost of providing these services as well as the press of other law enforcement activities require that each traffic officer must achieve maximum productivity. In perhaps oversimplified but realistic terms, more traffic services must be provided by the same or fewer patrolmen so that the consequence of greater productivity is inescapable. The impact on the approach to this study is that the system must be designed to provide measures that really define the officer's output and can be easily related to costs.

One final point with regard to evaluation as a supervisory responsibility relates to the basic nature of traffic services. Typically, traffic services are provided by individual patrolmen who are not under continuous, direct supervision. The highway patrol officer alone in his car on a patrol of many miles and the officer on a fixed post in an urban area are in many ways equally isolated and separated from direct supervision. Very often, either the officer on patrol or on fixed post has contact with his supervisor only at roll-call or in random or regular "spot checks." Because of this isolation, the opportunities for evaluation by direct observation are reduced. Further, since the normal state of a traffic officer is isolation, then the appearance of a supervisor alters that normal state and the performance thus observed can be criticized as being non-normal. Obviously, an evaluation system must provide appropriate and reliable means for collecting performance data under these conditions.

B. Specific Tasks

Based on the considerations presented in the preceding section, a study plan was developed that encompassed four specific tasks:

1. Identify and define evaluation factors (including gradations or measures).
2. Design a system of forms and instructions for using the factors.

3. Pilot-test the system and collect and evaluate the results.
4. Revise the system as required.

The first task was obviously a direct continuation of the analysis that was used to create the job descriptions. In this task the PTS job was further scrutinized to identify the specific job activities that are essential for good PTS, can be observed or recorded, can be measured quantitatively and qualitatively, and can be evaluated relative to departmental standards.

The second task represents the application of general knowledge and experience in personnel evaluation to the selected factors. Also, the specific evaluation needs identified for the PTS system (page 7) were brought to bear in this task. A complete package of all necessary forms and an instruction manual was produced by this task for use in the pilot test.

The pilot test was an attempt to conduct personnel evaluations using the system as designed in task two under as realistic conditions as possible. A representative sample of police agencies agreed to cooperate in this test. The selected sample covered a distribution of agencies by size, mission and geographic location. The departments that took part in the test are identified on the Acknowledgements page (page iii).

The four tasks described above were implemented in a number of specific activities. Taken together, these activities comprise the technical approach of Phase Two. The following narrative summarizes these activities.

1. Identify Evaluative Factors

The first step in Phase Two was to analyze the data in the Model Job Description to identify those tasks having the greatest relevance and utility for evaluation. In the description, each task had been analyzed as to products, universality, etc. (see page 4). Based on those results, each task was now analyzed as to the following evaluative characteristics:

- . Criticality--i. e., is the task of high, intermediate or marginal importance to the duty to which it belongs?
In other words, is it critical to good PTS performance?
- . Importance to highway safety--i. e., does the task have a high, intermediate or marginal bearing on the police role in reducing the behaviors, circumstances and conditions that cause or contribute to crashes?
- . Observability--i. e., how easy or difficult would it be for the supervisor to determine how well a patrolman

performs the task? Specifically, is the task directly observable, inferable from records or other data, or not observable?

- Face validity--i.e., would the typical patrolman consider the task to be of high, intermediate or marginal validity as an indicator of his performance?
- Utility to the supervisor--i.e., would the typical supervisor consider the task to be a strong, moderate or weak input to his evaluation of a patrolman's performance?

The objective of this analysis was to identify those tasks that have a high level of all five characteristics and are, thereby, most valuable for performance evaluation. To illustrate: one of the tasks in the model description is, "Plans patrol" which includes any formal or informal planning the patrolman carries out in allocating his time on patrol among various activities such as moving patrol and traffic road checks. This planning task is critical to good PTS; it has an important effect on highway safety; it can be "observed" through activity reports; it is a valid indicator of performance to both patrolmen and supervisors; and, finally, almost any supervisor would consider it a useful indicator of performance. Thus, "plans patrol" is a good task to include in an evaluation system.

The analysis of each of the tasks in the model description was done by means of a rating procedure. First, it was decided that each of the characteristics would be accorded equal importance. While arguments could be advanced that one of these characteristics is more important than the others for performance evaluation, it was decided that these differences were too small to justify any elaborate weighting scheme. The project staff then rated each task relative to each characteristic on a three-point scale as follows:

- 1- Low level of the named characteristic
- 2- Moderate level
- 3- High level or important

Thus, a task that received a total of 5 (rated 1 on each characteristic) was a poor candidate for inclusion in the system while one that received 15 was an important candidate.

Ratings were made by the project staff individually and, since no serious discrepancies were observed, the results were pooled. In spite of the staff's long experience in this study and in other police traffic services research, it was felt that the ratings should be independently confirmed by police personnel who have had operational experience in PTS and who are

currently active in some aspect of PTS. Therefore, three NHTSA staff personnel with PTS experience (and who are now concerned with traffic law enforcement studies) were asked to rate the tasks. Finally, the co-operation of the Traffic Institute of Northwestern University was solicited. They provided time for 52 students in the "Long Course" to make the same ratings. There was generally good agreement among all of the ratings, and it was decided that the modal value¹ of all the ratings would be used as the final rating for each task/characteristic.

Tasks that received a cumulative rating of 10 or more were selected for inclusion in the evaluation system. Because the model description had been based on the most commonly accepted (and therefore most important) aspects of PTS, more than 90% of all tasks received ratings that were high enough to warrant their inclusion in the evaluation system. Further, these tasks were, as would be expected, components of the more important duties identified in the model description. Thus, it was possible to identify clusters of duties which were rated highly for evaluation and which were functionally related. There were eight such clusters that emerged and these were identified as "evaluative factors." Each of these factors was then associated with quantitative measures of performance, i.e., the "products" of the tasks, and with qualitative criteria of performance. The evaluative factors are defined as follows:

- Factor 1. Performs Patrol--This factor aids the supervisor in determining how well an officer utilizes his patrol resources in observing traffic to detect traffic law violations.
- Factor 2. Makes Traffic Violation Stops--This factor allows the supervisor to evaluate the type of "traffic stops" an officer makes.
- Factor 3. Evaluates Violation and Selects Enforcement Action--This factor permits the supervisor to evaluate the various enforcement actions resulting from the stop as well as his skills as a traffic stop investigator.
- Factor 4. Issues Enforcement Action--This factor allows the supervisor to evaluate the type of charges an

¹ The modal value is that rating given by 50% or more of the raters, e.g., if a particular task/characteristic was rated 1 by 59% of the raters, 2 by 30, and 3 by 11, the mode would be 1. The chief virtue of the mode is that it indicates what at least half of the raters did and is not affected by a few high or low values as an average might be.

officer issues and his skills in following procedures required to file these charges.

- Factor 5. Manages and Investigates Traffic Accidents--
This factor aids the supervisor in evaluating an officer's performance of activities required to control and investigate traffic accidents.
- Factor 6. Prepares and Presents Traffic-Related Testimony and Evidence-- This factor allows the supervisor to evaluate the ultimate outcome of an officer's enforcement actions.
- Factor 7. Provides Highway Service and Assistance-- This factor aids the supervisor in evaluating an officer's performance of activities intended to assist the safety of motorists and other persons in the traffic environment.
- Factor 8. Directs and Control Traffic-- This factor allows the supervisor to evaluate an officer's performance in traffic direction and control activities.

2. Develop Pilot-Test System

The eight factors became the basis for a draft of an evaluation system that would be tested under realistic conditions in the Pilot Test. As to method, there was no systematic procedure by which the draft system was constructed. Each factor and its measures were combined into a form for evaluation that reflected the staff's experience in good personnel evaluation practices. In addition, a manual of instructions was prepared. It does not serve any useful purpose to reproduce the entire draft system in this report. There is included in Appendix A one sample form from the draft system that illustrates the approach that was followed.

3. Pilot Test

There were three distinct steps in the Pilot Test of the draft system: preparation, test, and critique. The preparation involved, first, the selection of test agencies. This was coordinated with the NHTSA contract manager, but was determined largely by the experience and interest of the agencies and, in some instances, by the contractor's experience with the agency in other studies. A total of ten agencies were selected and these were representative of state, highway patrol, and large and small municipal departments (see page iii). The participating agencies were then asked to follow specific instructions about the conduct of the test to insure that it was conducted under realistic conditions. The agencies were also asked to make independent ratings of the patrolmen who would be evaluated in the

test in order to compare results under the proposed system with existing procedures. Appendix A is a copy of the request sent to agencies for participation in the Pilot Test. The design of the procedure and the controls that were imposed to assure a realistic test are evident in Appendix A.

In total, 29 supervisors used the system to evaluate all or a representative group of the men under their command; 109 officers were rated. The purpose of the pilot test was to validate the format and content of the system. The ultimate objective was to insure that the final product would be a practical and valuable tool for any law enforcement agency engaged in traffic services. The pilot test spanned a period of three months. During the first two months, officer activity reports were collected by each agency. At the end of the eight weeks, the performance data was summarized for each officer and the responsible supervisor initiated the performance rating using the draft system. At the end of the pilot test each supervisor was personally debriefed for any comments, criticisms and suggestions that could be incorporated in the final revision.

4. Final Revision and Review

During the final stage of Phase Two, revisions to the structure and content of the system were made as a result of the pilot test experience. Although the revision of the system content was relatively minor, major revisions were made to improve the format of the activity reports and factor evaluation forms. Also, the initial supervisor's manual was divided into two separate volumes, primarily to separate the functions of management level personnel and first-line supervisory personnel in the use of this system.

When these changes had been made, a staff member of the Traffic Institute of Northwestern University read and critiqued the Supervisor's Manual and the system forms. A few further revisions were then made, and the final version of the PTS Personnel Performance Evaluation System was submitted to NHTSA.

III. RESULTS

A. Introduction

This section includes a discussion of the ultimate product of the study, i. e., The PTS Personnel Performance Evaluation System and a discussion of the results of the survey of supervisors who took part in the Pilot Test.

The Pilot Test survey results will be discussed first since they were used in the design and production of the final version of the system. A copy of the interview form used in that survey is reproduced in Appendix B. That reproduction also includes a summary of the responses that were made by the supervisors (both the frequency of responses and a condensation of their comments). In the discussion that appears here, these detailed results will be referenced and, where appropriate, they will be included in the text. The results of the survey relate to the following aspects of the system:

- . The basic concept of the system, i. e., only PTS, quantified, job performance-based.
- . The design of the system for universal application.
- . The validity of the system--can it really distinguish among police officers on the basis of their ability to perform PTS?
- . The utility of the system as perceived by the Pilot Test supervisors.
- . The format of the system, especially its acceptability to both supervisors and patrolmen.

When appropriate, these aspects are considered for the system as a whole and for each of the eight evaluative factors separately.

The manuals and forms that make up the system itself are described in the final part of this section. To help the reader understand the system better and to illustrate how it works, the forms are attached to this report as Appendix C. It is felt that this report should not include reproductions of the manuals. The reader who wishes to read those should obtain them from the Government Printing Office (see page ii). The brief discussion of the system included here emphasizes the features of the system that have been modified as a consequence of the Pilot Test.

B. Pilot Test Survey

1. General Results

Overall, the Pilot Test showed that the concept of the PTS Personnel Performance Evaluation System is a viable one. Further, it demonstrated that the system can work under a variety of operational settings. With regard to these broad issues, three-fourths of the supervisors in the test said that a separate measure of PTS performance would be useful to them in evaluating their men. Six out of twenty responses concerning the scope of the system indicated that it was "too limited" and that they needed to know more than just PTS. It is of interest to note that there were very few totally negative responses in this area. Most of the supervisors (75%) said the system was as good or better than the evaluation procedure they presently use. Slightly more than half said it gave them information--both good and bad--about their men that they had not known before. In another question about the overall approach, 12 out of 20 supervisors said they would use the system if it were "modified slightly."

In summary, the concept of an evaluation system for just PTS was acceptable to most of the supervisors; it seemed to be understood and the system itself worked for about eight weeks in each participating agency. It must be concluded, then, that the approach is sound and that, with the revisions that were generated in the Pilot Test, the system will be acceptable and workable. On balance, it must be said that there were a few negative reactions but there were also a few very enthusiastic positive reactions. As with any new procedure, the system was no doubt viewed with some skepticism and, as evidenced by some of the responses, it was not fully understood. Based on the Pilot Test, the system was revised as to format and wording and was redesigned for easier use and understanding. There were no basic changes in content or approach since the test results clearly show that the concept is logically sound and workable.

One common problem among all of the supervisors was that of understanding how the system works and exactly what they were to do. One aspect of the system in particular was troublesome. The reader will recall that this system is designed for universal application; it can be adapted to any department's needs or circumstances. During the Pilot Test, however, many comments were made to the effect that the system would be improved (or become acceptable) if modified somewhat. Some words, for example, were used on the forms or in the instructions in a way that was not clear to the supervisors. The supervisors seemed--at least in part--not to grasp the idea that the system can and should be tailored to each department's situation. In the revised system this aspect is strongly emphasized.

Also, with regard to understanding, the most frequent criticism of the system was levelled at the manual or the "instructions." It was said

that they were unclear, too long and too repetitious. Again, in the revision this problem was given special attention. The revised manuals are compact, highly readable and easy to understand.

2. System Validity

A major concern in the development of any evaluation instrument is whether or not the instrument evaluates what it is intended to evaluate, i. e., does it have validity? In both phases of the development of the PTS Personnel Performance Evaluation System, every step possible was taken to insure that the job descriptions and the evaluative factors were complete, accurate and understandable representations of PTS. There is a high level of assurance that this is the case. The reviews made by experienced police officers, especially those on the Traffic Institute staff, were uniform in their agreement about the content of the descriptions. Thus, it can be safely said that the basis of the system--the evaluative factors--are highly valid descriptions of PTS.

Even after that assertion about validity, there remains a question of whether or not the system actually helps to evaluate the performance of those factors. On a theoretical basis, there is no question that the various measures that were developed and the performance analysis are all valid parts of PTS evaluation. The measures and analysis procedure are drawn in large part directly from present police practices. Also, the measures and the whole procedure reflect good personnel practices. In spite of all this, one can still raise the question: Does the system really work?

The Pilot Test was designed to produce an answer to that question in two ways: the supervisor's opinions about this system compared to his present system were solicited and, second, an attempt was made to compare quantitatively the results of this test to the supervisors' independent ranking. The supervisors' opinions clearly suggest that the system is a valid instrument for PTS evaluation:

- . Three-fourths of the responses were that the system gave them useful information about their men that they did not have before.
- . Sixty percent said they would elect to use the system either in addition to or in place of their present system.
- . Seventy percent said they believed the system was at least as good or better than their present system.

The following tabulation of responses also indicates the supervisors' perception of the validity as well as the usefulness of the system. In

connection with each factor, the supervisor was asked to rate how important the factor is in evaluating his men and then how useful the information was. Listed below are the factor names (as revised following the test) with the percentage of responses that indicate "somewhat" or "very" important and "somewhat" or "very" useful:

		<u>% Responding</u>	
		<u>Important</u>	<u>Useful</u>
1)	Performs Patrol	100	100
2)	Makes Traffic Violation Stop	100	95
3)	Evaluates Violation and Selects Enforcement Action	100	100
4)	Issues Enforcement Action	100	100
5)	Manages and Investigates Traffic Accidents	100	94
6)	Prepares and Presents Traffic-related Evidence and Testimony	80	66
7)	Provides Highway Service and Assistance	74	68
8)	Directs and Controls Traffic	65	72

In the second approach toward establishing validity, each supervisor was asked to rank his men in order from best to poorest with regard only to the men's performance of PTS. These ranks were compared statistically to the combined ratings that were produced by this system in the Pilot Test. The objective here was to compare system results to experienced police supervisors' judgments. While this is admittedly not a patent measure of validity, it is an approximation that could be handled within the resources of this study. Ideally, this approach to validity would make use of large numbers of raters and officers, and the rating of each officer could be performed by an independent expert (other than his regular supervisor). In this study neither of these conditions could be met. However, there were nine supervisors who evaluated five or more men apiece. That number of ratings is a bare minimum for statistical analysis. For these nine ratings, then, the supervisors' ranking was compared statistically to the results of using the system. The comparison was made by compiling a numerical score for each officer from the performance measures and performance analysis for each factor. These combined scores were then translated into ranks *i.e., 1 = best, 5 = poorest, etc.). The two ranks were then correlated with the following results:

Correlation coefficients ranging from 0.10 to 0.98 were obtained. All were positive, which is to

say that there were no complete reversals between the two rankings.

- . Three of these are statistically significant--or, in other words, the other six correlations could have been affected by "chance" factors as well as by real agreement between the two rankings.
- . It is of special interest to note that the three significant correlations came from state highway patrols whose missions, of course, are very largely traffic-oriented.

In summary, there is only limited statistical evidence of validity, but on a practical, working basis there is strong agreement among the supervisors who took part in the Pilot Test and the officers who helped in both phases of the program that the system is a valid, useful indicator of PTS performance.

In spite of this apparent validity of the system and in spite of the careful revision of the manuals and forms, there may be some reluctance to adopt this system. This conclusion is based on the frequently stated opinion that the system involved "too much paper work" and was "too detailed." There is a paradox here between the clear indication that the system is valid and does produce useful results and the feeling that it is too demanding--time and paper work. Further, the reported time to use the evaluation forms was, on the average, less than an hour, and some comments were offered that this would be reduced as experience was gained. In other words, it is difficult to find clear consistency among the responses about specific parts of the system and the frequent overall comment that the system would not be used. Looking at all the responses for a pattern, the following characterization of a representative attitude can be made:

The system is seen to be a good and useful means of personnel evaluation but:

- . It is an unknown quantity in terms of investment of time and results over the long run.
- . Simply being new, there is a reluctance to accept it without challenge.
- . During the Pilot Test, the system was in addition to all regular duties and, thus, was seen as a burden on time and energy.

The essential conclusion that comes out of this is that, in order for the system to be more readily acceptable, the potential users must know more about it. This can occur through use or it can be made the subject of an educational effort among law enforcement agencies. The process of learning through use of the system can be a slow one and may be subject to some errors of perception as was seen in the Pilot Test. Further, learning through use of the system means that the agency must elect to try the system in the first place, and the reluctance noted in the Pilot Test will certainly affect that decision adversely. It is suggested that a separate, active program of education about personnel evaluation and about the system itself is a more productive approach.

In summary, the Pilot Test accomplished what it set out to do. It showed that the system was valid, that it could be made to work in day-to-day operations, and the test provided a great deal of practical guidance for the revision of the system. While there was some encouraging indication that the system would eventually be adopted and used, there was also some reluctance about adopting the system. That reluctance can and should be overcome through education about PTS personnel evaluation.

C. The Revised System

The ultimate result or product of this study is, of course, the system itself. Since the purpose of this Technical Report is to describe the development process, the complete system is not incorporated here. However, Appendix C includes the fourteen forms that are the backbone of the system.

Following the Pilot Test, the draft form of the system was revised to reflect the experience that was gained in that three-month period as well as to include the specific comments and suggestions from the field. As already noted, the concept of the system and the basic format (8 factors with quantitative and qualitative measures) remained unchanged. The revisions consisted essentially of the following:

- . Editorial changes to make word usage and definitions more universally acceptable.
- . Separation of "management and background" information from "supervisor guidance." This reduced the volume of material in the single manual of the draft version and also allowed the information for each audience (manager and supervisor) to be presented more directly and clearly.
- . Based on the questions that were asked by the supervisors and the project staff's experience with the data forms, the user instructions (supervisor) were completely rewritten and all of the forms were redesigned. This is, in effect, a

human-engineered design to insure that the system can be easily used.

- . The emphasis on the system as a universal instrument-- i. e., one that can be adapted to any agency's PTS needs-- was increased and the background about the system concept and application was increased. This was an attempt to overcome the apparently inadequate level of information in these areas.

The reader is urged to examine Appendix C for an overview of the system as it has been published. Additionally, the complete system can be obtained as noted earlier (page iii).

IV. RECOMMENDATIONS

It would be all but impossible to conclude this final report without incorporating an observation about the program and a recommendation for its future.

The two phases that made up this total program involved a substantial number of man-hours and established a close relationship between the project staff and many police agencies and personnel interested in the subject of evaluation. Because of this, the staff has developed an almost proprietary concern for PTS performance evaluation. Also, the staff is aware that the original concept and approach, while not now part of regular police evaluation, represent extremely good means for establishing and carrying out personnel evaluation. The approach has been innovative and it has culminated in a practical system of personnel evaluation.

It is unfortunately often true that solid, innovative research such as this ends with the publication of a report. This project staff is aware of the need that exists in the field and knows the quality of the study and the final product. The observation is offered that it would be a substantial loss if the need were to be left unfulfilled while this program stopped with the publication of the system.

The recommendation is that NHTSA should make every effort to put the system in the hands of potential users and, further, to provide indoctrination for users as to the concept, the use and the applications of the system. It is recognized that the system manuals provide this kind of indoctrination for an interested reader, but it is apparent that some indoctrination must take place before the system will be sought out and adopted by a user.

APPENDIX A

Pilot Test Memorandum to Participating Agencies

The following pages are a reproduction of the memorandum prepared by the contractor to solicit participation in the Pilot Test of the draft PTS Personnel Performance Evaluation System. The design of the test, particularly the controls intended to insure a realistic and impartial trial, are described in Sections II and III (Pages 2-7) of the memorandum.

Police Traffic Services Performance
Evaluation Study

I. Background and Purpose

Dunlap and Associates, Inc., is under contract to the U.S. Department of Transportation, National Highway Traffic Safety Administration, to develop a Police Traffic Services (PTS) Performance Evaluation System. The evaluation system is intended to be used by a first-line supervisor to rate the PTS performance of an officer under his command. The system is solely concerned with the officer's performance of traffic functions, e.g.,

- . Traffic Law Enforcement
- . Accident Management and Investigation
- . Traffic Direction and Control
- . Court System Interaction (relative to adjudication of traffic offenses)
- . Highway Service and Assistance (e.g., motorist assistance).

If the officer is assigned to a designated Traffic Division or unit, the system might provide his total performance rating. If traffic functions constitute only a part of his job, the output of the system would be combined with ratings of his other duties to determine his total performance evaluation. In either case, it is hoped that the system will assist the supervisor in compiling accurate and objective ratings of the performance of his men.

The PTS performance evaluation system is based upon an analysis of the specific duties and tasks that constitute the above-mentioned traffic functions. Development of the system presently is nearing completion. The next step will be to conduct a pilot test, during which supervisors in participating law enforcement agencies will use the system to rate the performance of a representative group of the officers under their command. Performance ratings obtained with the new system will be compared with ratings (of the same officers) obtained using the departments' current evaluation procedures. In addition, the supervisors' comments concerning the system's practicality and ease of operation will be solicited. Through the pilot test, it is hoped that both the strengths and weaknesses of the new system will be uncovered, so that it can be revised appropriately and ultimately will serve as a valuable tool for all law enforcement agencies engaged in traffic services.

The fundamental requirements of the pilot test thus are threefold:

- (1) The selection by each department of a representative groups of officers (approximately 10-15 individuals), each of whom regularly performs some or all of the above-listed traffic functions.
- (2) Development of up-to-date performance ratings (relative to PTS) of these selected officers, using the department's current evaluation procedures; the ratings will be supplied by the officers' first-line supervisor(s) and/or commander(s).
- (3) Following a pilot test period of approximately 2 months development of PTS performance ratings of these same officers using the new evaluation system; instruction in the use of the new system will be supplied to the supervisors and commanders by Dunlap personnel prior to commencement of the pilot test period.

II. Structure of the Evaluation System and Pilot Test

Although development of the PTS performance evaluation system is not complete, sufficient progress has been made to permit a general discussion of its structure. The system will consist of a number (approximately 8) of discrete factors. Each factor represents a combination of traffic service-related tasks that are believed to be common to virtually all departments. Taken together, the total set of factors will represent the major tasks required for all 5 of the previously listed traffic services functions. By incorporating discrete factors, it is hoped that the system will be of maximum use to all departments, regardless of the nature of their traffic services assignments. For example, in some departments principal responsibility for accident management and investigation might be assigned to a designated Accident Investigation squad; in evaluating the performance of other traffic officers not assigned to that squad the supervisor could delete the factor(s) applicable to that function. Thus, the evaluation system will be structured in such a way that it can be tailored to the needs of each department.

For each factor, both quantitative and qualitative measures of performance will be defined. The quantitative measures will indicate the amount of performance, i.e., how often the patrolman performed the tasks represented by the factor. Every attempt has been made to select quantitative measures that use data currently collected by most departments, e.g., counts of the number of citations issued, patrol miles logged, appearances by the officer in court, etc. However, in some cases certain departments may have to revise their data collection and reporting procedures in order

to apply a particular quantitative measure. The qualitative measures will indicate how well the officer performs the tasks represented by the factor. The qualitative measures require the supervisor to exercise his best judgment--based upon his personal observations of the patrolman, review of this activity reports, and other pertinent data sources--in rating the adequacy of the patrolman's performance on a scale of 1 to 5 (ranging from "out-standing" to "needs much improvement"). Although the supervisor ultimately is responsible for applying both the quantitative and qualitative measures, it is anticipated that the quantitative data will be routinely supplied by the department's record system, allowing the supervisor to focus his attention on the qualitative measures.

To better illustrate the structure of the PTS evaluation system, a draft version of one factor ("conducts investigation of suspected traffic law violators") is attached to this memorandum.

During the 2-month period of the pilot test, data applicable to the quantitative and qualitative measures will be collected on each patrolman to be rated. At the completion of that period, two immediate superiors of the patrolman will independently apply the measures of performance to evaluate the patrolman. By using two independent evaluators for each officer, it will be possible to assess the inter-rater reliability of the system. Of course, each of the superior officers must know the patrolmen they are to evaluate, and have an opportunity to observe and review their performance. Ideally, both evaluators should be first-line supervisors; however, it is recognized that in many departments patrolman rarely are under the command of more than one first-line supervisor. In such cases, a senior commander (e.g., Lieutenant) could serve as the second evaluator.

Prior to commencement of the pilot test, Dunlap personnel will visit each participating department early in December and meet with the individuals scheduled to perform the evaluations. Sufficient copies of the evaluative factors will be provided at that time, as well as a detailed instructional manual. During this meeting, the evaluative factors will be discussed in detail, and any special data collection and reporting procedures will be identified.

III. Current Requirements

In preparation for the pilot test, participating departments are requested to accomplish the following:

- Select the officers whose performance will be evaluated;
- Select the supervisory and/or command personnel who will serve as the evaluators; and
- Conduct an up-to-date performance evaluation (relative to PTS) of the selected officers using the department's current rating procedures.

It should be noted that it is neither necessary nor desired that Dunlap be furnished the names of the officers to be evaluated, nor the details of their current performance evaluations. It will suffice for the department to designate each officer by a letter code (e.g., "A" through "O" if 15 officers are selected) and to provide a summary PTS performance rating for each designated officer, using whatever rating categories currently are in effect (e.g., "outstanding," "satisfactory," "needs improvement," or whatever). However, it is requested that the officers be rank-ordered in accordance with their PTS performance ratings, i.e., that the department indicate which is considered the "best" from an overall PTS viewpoint (Number 1), which is the "2nd best" (Number 2) and so forth. It is recognized that it may be difficult to assign relative rank-order numbers to individual officers, particularly when they are considered to be of the same overall performance rating category. However, the rank-ordering will provide an essential basis for comparison with the new evaluation system. Naturally, the rank-ordering can and should only be based on the supervisors' and commanders' collective best judgment of the relative quantity and quality of performance of the officers to be evaluated.

Attachment 2 of this memorandum illustrates the type of information requested from the participating departments in preparation for the pilot test. If possible, it is requested that this information be provided by November 30, 1976. Of course, it is requested that the department retain a list of the officer name associated with each letter code to ensure that their current ratings can be compared with the output of the new evaluation system.

Specific needs concerning selection of officers and evaluators for the pilot test are discussed below.

A. Selection of Officers

As stated previously, 10-15 officers will be rated on their performance of PTS duties during the period of the pilot test. Agencies that have 15 or fewer officers performing PTS duties should select all of these officers. However, agencies that have more than 15 officers performing PTS duties should randomly select 10-15 officers from the entire group. See C. below. In order to be selected an officer should meet these pre-requisites:

1. Each officer selected must have been employed by the law enforcement agency for a period of time during which at least one formal evaluation was completed concerning his performance.
2. Each officer selected must currently perform, as part of his job, some police traffic service function. That is,

during his normal duty tour he performs any or all of the traffic functions. The five major functions performed in the area of Police Traffic Services are briefly defined as follows:

a. Traffic Law Enforcement

This function entails the chain of activities that begins with surveillance of vehicular and pedestrian traffic and ends with an enforcement decision/action. The function includes both general and selective enforcement activities, and can be performed by patrolmen assigned to general patrol (traffic, criminal, etc.) as well as patrolmen assigned specifically to traffic patrol. Patrolman performance requirements incidental to this function include knowledge of traffic statutes, observation, detection of violations, evaluation of violations, formulation of enforcement decisions, and implementation of enforcement actions.

b. Court System Interaction

This function entails the total set of activities surrounding the provision of police input to the traffic violation adjudication process. Patrolman performance requirements include recognition of evidentiary needs pertaining to adjudication of specific violations (element of offense, admissibility, etc.), preparation of testimony and physical evidence, and presentation of testimony and evidence.

c. Accident Scene Management and Investigation

This function entails all activities undertaken to control and stabilize an accident scene, and to identify causative and contributing factors to the accident. The provision of emergency medical services often takes place concurrently with performance of this function. However, emergency medical service is considered a distinct police function which is not a constituent element of PTS. Similarly, a patrolman performing the accident scene management and investigation function might essentially simultaneously perform traffic direction and control and/or traffic law enforcement, but these, too, are distinct functions. Patrolman performance requirements incidental to the accident scene management and investigation function include knowledge of accident causes and investigation requirements, recognition of scene stabilization requirements, planning scene management and investigation procedures, and implementation of these procedures.

d. Highway Services and Assistance

This function entails activities incidental to aiding motorists in the event of illness, being lost, vehicle failure, etc. Again, in the performance of this function the patrolman may be called upon to conduct emergency medical services, traffic direction and control, or traffic law enforcement but these remain distinct functions. Performance requirements

incidental to the motorist assistance function include communications skills and knowledge of interpersonal/public relations requirements.

e. Traffic Direction and Control

This function entails all activities undertaken to ensure the safe and orderly movement of vehicular and pedestrian traffic. The function may be performed as a regular duty assignment or, as mentioned above, in support of the motorist assistance or accident scene management and investigation functions. Patrolman performance requirements include knowledge of control/direction procedures, evaluation of traffic flow, and planning and implementation of manual control of traffic flow.

B. Selection of Supervisory Personnel as Evaluators

The pilot test will require that two supervisors evaluate each officer's PTS performance. As stated earlier, it would be ideal if both evaluators were first line supervisors and if both evaluators were first line patrolmen in the group. This criteria is probably not possible. In such cases the second evaluator can be a command level supervisor (e.g., Lieutenant). It is important, however, that each officer be evaluated by the same two supervisors during the pilot test. In any event, the evaluators must meet these pre-requisites:

1. The evaluator must presently have some control or supervisory responsibilities of each officer he is rating.
2. The evaluator must be aware of the police traffic services performed by the officer he is rating.
3. The evaluator should have completed at least one formal performance evaluation of the personnel he is responsible to supervise.

C. Random Selection Technique

There are a number of random selection techniques which can be applied in selecting the officers who will be evaluated during the pilot test. For example, the selection process might be to select every third name from an alphabetized roster of officers. As the officer's name is selected, his qualifications are compared to the above pre-requisites. If he meets the requirements, he is selected and his name is crossed off the roster and the selection process is continued. If he does not meet the requirements, the next, third, name is selected. It is possible to go through the roster several times before the entire group has been selected. Once the group has been selected, they will serve as the study group for the duration of the pilot test. Any technique utilized by an agency in randomly selecting officers is fine, as long as it is, in fact, a random selection technique.

D. Development of Up-To-Date Performance Ratings

As a final step in preparation, we desire an up-to-date performance rating of each selected officer relative to PTS. If the selected officer's performance evaluation was conducted within

Attachment 1:
Sample PTS Performance Evaluation Factor

the last three months, it is possible to utilize this evaluation as the basis of the ratings and rankings discussed in the beginning of part III above. If, however, the officer has not received a recent performance evaluation, we ask that a current one be conducted using the agencies present rating technique and subsequently rate and rank these officers in accordance with part III above. Again, if possible, we would request that this be accomplished by November 30, 1976.

Evaluative Factor: Conducts Investigation of Suspected Traffic Law Violators

A. Exposure Measure:

1. Number of suspected violator contacts during period of performance

B. Quantitative Measures

1. Number of suspected violators arrested
 2. Number of suspected violators issued non-arrest citations
 3. Number of suspected violators issued written warnings only
 4. Number of contacts resulting in no enforcement action other than verbal warning

C. Rate Measures:

1. Percent of contacted drivers arrested
 2. Percent of contacted drivers issued non-arrest citations
 3. Percent of contacted drivers issued written warnings only
 4. Percent of contacted drivers arrested, cited, or warned (total of 1, 2, and 3 above)
 5. Percent of contacted drivers for whom no enforcement action was taken

D. Evaluation Relative to Standards:

Each department will establish standards of performance relative to the exposure, quantity and rate measures, e.g., number of contacts, percent cited, etc.

E. Analysis of Performance Quality:

data sources: supervisor's observation; enforcement records; citizen comments; dispatcher's log.

A-5

Attachment 1
(Continued)

numerical ratings: 1=outstanding; 2=better than expected; 3=expected; 4=needs some improvement; 5=needs much improvement

1. Approaches Vehicle and Violator: keeps vehicle/occupants in view throughout approach; shows proper concern for his own safety; positions himself properly with respect to suspect and vehicle; instructs occupants to remain within or exit from vehicle as appropriate.

☐
numerical
rating

2. Interviews Violator: obtains necessary identification from suspect; follows proper procedures in verifying suspect's identification; properly observes and evaluates suspect's appearance, behavior and condition; properly conducts formal and informal tests to evaluate driver's condition; maintains professional attitude and demeanor throughout interview.

☐
numerical
rating

3. Examines Vehicle: follows proper procedures in verifying vehicle ownership/registration; properly observes and evaluates evidence of equipment/regulatory violations when appropriate, remains alert for suspicious/contraband material and evidence of other offenses.

☐
numerical
rating

4. Collects all Appropriate Evidence: Knows the elements of the offense; recognizes all facts, testimony, and physical evidence that are relevant and admissible; records and preserves all such facts, testimony, and evidence.

☐
numerical
rating

5. Selects Enforcement Action: Conducts wants/warrants check; bases decision on facts of the case; knows and adheres to appropriate guidelines for enforcement action selection; demonstrates consistency; avoids being swayed by extraneous factors.

☐
numerical
rating

Attachment 2:
Sample of Information Requested From Participating Departments
In Preparation for the Pilot Test

Officer Code*	Current PTS Performance Rating	Performance Rank Order	Designated Evaluators
"A"	Satisfactory	8	Lt. Able; Sgt. Baker
"B"	Outstanding	4	Lt. Able; Sgt. Bravo
"C"	Outstanding	1	Sgt. Baker; Sgt. Bravo
"D"	Needs Improvement	14	Lt. Alpha; Sgt. Bravo
"E"	Satisfactory	9	Lt. Alpha; Sgt. Bravo
"F"	Satisfactory	5	Lt. Alpha; Sgt. Baker
"G"	Satisfactory	12	Lt. Able; Sgt. Baker
"H"	Outstanding	2	Lt. Able; Sgt. Baker
"I"	Satisfactory	7	Lt. Able; Sgt. Baker
"J"	Needs Improvement	15	Lt. Able; Sgt. Bravo
"K"	Satisfactory	6	Sgt. Baker; Sgt. Bravo
"L"	Satisfactory	13	Lt. Able; Sgt. Bravo
"M"	Satisfactory	10	Sgt. Baker; Sgt. Bravo
"N"	Outstanding	3	Lt. Able; Sgt. Baker
"O"	Satisfactory	11	Lt. Able; Sgt. Bravo

*Note: Department has retained a list of names corresponding to officer codes for subsequent comparison with the new evaluation system.

A-6

APPENDIX B

Summary of Pilot Test Results

I. Introduction

As described in the body of this report, the Pilot Test was designed to try out a draft version of the PTS Personnel Performance Evaluation System under field conditions that as closely as possible approximated actual use. Since it is anticipated that the system will be purchased from the Government Printing Office by the using agency, it was decided that in the Pilot Test the participants should rely largely on the manual and forms for information about the system. It was not possible, however, to achieve this condition completely. In arranging the administrative details of the test, the contractor staff had to brief the participants on the concept of the system and generally describe its operation. Thus, the participating supervisory personnel were given probably more information than they would have obtained through just their own reading of the manual. It is not felt that this is a serious violation--if at all--of the realism of the test. Under actual conditions, it can be safely hypothesized that a command or administrative officer would thoroughly review the system before it was adopted and then brief or "train" his supervisory personnel. In the Pilot Test, the contractor's briefing fulfilled this function. The final version of the system includes a management document designed for this same purpose. The officer responsible for implementing the system will use the management document as well as the system itself for his own indoctrination.

The administrative conditions of the test have already been described in the body of the report and in Appendix A. Overall, the test conditions were judged to be a very good simulation of actual conditions. Obviously, using an evaluation system as part of a developmental study in which the results (i. e., the ratings) will not be reflected in any personnel records is inherently not realistic. However, among all the participants there was a universal attitude that they would sincerely and honestly use the system as though it had been adopted by their departments. In spite of some differences of opinion about the concept, a fair trial was promised by each participant and every indication is that such a trial was delivered. It is impossible to quantify a degree of realism in studies such as this one. The best indication comes from the contractor's experience with a number of similar studies, which confirms that this was a fair and valid test.

II. Nature of the Results

As already described, ten law enforcement agencies cooperated in this test. They were guaranteed that all the ratings that were made would be

kept confidential and that the rated officers would not be identified. Complete confidentiality was maintained throughout the test, and the test ratings have been returned to the departments. None of the individual ratings is discussed in this report.

The results that are presented here are the responses made by each of the 29 supervisors who took part in the test. The responses were made to an interview that took place immediately after the test evaluations had been completed. A project staff member visited each agency after the supervisors had completed all of their evaluations. The staff member met with supervisors singly or in groups as suited the convenience of the agency. The interview was structured by means of a form that included questions about the concept of the system, each of the eight evaluative factors, the format of the system and the supervisor's reactions. The intent of this form was to insure that each supervisor was asked to react to or comment on each of the important aspects of the system. Also, this format permits the responses to be characterized and quantified which would not have been possible in an open interview. The form was not used to limit the supervisor's comments; each one was given full opportunity to express any attitude or make any suggestion he wished. It should also be noted that the project staff was likewise not limited by the form. The interview was not used solely to collect statistics about the system. The interview was the means by which the staff was given much practical advice about police evaluation as well as specific suggestions about content and format that could only come from experienced, working police officers. The statistics are simply a succinct way of describing the outcome of the Pilot Test.

The responses can be characterized as serious, impartial and helpful. Even though the test was an imposition on the time and energy of the supervisors, none of them responded with less than full cooperation and genuine interest.

III. Survey Summary

The following pages are a reproduction of the form used in the interview. The numbers entered on this copy are the number of responses to each of the questions. Not all of the supervisors answered all of the questions and, in giving reasons for a response, some indicated more than one. Therefore, there is not a uniform number of responses to all of the questions. What is more important than the actual numbers, however, is the ratio of the responses. The significant basis for reaching conclusions from the responses is the presence of trends as evidenced by the percentage of responses agreeing--or disagreeing with some part of the system. The conclusions contained in the body of the report were reached on this basis.

In addition to the frequency of the responses, this summary shows very condensed statements of the reasons or additional comments that were

given. The intent of this condensation is to give the general tenor of the comments. The useful specific comments have been reflected in the final revision of the system forms and manual. Where a number is shown after a condensed comment, it denotes the total number of essentially identical comments.

The remainder of this Appendix consists of the reproduction of the survey form with the frequencies of responses and the condensed comments entered on it.

PTS EVALUATION SYSTEM

Post-Test Interview With First-Line Supervisor

Department Summary Number of Officers Rated _____
Interviewee _____ Date 1/77 Interviewer _____

A. General Concept--Focus on PTS

The evaluation system that we have developed concerns only the traffic services performed by a patrolman. The patrolman's job actually encompasses many responsibilities and duties of which traffic work may be only a part. The evaluation system that you have pilot tested determines how much and, in your opinion, how well the patrolman has performed traffic work independently of all other duties. Before discussing the system itself, we would like to hear your opinion about the general concept of the system.

1. Considering the total responsibilities of your men, is it useful to you, as a supervisor, to evaluate an officer's traffic work independently of his other police duties?

Yes 15 No 5

2. Why is that? (check all that apply)

<u>Useful</u>	<u>Not Useful</u>
<u>9</u> their duties are mainly traffic-oriented	<u>1</u> traffic is a minor part of our work
<u>4</u> it at least gives some basis for evaluation	<u>3</u> traffic work is routine and doesn't require elaborate (separate) evaluation
<u>5</u> highway safety is an important area of police work	<u>5</u> need to evaluate the total job and not just one part
<u>7</u> I am concerned about each aspect of a man's job as well as his total job	<u>1</u> we must use standard evaluation procedures independent of job assignment

Other reasons/remarks

- Present system is shorter & better
- PTS system is too limited - any evaluation should encompass all duties (2)

3. Please tell us, just briefly, what problems you think there would be in using a traffic evaluation system in your department: (check all that apply)

<u>4</u> too restricted	<u>8</u> too time consuming
<u>6</u> too detailed for only one aspect	<u>4</u> conflicts with standard evaluation procedures
<u>2</u> traffic considered of minor importance	<u>2</u> no problems at all
<u>5</u> would de-emphasize other important duties	

Other problems/remarks

- PTS too limited - evaluation should cover all duties (4)

B. Discussion of Specific Factors

Briefly, let's review each of the Factor Evaluation Forms that we have.

B-1: Conducts Surveillance of Traffic

- deals with the officer's use of patrol techniques to observe and monitor vehicular and pedestrian traffic.

1. In evaluating the officer's traffic work, how important do you consider this activity to be? Would you say it is:

very important 13 somewhat important 6 not very important 0

2. What specific things do you find out about an officer's performance when you use this evaluation form?

- Patrol time allocation (6)
- Question that allocation of time may only be reported as expected by supervisor (2)
- Shows how observant an officer is.

3. As a supervisor, do you find this information is very useful, somewhat useful, or not very useful for evaluating the officer's performance?

very useful 11 somewhat useful 6 not very useful 0

4. Were there any items on this form that you didn't understand or had problems interpreting?

Yes 8 No 10

(If Yes, which items, and what was the problem?)

• Definitions of some words (4)

eg. "Surveillance" + "Road checks"

5. When you established the standards of performance for this form, did you use the same standards for all of your men?

Yes 5 No 14

(If No, why did you choose different standards for different officers?)

11 different requirements for different beats/duty tours

3 different expectations based on officer's experience

4 different expectations based on officer's capability

Other reasons/remarks

(If Yes, why did you use the same standards for all of your men?)

2 department policy/set by higher command levels

3 equal and fair for all

1 all worked essentially the same beats/tours

3 needs are the same for all beats/tours

0 too complex/time consuming to tailor standards

Other reasons/remarks

6. How did you establish the standards?

2 department has specified standards (policy)

9 past history of officers' performance (e.g., average)

10 tied in with traffic volume

5 tied in with accident frequency

12 my own experience/gut feeling

Other ways/remarks

• Average of the test group

7. Did you inform your men of the standards you set?

Yes 3 No 16

(If Yes, when did you inform them?)

2 prior to this pilot test (standards were already in force)

- at the beginning of this pilot test

- part-way through the pilot test

Other time/remarks

(If No, why didn't you inform them?)

6 they already knew what I expected of them

4 this was only a trial period

2 if they know the standard, that's all they'll do

3 don't want any impression of a quota system

3 don't wish to limit their own initiative

Other reasons/remarks

8. Did you have any problems or difficulties in rating the performance of your men using the items on the reverse side of the form?

Yes 6 No 12

(If Yes, please describe these problems.)

- instructions unclear
- 3 too many descriptors to consider
- 3 descriptors vague or not relevant
- 1 too many scale values (difficult to decide)
- 2 difficult to observe or infer
- some important descriptors missing
- scale values difficult to understand

Other problems/remarks _____

9. Which of the following items on this form are not relevant to evaluating an officer's traffic work?

(Any item within each)

- A. Exposure Measures
- B. Quantity Measures
- C. Rate Measures
- D. Application of Performance Standards
- E. Performance Rating

Not Relevant

1
3
3
4
1

List specifications and reasons:

- Road checks & selective enforcement
- not relevant (performed only as assigned) (2)
- Rating should be at least a three point scale (2)

10. Have we left out any items that should be on this form? That is, is there some other information that a supervisor needs to evaluate an officer's performance of this activity?

Yes 4 No 14

(If Yes, what have we left out and why is it needed?)

- Need more space for comments - especially to include non-traffic time (3)
- Relative value of patrol activities not apparent on form.

11. Did the manual provide adequate instructions for using this form?

Yes 14 No 4

(If No, what was unclear?)

- Manual uses difficult words - too much information (5)
- Manual too long, redundant
- Not enough on how to set standards

B-2: Detects and Apprehends Suspected Traffic Law Violators

- deals with the contacts that an officer makes while conducting traffic surveillance.

1. In evaluating the officer's traffic work, how important do you consider this activity to be? Would you say it is:

very important 13 somewhat important 6 not very important _____

2. What specific things do you find out about an officer's performance when you use this evaluation form?

- How an officer spends time & what patrol functions he carries out (10)
- Ratio of contacts to patrol hours (3)
- How much time is spent on each stop (2)
- Number of no-enforcement actions (2)

3. As a supervisor, do you find this information is very useful, somewhat useful, or not very useful for evaluating the officer's performance?

very useful 12 somewhat useful 7 not very useful 1

4. Were there any items on this form that you didn't understand or had problems interpreting?

Yes 5 No 14

(If Yes, which items, and what was the problem?)

- Interpretation of Rate Measures & Performance Standards (3)

5. When you established the standards of performance for this form, did you use the same standards for all of your men?

Yes 3 No 13

(If No, why did you choose different standards for different officers?)

- 10 different requirements for different beats/duty tours
- 2 different expectations based on officer's experience
- 4 different expectations based on officer's capability

Other reasons/remarks _____

(If Yes, why did you use the same standards for all of your men?)

- 1 department policy/set by higher command levels
- 3 equal and fair for all
- 2 all worked essentially the same beats/tours
- 1 needs are the same for all beats/tours
- 2 too complex/time consuming to tailor standards

Other reasons/remarks _____

6. How did you establish the standards?

- 1 department has specified standards (policy)
- 9 past history of officers' performance (e.g., average)
- 11 tied in with traffic volume
- 4 tied in with accident frequency
- 12 my own experience/gut feeling

Other ways/remarks _____

7. Did you inform your men of the standards you set?

Yes 1 No 14

(If Yes, when did you inform them?)

- 1 prior to this pilot test (standards were already in force)
- at the beginning of this pilot test
- part-way through the pilot test

Other time/remarks _____

(If No, why didn't you inform them?)

- 4 they already knew what I expected of them
- 5 this was only a trial period
- 1 if they know the standard, that's all they'll do
- 2 don't want any impression of a quota system
- 2 don't wish to limit their own initiative

Other reasons/remarks _____

• Needed help to compute data (3)
(presumably wanted group averages)

8. Did you have any problems or difficulties in rating the performance of your men using the items on the reverse side of the form?

Yes 4 No 11

(If Yes, please describe these problems.)

- instructions unclear
- 2 too many descriptors to consider
- 2 descriptors vague or not relevant
- too many scale values (difficult to decide)
- 3 difficult to observe or infer
- some important descriptors missing
- scale values difficult to understand

Other problems/remarks _____

• Descriptions too vague — difficult
to understand meaning (3)

(If Yes, why did you use the same standards for all of your men?)

- 1 department policy/set by higher command levels
- 5 equal and fair for all
- 1 all worked essentially the same beats/tours
- 2 needs are the same for all beats/tours
- too complex/time consuming to tailor standards.

Other reasons/remarks _____

6. How did you establish the standards?

- 1 department has specified standards (policy)
- 8 past history of officers' performance (e.g., average)
- 8 tied in with traffic volume
- 3 tied in with accident frequency
- 14 my own experience/gut feeling

Other ways/remarks _____

- Really only a guess

7. Did you inform your men of the standards you set?

Yes 1 No 12

(If Yes, when did you inform them?)

- 1 prior to this pilot test (standards were already in force)
- 1 at the beginning of this pilot test
- part-way through the pilot test

Other time/remarks _____

(If No, why didn't you inform them?)

- 5 they already knew what I expected of them
- 3 this was only a trial period
- 1 if they know the standard, that's all they'll do
- 1 don't want any impression of a quota system
- don't wish to limit their own initiative

Other reasons/remarks _____

- Simply not necessary
- Needed final (test period) data (3)

8. Did you have any problems or difficulties in rating the performance of your men using the items on the reverse side of the form?

Yes 3 No 14

(If Yes, please describe these problems.)

- instructions unclear
- 1 too many descriptors to consider
- descriptors vague or not relevant
- too many scale values (difficult to decide)
- 3 difficult to observe or infer
- some important descriptors missing
- scale values difficult to understand

Other problems/remarks _____

- Difficult to observe performance directly (5)

9. Which of the following items on this form are not relevant to evaluating an officer's traffic work?

(Any item within each)

- A. Exposure Measures
- B. Quantity Measures
- C. Rate Measures
- D. Application of Performance Standards
- E. Performance Rating

Not Relevant

1
3
4
1
—

List specifications and reasons: • Number of arrests not important (2)

• Combine this factor with "Takes Enforcement Action" (2)

• Combine first four factors (2)
(Surveillance, Detects, Decides & Takes Enforcement)

6. How did you establish the standards?

- ☐ department has specified standards (policy)
☒ 6 past history of officers' performance (e.g., average)
☒ 7 tied in with traffic volume
☒ 3 tied in with accident frequency
☒ 11 my own experience/gut feeling

Other ways/remarks

• Average of group (2)

7. Did you inform your men of the standards you set?

Yes 1 No 2

(If Yes, when did you inform them?)

- ☐ prior to this pilot test (standards were already in force)
☒ 1 at the beginning of this pilot test
☐ part-way through the pilot test

Other time/remarks

(If No, why didn't you inform them?)

- ☒ 3 they already knew what I expected of them
☒ 3 this was only a trial period
☒ 1 if they know the standard, that's all they'll do
☒ 1 don't want any impression of a quota system
☒ 1 don't wish to limit their own initiative

Other reasons/remarks

• Final data (from test period) not available (2)

8. Did you have any problems or difficulties in rating the performance of your men using the items on the reverse side of the form?

Yes 4 No 13

(If Yes, please describe these problems.)

- ☐ instructions unclear
☒ 2 too many descriptors to consider
☒ 1 descriptors vague or not relevant
☐ too many scale values (difficult to decide)
☒ 3 difficult to observe or infer
☐ some important descriptors missing
☐ scale values difficult to understand

Other problems/remarks • Too much writing required

• Descriptions too detailed - not able to use own judgement

9. Which of the following items on this form are not relevant to evaluating an officer's traffic work?

(Any item within each)

Not Relevant

- A. Exposure Measures
 B. Quantity Measures
 C. Rate Measures
 D. Application of Performance Standards
 E. Performance Rating

1
1
4
1
1

List specifications and reasons:

• Rate & Quantity Measure Instructions not clear
 • Combine first four factors (repeat)

10. Have we left out any items that should be on this form? That is, is there some other information that a supervisor needs to evaluate an officer's performance of this activity?

Yes 5 No 13

(If Yes, what have we left out and why is it needed?)

• Should include oral warnings
 • Should indicate multiple changes / single violator
 • Needs further breakdown of moving violations

11. Did the manual provide adequate instructions for using this form?

Yes 11 No 6

(If No, what was unclear?)

• Too long, difficult to comprehend, redundant (2)
• Instructions too hard

B-5: Directs and Controls Traffic

- deals with the officer's activities to ensure safe and expeditious movement of traffic.

1. In evaluating the officer's traffic work, how important do you consider this activity to be? Would you say it is:

very important 2 somewhat important 11 not very important 7

2. What specific things do you find out about an officer's performance when you use this evaluation form?

• Amount of time devoted to each activity (6)

3. As a supervisor, do you find this information is very useful, somewhat useful, or not very useful for evaluating the officer's performance?

very useful 3 somewhat useful 10 not very useful 5

4. Were there any items on this form that you didn't understand or had problems interpreting?

Yes 3 No 14

(If Yes, which items, and what was the problem?)

• Setting standards is very difficult
• Should include evaluation of decision to perform TDC

5. When you established the standards of performance for this form, did you use the same standards for all of your men?

Yes 4 No 10

(If No, why did you choose different standards for different officers?)

3 different requirements for different beats/duty tours
1 different expectations based on officer's experience
2 different expectations based on officer's capability

Other reasons/remarks

(If Yes, why did you use the same standards for all of your men?)

1 department policy/set by higher command levels
3 equal and fair for all
1 all worked essentially the same beats/tours
2 needs are the same for all beats/tours
— too complex/time consuming to tailor standards

Other reasons/remarks

6. How did you establish the standards?

1 department has specified standards (policy)
4 past history of officers' performance (e.g., average)
7 tied in with traffic volume
3 tied in with accident frequency
11 my own experience/gut feeling
1 None set

Other ways/remarks

7. Did you inform your men of the standards you set?

Yes 1 No 12

(If Yes, when did you inform them?)

- ☐ prior to this pilot test (standards were already in force)
☐ at the beginning of this pilot test
☐ part-way through the pilot test

Other time/remarks _____

(If No, why didn't you inform them?)

- 3 they already knew what I expected of them
4 this was only a trial period
1 if they know the standard, that's all they'll do
1 don't want any impression of a quota system
1 don't wish to limit their own initiative

Other reasons/remarks _____

- Standards already known

8. Did you have any problems or difficulties in rating the performance of your men using the items on the reverse side of the form?

Yes 5 No 10

(If Yes, please describe these problems.)

- ☐ instructions unclear
☐ too many descriptors to consider
1 descriptors vague or not relevant
☐ too many scale values (difficult to decide)
5 difficult to observe or infer
☐ some important descriptors missing
☐ scale values difficult to understand

Other problems/remarks _____

- Supervisor located 35 miles from men

9. Which of the following items on this form are not relevant to evaluating an officer's traffic work?

(Any item within each)

- A. Exposure Measures
B. Quantity Measures
C. Rate Measures
D. Application of Performance Standards
E. Performance Rating

Not Relevant

1
4
4
3
2

List specifications and reasons:

- Standards not relevant to TDC
• Entire factor is not relevant (5)

10. Have we left out any items that should be on this form? That is, is there some other information that a supervisor needs to evaluate an officer's performance of this activity?

Yes 3 No 14

(If Yes, what have we left out and why is it needed?)

- Include decision to perform TDC
• Public relations aspect of TDC

11. Did the manual provide adequate instructions for using this form?

Yes 15 No 0

(If No, what was unclear?) _____

B-6: Prepares and Provides Traffic-Related Testimony and Evidence

- deals with the adjudication of the officer's traffic cases.

1. In evaluating the officer's traffic work, how important do you consider this activity to be? Would you say it is:

very important 8 somewhat important 4 not very important 3

2. What specific things do you find out about an officer's performance when you use this evaluation form?

• Success in court appearances (10)
 • Peer factor since court records unavailable (5)
 • Quality of court activities (3)

3. As a supervisor, do you find this information is very useful, somewhat useful, or not very useful for evaluating the officer's performance?

very useful 6 somewhat useful 4 not very useful 5

4. Were there any items on this form that you didn't understand or had problems interpreting?

Yes 1 No 12

(If Yes, which items, and what was the problem?)

5. When you established the standards of performance for this form, did you use the same standards for all of your men?

Yes 3 No 6 None 4

(If No, why did you choose different standards for different officers?)

6 different requirements for different beats/duty tours
1 different expectations based on officer's experience
3 different expectations based on officer's capability

Other reasons/remarks

• Difficult to set standards because of few appearances
 • Should consider only DWI & "reduced charges"

(If Yes, why did you use the same standards for all of your men?)

1 department policy/set by higher command levels
3 equal and fair for all
1 all worked essentially the same beats/tours
1 needs are the same for all beats/tours
— too complex/time consuming to tailor standards

Other reasons/remarks

6. How did you establish the standards?

department has specified standards (policy)
4 past history of officers' performance (e.g., average)
4 tied in with traffic volume
1 tied in with accident frequency
9 my own experience/gut feeling
1 None, 1 Group Average

Other ways/remarks

• None set because no dept. experience to use as a guide

7. Did you inform your men of the standards you set?

Yes 1 No 10 None 1

(If Yes, when did you inform them?)

1 prior to this pilot test (standards were already in force)
1 at the beginning of this pilot test
— part-way through the pilot test

Other time/remarks

(If No, why didn't you inform them?)

- 1 they already knew what I expected of them
- 4 this was only a trial period
- 1 if they know the standard, that's all they'll do
- 1 don't want any impression of a quota system
- 1 don't wish to limit their own initiative

Other reasons/remarks _____

8. Did you have any problems or difficulties in rating the performance of your men using the items on the reverse side of the form?

Yes 3 No 8

(If Yes, please describe these problems.)

- instructions unclear
- 1 too many descriptors to consider
- descriptors vague or not relevant
- too many scale values (difficult to decide)
- 4 difficult to observe or infer
- some important descriptors missing
- scale values difficult to understand

Other problems/remarks _____

• Difficult to observe directly

9. Which of the following items on this form are not relevant to evaluating an officer's traffic work?

(Any item within each)

	Not Relevant
A. Exposure Measures	<u>2</u>
B. Quantity Measures	<u>2</u>
C. Rate Measures	<u>2</u>
D. Application of Performance Standards	<u>3</u>
E. Performance Rating	<u>2</u>

List specifications and reasons:

• All of these irrelevant

10. Have we left out any items that should be on this form? That is, is there some other information that a supervisor needs to evaluate an officer's performance of this activity?

Yes 1 No 12

(If Yes, what have we left out and why is it needed?)

• Need to obtain & record more details especially on DWI

11. Did the manual provide adequate instructions for using this form?

Yes 11 No 0

(If No, what was unclear?) _____

B-7: Provides Highway Service and Assistance

- deals with the officer's response to personnel and situations needing his assistance.

1. In evaluating the officer's traffic work, how important do you consider this activity to be? Would you say it is:

very important 7 somewhat important 7 not very important 5

2. What specific things do you find out about an officer's performance when you use this evaluation form?

• Quantification of time & effort on these services (7)

3. As a supervisor, do you find this information is very useful, somewhat useful, or not very useful for evaluating the officer's performance?

very useful 5 somewhat useful 8 not very useful 6

4. Were there any items on this form that you didn't understand or had problems interpreting?

Yes 1 No 15

(If Yes, which items, and what was the problem?)

- Difficult to interpret amount of time per contact
- Surprised at total time recorded for this factor

5. When you established the standards of performance for this form, did you use the same standards for all of your men?

Yes 4 No 9

(If No, why did you choose different standards for different officers?)

- 7 different requirements for different beats/duty tours
- 1 different expectations based on officer's experience
- 2 different expectations based on officer's capability

Other reasons/remarks _____

(If Yes, why did you use the same standards for all of your men?)

- 2 department policy/set by higher command levels
- 3 equal and fair for all
- 1 all worked essentially the same beats/tours
- 2 needs are the same for all beats/tours
- 1 too complex/time consuming to tailor standards

Other reasons/remarks _____

6. How did you establish the standards?

- 1 department has specified standards (policy)
- 5 past history of officers' performance (e.g., average)
- 7 tied in with traffic volume
- 2 tied in with accident frequency
- 9 my own experience/gut feeling
- 1 Group Avg. 2 None

Other ways/remarks _____

7. Did you inform your men of the standards you set?

Yes 1 No 11

(If Yes, when did you inform them?)

- 1 prior to this pilot test (standards were already in force)
- 1 at the beginning of this pilot test
- 1 part-way through the pilot test

Other time/remarks _____

(If No, why didn't you inform them?)

- 2 they already knew what I expected of them
- 2 this was only a trial period
- 1 if they know the standard, that's all they'll do
- 1 don't want any impression of a quota system
- 1 don't wish to limit their own initiative

Other reasons/remarks _____

- Not enough experience to set standard for this factor

8. Did you have any problems or difficulties in rating the performance of your men using the items on the reverse side of the form?

Yes 1 No 11 None 2

(If Yes, please describe these problems.)

- 1 instructions unclear
- 2 too many descriptors to consider
- 1 descriptors vague or not relevant
- too many scale values (difficult to decide)
- 1 difficult to observe or infer
- some important descriptors missing
- scale values difficult to understand

Other problems/remarks _____

9. Which of the following items on this form are not relevant to evaluating an officer's traffic work?

(Any item within each)

- A. Exposure Measures
- B. Quantity Measures
- C. Rate Measures
- D. Application of Performance Standards
- E. Performance Rating

Not Relevant

3
5
4
2
—

List specifications and reasons: _____

10. Have we left out any items that should be on this form? That is, is there some other information that a supervisor needs to evaluate an officer's performance of this activity?

Yes 1 No 16

(If Yes, what have we left out and why is it needed?) _____

11. Did the manual provide adequate instructions for using this form?

Yes 14 No 2

(If No, what was unclear?) _____

B-8:Manages and Investigates Traffic Accidents

— deals with the officer's activity in controlling/investigating accident scenes.

1. In evaluating the officer's traffic work, how important do you consider this activity to be? Would you say it is:

very important 12 somewhat important 5 not very important —

2. What specific things do you find out about an officer's performance when you use this evaluation form?

- Enforcement action resulting from accident (6)
- Number of investigations (10)
- Quality of investigations (2)

3. As a supervisor, do you find this information is very useful, somewhat useful, or not very useful for evaluating the officer's performance?

very useful 13 somewhat useful 3 not very useful 1

4. Were there any items on this form that you didn't understand or had problems interpreting?

Yes 2 No 14

(If Yes, which items, and what was the problem?) _____

5. When you established the standards of performance for this form, did you use the same standards for all of your men?

Yes 5 No 7 None 1

(If No, why did you choose different standards for different officers?)

- 6 different requirements for different beats/duty tours
- 1 different expectations based on officer's experience
- 2 different expectations based on officer's capability

Other reasons/remarks _____

(If Yes, why did you use the same standards for all of your men?)

- 4 department policy/set by higher command levels
- 3 equal and fair for all
- 2 all worked essentially the same beats/tours
- 3 needs are the same for all beats/tours
- 1 too complex/time consuming to tailor standards

Other reasons/remarks _____

- Investigations are assigned, not self-initiated.
- Procedure specifically stated by dept.

6. How did you establish the standards?

- 4 department has specified standards (policy)
- 4 past history of officers' performance (e.g., average)
- 4 tied in with traffic volume
- 4 tied in with accident frequency
- 8 my own experience/gut feeling

Other ways/remarks _____

7. Did you inform your men of the standards you set?

Yes 2 No 10 None 1

(If Yes, when did you inform them?)

- 2 prior to this pilot test (standards were already in force)
- 1 at the beginning of this pilot test
- part-way through the pilot test

Other time/remarks _____

(If No, why didn't you inform them?)

- 4 they already knew what I expected of them
- 3 this was only a trial period
- 1 if they know the standard, that's all they'll do
- 1 don't want any impression of a quota system
- 1 don't wish to limit their own initiative

Other reasons/remarks _____

8. Did you have any problems or difficulties in rating the performance of your men using the items on the reverse side of the form?

Yes 1 No 15

(If Yes, please describe these problems.)

- instructions unclear
- 1 too many descriptors to consider
- 1 descriptors vague or not relevant
- 1 too many scale values (difficult to decide)
- 1 difficult to observe or infer
- 1 some important descriptors missing
- 1 scale values difficult to understand

Other problems/remarks _____

9. Which of the following items on this form are not relevant to evaluating an officer's traffic work?

(Any item within each)

- A. Exposure Measures
B. Quantity Measures
C. Rate Measures
D. Application of Performance Standards
E. Performance Rating

Not Relevant

2
3
5
2
1

List specifications and reasons:

- Time spent (B) not relevant
• Exposure measure is not relevant

10. Have we left out any items that should be on this form? That is, is there some other information that a supervisor needs to evaluate an officer's performance of this activity?

Yes 3 No 13

(If Yes, what have we left out and why is it needed?)

- Identification of accident severity
• Injuries & amount of damage

11. Did the manual provide adequate instructions for using this form?

Yes 15 No 0

(If No, what was unclear?)

12. Of these 8 evaluation forms, which do you feel is the most important, and which do you feel is the least important?

Most Important All equal (3) Patrol & Enforcement (6)
Least Important TDC (12) (factors 1-4) most important

13. Do you feel that any of these forms should be discarded from the evaluation system?

Yes 10 No 6

(If Yes, which one(s) and why?)

- Conducts Surveillance
Detects and Apprehends
8 Decides Action
1 Takes Action
7 Traffic Direction
5 Court-Related
4 Highway Assists
Accident-Related

} Combine these (3)

14. Have we left out any aspects of Police Traffic Services from this system? That is, do you feel we need any new forms that apply to some items in an officer's performance that we have overlooked?

Yes 2 No 16

(If Yes, what have we left out?)

- Public safety education
• Traffic engineering problems (2)

C. Overall Assessment

1. Overall, were you able to use this evaluation system to draw conclusions about the traffic performance of your men?

Yes 15 No 4

(If No, please tell us, just briefly, why not.)

- No better than present system (4)
• This system "too quantitative" — should allow for more judgement (2)

2. Did the system help you to identify any good points or problems in the performance of any of your men that you had not been completely aware of before?

Yes 9 No 8 Uncertain - 1

(If Yes, please tell us, just briefly, some of the things it helped you identify.)
 • Better assessment of time allocation (4)
 • Made aware that time (patrolmen) was not spent as supervisor had assumed (6)

3. How would you compare this evaluation system with your regular evaluation procedures? Would you say that this (new) system is:

5 much better 5 somewhat better 3 about the same
4 somewhat worse 1 much worse

(If better, why is it better?)

- 1 Regular procedures are very bad, anything would be better
2 Focuses on actual performance
8 Based on objective information/avoids guesswork
5 Pinpoints strengths/weaknesses
6 Aids supervisor in allocating resources

Other reasons/remarks

- More detailed & comprehensive than present systems (2)

(If worse, why is it worse?)

- 5 Overemphasizes traffic
3 Too complex/confusing
2 Too much like a quota
4 Too time consuming/too much paperwork
2 Ignores/overlooks important duties/information

Other reasons/remarks

- Detail required by this system is "too cumbersome" (2)

4. If the choice were left up to you, would you continue to use this evaluation system?

Yes, as is 0 Yes, if modified slightly 12 No 8

(If Yes, would you use it instead of or in addition to your regular evaluation procedures?)

Instead of 4 In addition to 5

5. Have you informed any of your men about the outcome of the evaluations, using this system?

Yes 2 No 16

(If Yes, what has been their reaction to their ratings?)

- 1 Essentially complete agreement/acceptance
1 General agreement/acceptance
1 General disagreement
1 Essentially complete disagreement

Other remarks

- Reported results only informally

(If No, do you plan to inform them of their ratings on this system?)

Yes 4 No 7

Remarks

6. On the average, about how long did it take you to complete the evaluation forms for any one officer?

Hour(s) _____ Minutes _____
 Maximum = 2 hours
 Minimum = 15 minutes
 Average = 54 minutes

Do you consider this to be too time consuming?

Yes 8 No 11

- With data processing should = 10 minutes
 • When completely understood should go faster (2)

D. Activity Report

Remaining questions concern the Activity Report we used in the program.

1. Do you feel that any or all of your men had problems understanding how the Activity Report was to be filled out?

Yes, all/most 9 Yes, some/few 9 No, none 0

(If Yes, what parts of the form seemed to have problems?)

(describe problems below)

<u>6</u> All parts	• <u>Difficult to sum times (2)</u>
<u>5</u> Activity/Time	• <u>Did not understand the</u>
<u>4</u> Contacts	<u>instructions (3)</u>
<u>2</u> Spec. of enforcement	• <u>Problem with definitions (4)</u>
<u>1</u> Court-related	

2. Do you feel that the instructions on the back of the report were clear?

Yes 14 No 3

(If No, please point out instructions that were unclear.)

• Terminology not clear (2)
• Instructions not clear

3. How did you instruct your men in the use and purpose of the Activity Report?

(Check all that apply.)

Type of Instruction

16 Conducted a briefing/class
9 Told them to read back of form
2 Gave manual to them to read
4 Gave them copy of illustrative example

Other, please describe _____

Purpose

15 Participating in a pilot test of a new PTS evaluation system for eight weeks
6 Collecting data, in order for supervisor to complete evaluation
3 Trying out new type activity report
3 Want to get an idea of our traffic service performance
1 Department wants it.

Other • Test only, ratings not put in records (4)

4. Did your men mention any complaints about the form?

Yes 17 No 1

(If Yes, please describe any complaints about the form?)

11 Too time consuming
10 Redundant with other paperwork
3 Confusing/complex
Badly designed
10 Difficult to keep track of time/contacts/etc.

Other complaints/remarks • Confusion at the beginning (2)
• Men did not like additional paperwork (2)

5. How would you modify the Activity Report to make it more useful?

• Smaller format — fit clipboard (5)
• Need a "totals" column
• Add oral warnings
• Distinguish "hazardous"/"non hazardous" (2)
• Permit word changes for each department (3)
• Add space for "unusual occurrences"

6. Do you feel that this Activity Report can be used effectively to keep you informed of the weekly traffic work of your men?

Yes 12 No 5 Uncertain 2

(If No, why not?)

2 Doesn't reflect quality of work
3 Easy to falsify Activity Report
— Information is badly/confusingly organized
2 I get a much better picture through my own observation
3 Takes too much time to review
2 Report is difficult to interpret

Other reasons/remarks • Should have a computer
• Too much paperwork detracts from performance
• Useful, but should be modified to agree with present reports

7. Did you review the Activity Reports you received?

- 8 Yes, always
4 Yes, usually
1 Occasionally
2 Seldom or never
— Only to make sure they were there

Remarks • Reviewed only in a cursory way (2)

8. While the program was underway, did you ever have occasion to notice any good points or problems in the performance of your men because of things you saw in their Activity Reports?

Yes 10 No 8

(If Yes, please describe the good points or problems you saw.)

	Good Points	Problems
<u>1</u> Allocation of time (types of activities)	<u>6</u>	<u>2</u>
<u>1</u> Number of contacts	<u>4</u>	<u>1</u>
<u>1</u> Number of enforcement actions	<u>4</u>	<u>1</u>
<u>1</u> Types of enforcement actions	<u>4</u>	<u>—</u>
<u>—</u> Court-related	<u>—</u>	<u>1</u>

Other observations/remarks

9. When you were working with the evaluation forms, did you find that you needed to refer back to the Activity Reports?

Yes 11 No 6

(If Yes, would you describe why?)

<u>11</u> Determine how/why time was spent	Remarks
<u>5</u> Check types/number of contacts made	
<u>6</u> Check types/number of enforcement actions	
<u>1</u> Check courtroom activities	

E. Conclusion

1. Did you find that using this system caused you to observe your men more closely, or pay more attention to their reports, or change your normal procedures in any way?

Yes 8 No 11

(If Yes, how did it affect your procedures?)

- 1 Rode with men more frequently
6 Reviewed their paperwork more closely
2 Discussion/counselling sessions were more frequent
— Required to give more explicit assignments to men
1 Supervision took up more of my time
1 Spent more time observing men in court

Other effects/remarks • This system would require closer observation
• This system would force the supervisor to spend more time in observation (2)

2. Do you have any final comments or observations you would like to make about this evaluation system?

- Concept is good, but may lead officer to "pad" his report
• System is too "numbers" oriented
• System is too "complex" (3)
• System is not practical
• If modified to each department it would be good (2)

3. Based upon the current evaluation of your officer's performance, how would you rank them?

APPENDIX C

PTS Personnel Performance Evaluation System Forms

The system is made up of fourteen forms and two manuals. One manual is for management and implementation of the systems, the other is a supervisor's guide to the use of the system. The forms are included here to illustrate the system as published following its revision based on the Pilot Test. The forms are briefly described below:

- . The first three forms relate to the collection of data from the patrolman concerning allocation of time, nature and frequency of PTS activities and the time spent in various PTS activities. The forms are:

- Daily Police Traffic Services Activity Report
- Weekly Police Traffic Services Report:

Both of the above are completed by the patrolman.

- A Summary Worksheet:

Used by the supervisor (or the data processing personnel) to compile an individual officers activity reports from the period of evaluation.

- . The next two forms are summaries of the data for the period for one officer.

- Traffic Activity Summary

This form provides the means for recording all of the times and frequencies from the summary worksheet.

- Traffic Activity Measures:

This form provides the means for recording the measures of PTS for a given officer over the evaluation period. The manual contains complete instructions for computing these measures.

The final nine forms are the evaluation forms themselves, one for each of the eight factors and one to summarize all eight into a PTS Performance Summary. Each factor form includes the following:

- A definition of the factor to be evaluated
- A "performance" area in which the collected measures are entered and where the standards of performance are recorded for comparison to each measure
- An "analysis of performance" area which includes a complete, detailed description of all the activities the officer will perform in carrying out this particular PTS factor. Also, there is a systematic means for quantitative expression of how well the man performs each of the activities.
- Finally each form includes a space for a narrative summary of the officer's performance
- The Evaluation Summary Form simply provides for entering on one sheet the quantified measures of performance of each factor, an overall rating of PTS performance and again a space for narrative summary.

The forms and in fact the whole system are intended to be modified by each department to suit its own needs. Most importantly this requires each department and supervisor to establish standards of performance for two or more measures in each factor. (There are in all 40 measures, and thus standards, among the eight factors.) The modification can also be editorial to adapt the words and usage to the department's own practices. It is not expected that all departments would include all eight factors in each individual evaluation. A factor may not be relevant for a given department or one or more may not apply to a particular officer in a given evaluation period.

The following pages are reproductions of the fourteen forms.

C-3

SECTION ONE:
TIME SPENT ON
PATROL AND NUMBER
OF STOPS MADE

MAJOR ACTIONS TAKEN IN PATROL STOPS

PATROL TIME	Arrests	Citations	Written Warnings	Verbal Warnings	No Actions
Moving Patrol					
Stationary Surveillance					
Traffic Road Checks					
Planned Selected Surveillance					

SECTION TWO: TIME SPENT
IN ACCIDENT MANAGEMENT/
INVESTIGATION AND MAJOR
ENFORCEMENT ACTIONS TAKEN

MAJOR ENFORCEMENT ACTION IN EACH ACCIDENT CASE

ACCIDENT INVESTIGATION TIME	Hazardous Violation	Other Violation	No Enforcement	Investigation Continuing
Fatal Accidents				
Injury Accidents				
Property Damage Accidents				

SECTION THREE: TIME
SPENT ON OTHER POLICE
TRAFFIC SERVICES AND
NUMBER OF EVENTS

ACTIVITY TIME	Number of Events
Highway Service/ Assistance	
Assigned TDC	
As Needed TDC	

SECTION FOUR:
TIME SPENT ON
NON-TRAFFIC DUTIES
(SPECIFY DUTIES)

ACTIVITY TIME

TOTAL DUTY TIME
FOR THE DAY
SECTION FIVE: NUMBER OF SPECIFIC
CHARGES FILED IN ENFORCEMENT ACTIONS

A R R E S T S	Alcohol/Drug Related Traffic Offenses	
	Other Traffic Related Offenses	
	Non-Traffic Offenses	
C I T A T I O N S	Moving Violations	
	Equipment/Regulatory Violations	
	Other Violations	
W A R N I N G S	Moving Violations	
	Equipment/Regulatory Violations	
	Other Violations	

SECTION SIX: DISPOSITION
OF ENFORCEMENT ACTION
CHARGES

20-30-40-50-60-70-80-90-100-110-120-130-140-150-160-170-180-190-200-210-220-230-240-250-260-270-280-290-300-310-320-330-340-350-360-370-380-390-400-410-420-430-440-450-460-470-480-490-500-510-520-530-540-550-560-570-580-590-600-610-620-630-640-650-660-670-680-690-700-710-720-730-740-750-760-770-780-790-800-810-820-830-840-850-860-870-880-890-900-910-920-930-940-950-960-970-980-990-1000-1010-1020-1030-1040-1050-1060-1070-1080-1090-1100-1110-1120-1130-1140-1150-1160-1170-1180-1190-1200-1210-1220-1230-1240-1250-1260-1270-1280-1290-1300-1310-1320-1330-1340-1350-1360-1370-1380-1390-1400-1410-1420-1430-1440-1450-1460-1470-1480-1490-1500-1510-1520-1530-1540-1550-1560-1570-1580-1590-1600-1610-1620-1630-1640-1650-1660-1670-1680-1690-1700-1710-1720-1730-1740-1750-1760-1770-1780-1790-1800-1810-1820-1830-1840-1850-1860-1870-1880-1890-1900-1910-1920-1930-1940-1950-1960-1970-1980-1990-2000-2010-2020-2030-2040-2050-2060-2070-2080-2090-2100-2110-2120-2130-2140-2150-2160-2170-2180-2190-2200-2210-2220-2230-2240-2250-2260-2270-2280-2290-2300-2310-2320-2330-2340-2350-2360-2370-2380-2390-2400-2410-2420-2430-2440-2450-2460-2470-2480-2490-2500-2510-2520-2530-2540-2550-2560-2570-2580-2590-2600-2610-2620-2630-2640-2650-2660-2670-2680-2690-2700-2710-2720-2730-2740-2750-2760-2770-2780-2790-2800-2810-2820-2830-2840-2850-2860-2870-2880-2890-2900-2910-2920-2930-2940-2950-2960-2970-2980-2990-3000-3010-3020-3030-3040-3050-3060-3070-3080-3090-3100-3110-3120-3130-3140-3150-3160-3170-3180-3190-3200-3210-3220-3230-3240-3250-3260-3270-3280-3290-3300-3310-3320-3330-3340-3350-3360-3370-3380-3390-3400-3410-3420-3430-3440-3450-3460-3470-3480-3490-3500-3510-3520-3530-3540-3550-3560-3570-3580-3590-3600-3610-3620-3630-3640-3650-3660-3670-3680-3690-3700-3710-3720-3730-3740-3750-3760-3770-3780-3790-3800-3810-3820-3830-3840-3850-3860-3870-3880-3890-3900-3910-3920-3930-3940-3950-3960-3970-3980-3990-4000-4010-4020-4030-4040-4050-4060-4070-4080-4090-4100-4110-4120-4130-4140-4150-4160-4170-4180-4190-4200-4210-4220-4230-4240-4250-4260-4270-4280-4290-4300-4310-4320-4330-4340-4350-4360-4370-4380-4390-4400-4410-4420-4430-4440-4450-4460-4470-4480-4490-4500-4510-4520-4530-4540-4550-4560-4570-4580-4590-4600-4610-4620-4630-4640-4650-4660-4670-4680-4690-4700-4710-4720-4730-4740-4750-4760-4770-4780-4790-4800-4810-4820-4830-4840-4850-4860-4870-4880-4890-4900-4910-4920-4930-4940-4950-4960-4970-4980-4990-5000-5010-5020-5030-5040-5050-5060-5070-5080-5090-5100-5110-5120-5130-5140-5150-5160-5170-5180-5190-5200-5210-5220-5230-5240-5250-5260-5270-5280-5290-5300-5310-5320-5330-5340-5350-5360-5370-5380-5390-5400-5410-5420-5430-5440-5450-5460-5470-5480-5490-5500-5510-5520-5530-5540-5550-5560-5570-5580-5590-5600-5610-5620-5630-5640-5650-5660-5670-5680-5690-5700-5710-5720-5730-5740-5750-5760-5770-5780-5790-5800-5810-5820-5830-5840-5850-5860-5870-5880-5890-5900-5910-5920-5930-5940-5950-5960-5970-5980-5990-6000-6010-6020-6030-6040-6050-6060-6070-6080-6090-6100-6110-6120-6130-6140-6150-6160-6170-6180-6190-6200-6210-6220-6230-6240-6250-6260-6270-6280-6290-6300-6310-6320-6330-6340-6350-6360-6370-6380-6390-6400-6410-6420-6430-6440-6450-6460-6470-6480-6490-6500-6510-6520-6530-6540-6550-6560-6570-6580-6590-6600-6610-6620-6630-6640-6650-6660-6670-6680-6690-6700-6710-6720-6730-6740-6750-6760-6770-6780-6790-6800-6810-6820-6830-6840-6850-6860-6870-6880-6890-6900-6910-6920-6930-6940-6950-6960-6970-6980-6990-7000-7010-7020-7030-7040-7050-7060-7070-7080-7090-7100-7110-7120-7130-7140-7150-7160-7170-7180-7190-7200-7210-7220-7230-7240-7250-7260-7270-7280-7290-7300-7310-7320-7330-7340-7350-7360-7370-7380-7390-7400-7410-7420-7430-7440-7450-7460-7470-7480-7490-7500-7510-7520-7530-7540-7550-7560-7570-7580-7590-7600-7610-7620-7630-7640-7650-7660-7670-7680-7690-7700-7710-7720-7730-7740-7750-7760-7770-7780-7790-7800-7810-7820-7830-7840-7850-7860-7870-7880-7890-7900-7910-7920-7930-7940-7950-7960-7970-7980-7990-8000-8010-8020-8030-8040-8050-8060-8070-8080-8090-8100-8110-8120-8130-8140-8150-8160-8170-8180-8190-8200-8210-8220-8230-8240-8250-8260-8270-8280-8290-8300-8310-8320-8330-8340-8350-8360-8370-8380-8390-8400-8410-8420-8430-8440-8450-8460-8470-8480-8490-8500-8510-8520-8530-8540-8550-8560-8570-8580-8590-8600-8610-8620-8630-8640-8650-8660-8670-8680-8690-8700-8710-8720-8730-8740-8750-8760-8770-8780-8790-8800-8810-8820-8830-8840-8850-8860-8870-8880-8890-8900-8910-8920-8930-8940-8950-8960-8970-8980-8990-9000-9010-9020-9030-9040-9050-9060-9070-9080-9090-9100-9110-9120-9130-9140-9150-9160-9170-9180-9190-9200-9210-9220-9230-9240-9250-9260-9270-9280-9290-9300-9310-9320-9330-9340-9350-9360-9370-9380-9390-9400-9410-9420-9430-9440-9450-9460-9470-9480-9490-9500-9510-9520-9530-9540-9550-9560-9570-9580-9590-9600-9610-9620-9630-9640-9650-9660-9670-9680-9690-9700-9710-9720-9730-9740-9750-9760-9770-9780-9790-9800-9810-9820-9830-9840-9850-9860-9870-9880-9890-9900-9910-9920-9930-9940-9950-9960-9970-9980-9990-10000-10010-10020-10030-10040-10050-10060-10070-10080-10090-10100-10110-10120-10130-10140-10150-10160-10170-10180-10190-10200-10210-10220-10230-10240-10250-10260-10270-10280-10290-10300-10310-10320-10330-10340-10350-10360-10370-10380-10390-10400-10410-10420-10430-10440-10450-10460-10470-10480-10490-10500-10510-10520-10530-10540-10550-10560-10570-10580-10590-10600-10610-10620-10630-10640-10650-10660-10670-10680-10690-10700-10710-10720-10730-10740-10750-10760-10770-10780-10790-10800-10810-10820-10830-10840-10850-10860-10870-10880-10890-10900-10910-10920-10930-10940-10950-10960-10970-10980-10990-11000-11010-11020-11030-11040-11050-11060-11070-11080-11090-11100-11110-11120-11130-11140-11150-11160-11170-11180-11190-11200-11210-11220-11230-11240-11250-11260-11270-11280-11290-11300-11310-11320-11330-11340-11350-11360-11370-11380-11390-11400-11410-11420-11430-11440-11450-11460-11470-11480-11490-11500-11510-11520-11530-11540-11550-11560-11570-11580-11590-11600-11610-11620-11630-11640-11650-11660-11670-11680-11690-11700-11710-11720-11730-11740-11750-11760-11770-11780-11790-11800-11810-11820-11830-11840-11850-11860-11870-11880-11890-11900-11910-11920-11930-11940-11950-11960-11970-11980-11990-12000-12010-12020-12030-12040-12050-12060-12070-12080-12090-12100-12110-12120-12130-12140-12150-12160-12170-12180-12190-12200-12210-12220-12230-12240-12250-12260-12270-12280-12290-12300-12310-12320-12330-12340-12350-12360-12370-12380-12390-12400-12410-12420-12430-12440-12450-12460-12470-12480-12490-12500-12510-12520-12530-12540-12550-12560-12570-12580-12590-12600-12610-12620-12630-12640-12650-12660-12670-12680-12690-12700-12710-12720-12730-12740-12750-12760-12770-12780-12790-12800-12810-12820-12830-12840-12850-12860-12870-12880-12890-12900-12910-12920-12930-12940-12950-12960-12970-12980-12990-13000-13010-13020-13030-13040-13050-13060-13070-13080-13090-13100-13110-13120-13130-13140-13150-13160-13170-13180-13190-13200-13210-13220-13230-13240-13250-13260-13270-13280-13290-13300-13310-13320-13330-13340-13350-13360-13370-13380-13390-13400-13410-13420-13430-13440-13450-13460-13470-13480-13490-13500-13510-13520-13530-13540-13550-13560-13570-13580-13590-13600-13610-13620-13630-13640-13650-13660-13670-13680-13690-13700-13710-13720-13730-13740-13750-13760-13770-13780-13790-13800-13810-13820-13830-13840-13850-13860-13870-13880-13890-13900-13910-13920-13930-13940-13950-13960-13970-13980-13990-14000-14010-14020-14030-14040-14050-14060-14070-14080-14090-14100-14110-14120-14130-14140-14150-14160-14170-14180-14190-14200-14210-14220-14230-14240-14250-14260-14270-14280-14290-14300-14310-14320-14330-14340-14350-14360-14370-14380-14390-14400-14410-14420-14430-14440-14450-14460-14470-14480-14490-14500-14510-14520-14530-14540-14550-14560-14570-14580-14590-14600-14610-14620-14630-14640-14650-14660-14670-14680-14690-14700-14710-14720-14730-14740-14750-14760-14770-14780-14790-14800-14810-14820-14830-14840-14850-14860-14870-14880-14890-14900-14910-14920-14930-14940-14950-14960-14970-14980-14990-15000-15010-15020-15030-15040-15050-15060-15070-15080-15090-15100-15110-15120-15130-15140-15150-15160-15170-15180-15190-15200-15210-15220-15230-15240-15250-15260-15270-15280-15290-15300-15310-15320-15330-15340-15350-15360-15370-15380-15390-15400-15410-15420-15430-15440-15450-15460-15470-15480-15490-15500-15510-15520-15530-15540-15550-15560-15570-15580-15590-15600-15610-15620-15630-15640-15650-15660-15670-15680-15690-15700-15710-15720-15730-15740-15750-15760-15770-15780-15790-15800-15810-15820-15830-15840-15850-15860-15870-15880-15890-15900-15910-15920-15930-15940-15950-15960-15970-15980-15990-16000-16010-16020-16030-16040-16050-16060-16070-16080-16090-16100-16110-16120-16130-16140-16150-16160-16170-16180-16190-16200-16210-16220-16230-16240-16250-16260-16270-16280-16290-16300-16310-16320-16330-16340-16350-16360-16370-16380-16390-16400-16410-16420-16430-16440-16450-16460-16470-16480-16490-16500-16510-16520-16530-16540-16550-16560-16570-16580-16590-16600-16610-16620-16630-16640-16650-16660-16670-16680-16690-16700-16710-16720-16730-16740-16750-16760-16770-16780-16790-16800-16810-16820-16830-16840-16850-16860-16870-16880-16890-16900-16910-16920-16930-16940-16950-16960-16970-16980-16990-17000-17010-17020-17030-17040-17050-17060-17070-17080-17090-17100-17110-17120-17130-17140-17150-17160-17170-17180-17190-17200-17210-17220-17230-17240-17250-17260-17270-17280-17290-17300-17310-17320-17330-17340-17350-17360-17370-17380-17390-17400-17410-17420-17430-17440-17450-17460-17470-17480-17490-17500-17510-17520-17530-17540-17550-17560-17570-17580-17590-17600-17610-17620-17630-17640-17650-17660-17670-17680-17690-17700-17710-17720-17730-17740-17750-17760-17770-17780-17790-17800-17810-17820-17830-17840-17850-17860-17870-17880-17890-17900-17910-17920-17930-17940-17950-17960-17970-17980-17990-18000-18010-18020-18030-18040-18050-18060-18070-18080-18090-18100-18110-18120-18130-18140-18150-18160-18170-18180-18190-18200-18210-18220-18230-18240-18250-18260-18270-18280-18290-18300-18310-18320-18330-18340-18350-18360-18370-18380-18390-18400-18410-18420-18430-18440-18450-18460-18470-18480-18490-18500-18510-18520-18530-18540-18550-18560-18570-18580-18590-18600-18610-18620-18630-18640-18650-18660-18670-18680-18690-18700-18710-18720-18730-18740-18750-18760-18770-18780-18790-18800-18810-18820-18830-18840-18850-18860-18870-18880-18890-18900-18910-18920-18930-18940-18950-18960-18970-18980-18990-19000-19010-19020-19030-19040-19050-19060-19070-19080-19090-19100-19110-19120-19130-19140-19150-19160-19170-19180-19190-19200-19210-19220-19230-19240-19250-19260-19270-19280-19290-19300-19310-19320-19330-19340-19350-19360-19370-19380-19390-19400-19410-19420-19430-19440-19450-19460-19470-19480-19490-19500-19510-19520-19530-19540-19550-19560-19570-19580-19590-19600-19610-19620-19630-19640-19650-19660-19670-19680-19690-19700-19710-19720-19730-19740-19750-19760-19770-19780-19790-19800-19810-19820-19830-19840-19850-19860-19870-19880-19890-19900-19910-19920-19930-19
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HOURS SPENT BY DAY

MAJOR ACTIONS TAKEN IN PATROL STOPS

SECTION ONE:
TIME SPENT ON
PATROL AND NUMBER
OF STOPS MADE

Moving
Patrol

Stationary
Surveillance

Traffic
Road Checks

Planned
Selective
Surveillance

MON	TUE	WED	THU	FRI	SAT	SUN	TOTL	Arrests	Citations	Written Warnings	Verbal Warnings	No Actions

SECTION FIVE: NUMBER OF SPECIFIC
CHARGES FILED IN ENFORCEMENT ACTIONS

A R R E S T S	Alcohol/Drug Related Traffic Offenses	
	Other Traffic Related Offenses	
	Non-Traffic Offenses	
C I T A T I O N S	Moving Violations	
	Equipment/ Regulatory Violations	
	Other Violations	
W A R N I N G S	Moving Violations	
	Equipment/ Regulatory Violations	
	Other Violations	

SECTION TWO: TIME SPENT
IN ACCIDENT MANAGEMENT/
INVESTIGATION AND MAJOR
ENFORCEMENT ACTIONS TAKEN

Fatal
Accidents

Injury
Accidents

Property
Damage
Accidents

MON	TUE	WED	THU	FRI	SAT	SUN	TOTL	Hazardous Violation	Other Violation	No Enforcement	Investigation Continuing

SECTION THREE: TIME
SPENT ON OTHER POLICE
TRAFFIC SERVICES AND
NUMBER OF EVENTS

Highway
Service/
Assistance

Assigned
TDC

As Needed
TDC

MON	TUE	WED	THU	FRI	SAT	SUN	TOTL	Number of Events

SECTION SIX: DISPOSITION
OF ENFORCEMENT ACTION
CHARGES

201-44-4200	Bond Forfeiture (Violations Bureau)	
	Convicted as Charged (In Court)	
	Convicted Lesser Offense	
201-44-4200	Not Guilty	
	Nol-Prox	
	Dismissed	

SECTION FOUR:
TIME SPENT ON
NON-TRAFFIC DUTIES
(SPECIAL DUTIES)

MON	TUE	WED	THU	FRI	SAT	SUN	TOTL

TOTAL DUTY TIME BY DAY

MON	TUE	WED	THU	FRI	SAT	SUN	TOTL

WEEKLY POLICE TRAFFIC SERVICES ACTIVITY REPORT

OFFICER NAME _____ SHIELD NO. _____

ACTIVITY PERIOD: ____/____/____ Start End

PATROL AREA/BEAT _____

DUTY SHIFT _____

FOR SUPERVISOR'S USE ONLY:

REPORT RECEIVED ____/____/____

REVIEWED BY _____

CONTINUED

1 OF 2

Officer Name _____ Supervisor _____
 Shield No. _____ Summary Period ____/____/____ to ____/____/____
 start end

Time Allocation (hrs.)	Weeks														Totals
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	
Moving Patrol															
Stationary Surveillance															
Traffic Road Checks															
Planned Selective Surveillance															
Fatal Accidents															
Injury Accidents															
Property Damage Accidents															
Highway Service/ Assistance															
Assigned TDC															
As Needed TDC															
Other (non-traffic)															
Total Duty															

Specification of Enforcement Actions

A R R E S T S	Alcohol/Drug Related Traffic Offenses															
	Other Traffic Related Offenses															
	Non-Traffic Offenses															
C I T A T I O N S	Moving Violations															
	Equipment/Regulatory Violations															
	Other Violations															
W A R R I N T I N G S	Moving Violations															
	Equipment/Regulatory Violations															
	Other Violations															

Number of Events

Highway Service/ Assistance Stops																
Fatal Accident Investigations																
Injury Accident Investigations																
Property Damage Accident Investigations																

(Over)

Major Actions Taken in Patrol Stops		Weeks														Totals	
		1	2	3	4	5	6	7	8	9	10	11	12	13	14		
Arrests	M																
	S																
	TRC																
	PSS																
Citations	M																
	S																
	TRC																
	PSS																
Written Warnings	M																
	S																
	TRC																
	PSS																
Verbal Warnings	M																
	S																
	TRC																
	PSS																
No Actions	M																
	S																
	TRC																
	PSS																
Total																	

M = Moving Patrol; S = Stationary Patrol; PSS = Planned Selective Surveillance;
TRC = Traffic Road Checks

Major Enforcement
Action Accidents

Hazardous Violation																		
Other Violation																		
No Enforcement																		
Investigation Continuing																		
Total																		

Disposition of Enforce-
ment Action Charges

CONVICTION	Bond Forfeiture (Violations Bureau)																	
	Convicted as Charged (In Court)																	
	Convicted Lesser Offense																	
NON CONVICTION	Not Guilty																	
	Nol-Pro																	
	Dismissed																	



TRAFFIC ACTIVITY SUMMARY

Officer Name _____ Shield No. _____ Evaluation Period / / - / / Evaluation Date / / Supervisor _____

1.0 TIME ALLOCATION

1.1 Total Duty Time _____ hrs
 1.2 Total Traffic Patrol Time _____ hrs
 1.2.1 Moving Patrol _____ hrs
 1.2.2 Stationary Surveillance _____ hrs
 1.2.3 Traffic Road Checks _____ hrs
 1.2.4 Planned Selective Surveillance _____ hrs
 1.3 Total Traffic Direction and Control (TDC) Time _____ hrs
 1.3.1 Assigned TDC Time _____ hrs
 1.3.2 As Needed TDC _____ hrs
 1.4 Total Highway Service/Assistance Time _____ hrs
 1.5 Total Accident Investigation Time _____ hrs
 1.5.1 Fatal Accident Investigation _____ hrs
 1.5.2 Injury Accident Investigation _____ hrs
 1.5.3 Property Damage Accident Investigation _____ hrs

2.0 TRAFFIC STOPS

2.1 Total Stops on Patrol _____
 2.1.1 Moving Patrol Stops _____
 2.1.2 Stationary Surveillance Stops _____
 2.1.3 Traffic Road Check Stops _____
 2.1.4 Planned Selective Surveillance Stops _____
 2.2 Highway Service/Assistance Stops _____
 2.3 Total Accident Investigations _____
 2.3.1 Fatal Accident Investigations _____
 2.3.2 Injury Accident Investigations _____
 2.3.3 Property Damage Accident Investigations _____

3.0 MAJOR ACTIONS TAKEN IN PATROL STOPS

3.1 Arrests _____
 3.2 Citations _____
 3.3 Written Warnings _____
 3.4 Verbal Warnings _____
 3.5 No Actions _____

4.0 ENFORCEMENTS IN ACCIDENT INVESTIGATIONS

4.1 Hazardous Violations _____
 4.2 Other Violations _____
 4.3 No Enforcements _____
 4.4 Investigations Continuing _____

5.0 CHARGES FILED

5.1 Total Arrest Charges _____
 5.1.1 Alcohol/Drug Traffic Arrests _____
 5.1.2 Other Traffic Related Arrests _____
 5.1.3 Non-Traffic Related Arrests _____
 5.2 Total Citation Charges _____
 5.2.1 Moving Violations Citations _____
 5.2.2 Equipment/Regulatory Citations _____
 5.2.3 Other Citations _____
 5.3 Total Written Warning Charges _____
 5.3.1 Moving Violation Warnings _____
 5.3.2 Equipment/Regulatory Warnings _____
 5.3.3 Other Written Warnings _____

6.0 CHARGE DISPOSITIONS

6.1 Total Convictions _____
 6.1.1 Bond Forfeitures _____
 6.1.2 Convictions as Charged, in Court _____
 6.1.3 Convictions on Lesser Offense _____
 6.2 Total Non-Convictions _____
 6.2.1 Not Guilty, in Court _____
 6.2.2 Nolle Prosequi _____
 6.2.3 Dismissal _____
 6.3 Total Dispositions _____

TRAFFIC ACTIVITY MEASURES

Officer Name _____ Shield No. _____ Evaluation Period / / - / / Evaluation Date _____ Supervisor _____
start end

SECTION A. PATROL TIME DISTRIBUTION

A1 Percent on Moving Patrol _____ %
 A2 Percent on Stationary Surveillance _____ %
 A3 Percent on Traffic Road Checks _____ %
 A4 Percent on Planned Selective Surveillance _____ %

SECTION B. PATROL STOPS PER HOUR

B1 Stops Per Hour Total Patrol _____ /hr.
 B2 Stops Per Hour Moving Patrol _____ /hr.
 B3 Stops Per Hour Stationary Surveillance _____ /hr.
 B4 Stops Per Hour Road Checks _____ /hr.
 B5 Stops Per Hour Planned Selective Surveillance _____ /hr.

SECTION C. HIGHWAY SERVICE/ASSISTANCE STOPS

C1 Service/Assistance Stops per Total Patrol Hour _____ /hr.
 C2 Service/Assistance Stop Per Moving Patrol Hour _____ /hr.
 C3 Average Time Per Service/Assistance Stop _____ Min.

SECTION D. ACCIDENT INVESTIGATION

D1 Average Time Per Investigation, Fatales _____ hrs
 D2 Average Time Per Investigation, Injuries _____ hrs
 D3 Average Time Per Investigation, Property _____ hrs
 D4 Percent Investigations: Any Enforcement Action _____ %
 D5 Percent Investigations: Hazardous Violation Enforcement _____ %

SECTION E. TDC TIME DISTRIBUTIONS

E1 Percent Total TDC Time, Total Duty Time _____ %
 E2 Percent Assigned TDC Time, Total Duty Time _____ %
 E3 Percent As Needed TDC Time, Total Duty Time _____ %

SECTION F. PATROL ENFORCEMENT ACTIONS DISTRIBUTIONS

F1 Percent Stops, Major Action Arrest _____ %
 F2 Percent Stops, Major Action Citation _____ %
 F3 Percent Stops, Major Action Written Warning _____ %
 F4 Percent Stops, Major Action Verbal Warning _____ %
 F5 Percent Stops, No Enforcement Action _____ %

SECTION G. ENFORCEMENT ACTION CHARGE DISTRIBUTIONS

G1 Percent Arrests, Alcohol/Drug Traffic Violation _____ %
 G2 Percent Arrests, Other Traffic Violation _____ %
 G3 Percent Arrests, Non-Traffic Offense _____ %
 G4 Percent Citations, Moving Violation _____ %
 G5 Percent Citations, Equipment/Regulatory Violation _____ %
 G6 Percent Citations, Other Violation _____ %
 G7 Percent Written Warnings, Moving Violation _____ %
 G8 Percent Written Warnings, Equip./Reg. Violation _____ %
 G9 Percent Written Warnings, Other Violation _____ %

SECTION H. DISTRIBUTION OF CHARGE DISPOSITIONS

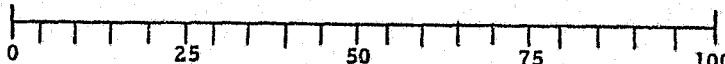
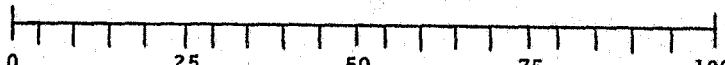
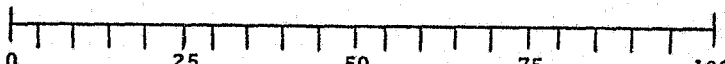
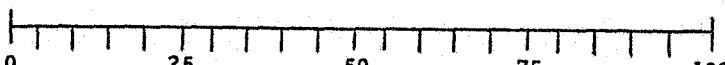
H1 Percent Charges Convicted, as Written _____ %
 H2 Percent Charges Convicted, Lesser Offense _____ %
 H3 Percent Charges, All Convictions _____ %
 H4 Percent Charges Court - Conviction, as Written _____ %
 H5 Percent Charges Court - Conviction, Lesser Offense _____ %
 H6 Percent Charges All Court - Convictions _____ %

Officer Name _____ Supervisor _____

Shield No. _____ Evaluation Date ____/____/____ Evaluation Period ____/____/____ to ____/____/____
start end

EVALUATIVE FACTOR 1: Performs Patrol--This factor aids the supervisor in determining how well an officer utilizes his patrol resources in observing traffic to detect traffic law violations. (It is fully defined on Page 5. Refer to the Factor Rating Form Instructions on Page 49 in the Supervisor's Manual to complete this form.)

I. PERFORMANCE

	<u>Measures</u>	<u>Comparison to Standards</u>
A1	Percent of time on moving patrol <input type="text"/> %	
A2	Percent of time on stationary surveillance <input type="text"/> %	
A3	Percent of time on traffic road checks <input type="text"/> %	
A4	Percent of time on planned selective surveillance <input type="text"/> %	

Overall rating of distribution of patrol time:

☐

Superior

☐

Acceptable

☐

Unacceptable

II. ANALYSIS OF PERFORMANCE

Data Sources: Supervisor's observation; enforcement records; citizen comments; dispatcher's log

Numerical Ratings: 1 = outstanding; 2 = better than expected; 3 = expected; 4 = needs some improvement; 5 = needs much improvement

	<u>Analyses</u>	<u>Numerical Rating</u>
1.	<u>Operates patrol vehicle and equipment:</u> Shows proper concern for driving safety; does not abuse vehicle/equipment; attends to maintenance requirements; uses approved communication procedures; performs proper "housekeeping" to maintain vehicle/equipment condition and appearance.	<input type="text"/>
2.	<u>Fulfills patrol assignment planning requirements:</u> Plans patrol in accordance with departmental policy and directives and traffic, environmental and situational considerations; implements plans effectively and efficiently; properly interprets plan in light of actual conditions and changing needs.	<input type="text"/>
3.	<u>Monitors traffic and environment:</u> Observes and properly responds to hazardous/dangerous conditions; allocates proper attention to times, places and conditions of high accident/violation likelihood; conducts appropriate types of patrol in accordance with traffic, accident and violation patterns.	<input type="text"/>

NARRATIVE COMMENTS ON THE REVERSE SIDE

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Shield No. _____ Evaluation Date / / Evaluation Period / / to / /
start end

I. PERFORMANCE

Measures		Comparison to Standards	
B1	Stops per hour total patrol	<input type="text"/>	per hr.
B2	Stops per hour moving patrol	<input type="text"/>	per hr.
B3	Stops per hour stationary surveillance	<input type="text"/>	per hr.
B4	Stops per hour road checks	<input type="text"/>	per hr.
B5	Stops per hour planned selective surveillance	<input type="text"/>	per hr.
Overall rating for patrol stops per hour:			
<input type="text"/>	Superior	<input type="text"/>	Acceptable
		<input type="text"/>	Unacceptable

II. ANALYSIS OF PERFORMANCE

Numerical Ratings: 1 = outstanding; 2 = better than expected; 3 = expected; 4 = needs some improvement; 5 = needs much improvement

Analyses		Numerical Rating
1.	<u>Recognizes traffic law violations:</u> Knows the behaviors and conditions specifically prohibited or required by statute; knows the elements of traffic offenses.	<input type="text"/>
2.	<u>Remains alert for likely violations:</u> Knows violation accident patterns by locations and time of day for his patrol area and tour of duty; recognizes potentially hazardous vehicle conditions/operations; concentrates attention in accordance with patterns and suspicious/unusual behaviors and conditions.	<input type="text"/>
3.	<u>Operates special-purpose equipment designed for violation detection:</u> Applies correct operating procedures for special-purpose equipment; employs equipment properly relative to situational and environmental conditions and statutory/judicial requirements; properly interprets, records and preserves equipment data.	<input type="text"/>
4.	<u>Conducts pursuit:</u> Bases decision to pursue on the nature of the violation, departmental policy, traffic safety considerations and other situational needs; applies correct pursuit driving techniques and procedures; acquires evidentiary and descriptive information during pursuit; conducts appropriate radio communication during pursuit; determines need for assistance.	<input type="text"/>
5.	<u>Makes stop:</u> Establishes proper command position to initiate stop; selects appropriate stop location; effectively communicates stop command to suspect; properly positions vehicle at scene of stop.	<input type="text"/>
6.	<u>Conducts traffic road check:</u> Knows proper procedures for conducting checks and vehicle inspections; selects appropriate locations for road checks; devotes appropriate time to each vehicle.	<input type="text"/>

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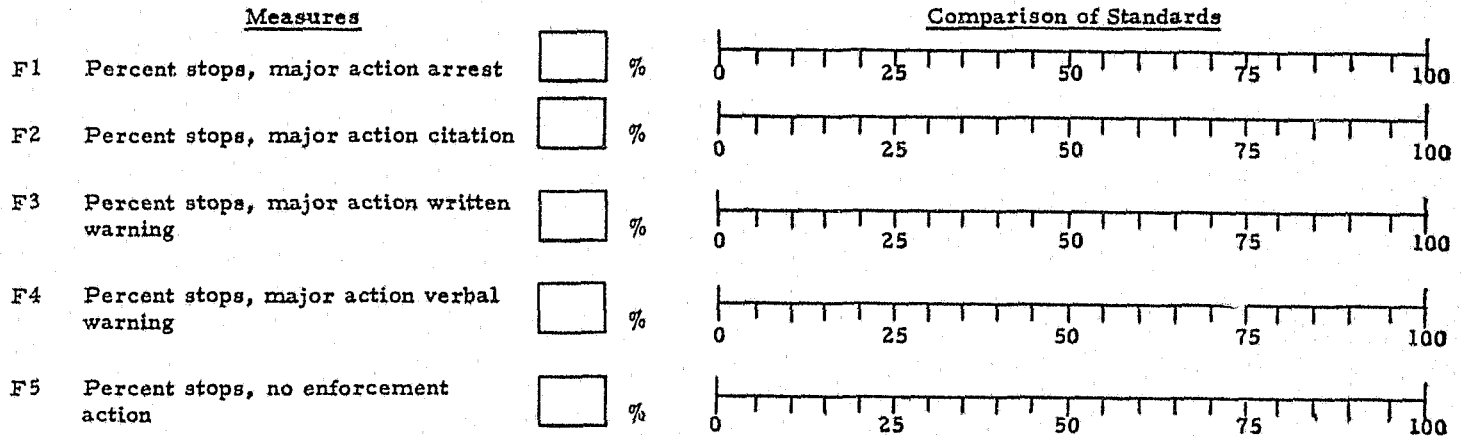
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Officer Name _____ Supervisor _____

Shield No. _____ Evaluation Date ____/____/____ Evaluation Period ____/____/____ to ____/____/____
start end

EVALUATIVE FACTOR 3: Evaluates Violation and Selects Appropriate Action--This factor permits the supervisor to evaluate the various enforcement actions resulting from the stop as well as his skills as a traffic stop investigator. (It is fully defined beginning on Page 8. Refer to the Factor Rating Form Instructions on Page 49 in the Supervisor's Manual to complete this form.)

I. PERFORMANCE



Overall rating of distribution of enforcement actions:

Superior

Acceptable

Unacceptable

II. ANALYSIS OF PERFORMANCE

Data Sources: Supervisor's observation; enforcement records; citizen comments; dispatcher's log

Numerical Ratings: 1 = outstanding; 2 = better than expected; 3 = expected; 4 = needs some improvement;
5 = needs much improvement

- | | <u>Analyses</u> | <u>Numerical Rating</u> |
|----|--|-------------------------|
| 1. | <u>Approaches vehicle and violator:</u> Keeps vehicle/occupants in view throughout approach; shows proper concern for his own safety; positions himself properly with respect to suspect and vehicle; instructs occupants to remain within or exit from vehicle as appropriate. | <input type="text"/> |
| 2. | <u>Interviews violator:</u> Obtains necessary identification from suspect; follows proper procedures in verifying suspect's identification; properly observes and evaluates suspect's appearance, behavior and condition; properly conducts formal and informal tests to evaluate driver's condition; maintains professional attitude and demeanor throughout interview. | <input type="text"/> |
| 3. | <u>Examines vehicle:</u> Follows proper procedures in verifying vehicle ownership/registration; properly observes and evaluates evidence of equipment/regulatory violations when appropriate; remains alert for suspicious/contraband material and evidence of other offenses. | <input type="text"/> |
| 4. | <u>Collects all appropriate evidence:</u> Knows the elements of the offense; recognizes all facts, testimony and physical evidence that are relevant and admissible; records and preserves all such facts, testimony and evidence. | <input type="text"/> |
| 5. | <u>Selects enforcement action:</u> Conducts wants/warrants check; bases decision on facts of the case; knows and adheres to appropriate guidelines for enforcement action selection; demonstrates consistency; avoids being swayed by extraneous factors. | <input type="text"/> |

NARRATIVE COMMENTS ON THE REVERSE SIDE

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Officer Name _____ Supervisor _____

Shield No. _____ Evaluation Date ____/____/____ Evaluation Period ____/____/____ to ____/____/____
start end

EVALUATIVE FACTOR 4: Issues Enforcement Action--This factor allows the supervisor to evaluate the type of charges an officer issues and his skills in following procedures required to file those charges. (It is fully defined on Page 10. Refer to the Factor Rating Form Instructions on Page 49 in the Supervisor's Manual to complete this form.)

I. PERFORMANCE

<u>Measures</u>		<u>Comparison of Standards</u>	
G1	Percent arrests, alcohol/drug traffic violation <input type="text"/> %		
G2	Percent arrests, other traffic violation <input type="text"/> %		
G3	Percent arrests, non-traffic offense <input type="text"/> %		
G4	Percent citations, moving violation <input type="text"/> %		
G5	Percent citations, equipment/regulatory violation <input type="text"/> %		
G6	Percent citations, other violation <input type="text"/> %		
G7	Percent written warnings, moving violation <input type="text"/> %		
G8	Percent written warnings, equipment/regulatory violation <input type="text"/> %		
G9	Percent written warnings, other violation <input type="text"/> %		
Overall rating of distribution of charges:			
<input type="text"/> Superior		<input type="text"/> Acceptable	<input type="text"/> Unacceptable

II. ANALYSIS OF PERFORMANCE

Data Sources: Dispatcher's log; enforcement records; activity reports; supervisor's observation; records personnel comments; citizen comments; file checks

Numerical Ratings: 1 = outstanding; 2 = better than expected; 3 = expected; 4 = needs some improvement; 5 = needs much improvement

<u>Analyses</u>	<u>Numerical Rating</u>
1. <u>Notifies suspect of enforcement action:</u> Notifies suspect in accordance with statutory and judicial requirements; avoids debating charges with suspect; maintains control throughout the enforcement process; determines need for assistance in implementing enforcement action.	<input type="text"/>
2. <u>Issues citations and warnings:</u> Properly completes forms; provides appropriate copies to suspect; explains suspect's obligations/options.	<input type="text"/>
3. <u>Makes physical arrest:</u> Uses minimum required force; applies appropriate restraint to suspect; notifies dispatcher; collects and preserves physical evidence.	<input type="text"/>
4. <u>Terminates activity at scene--non-arrests:</u> Returns documents to suspect; assists suspect's return to traffic flow; notifies dispatcher and resumes patrol.	<input type="text"/>
5. <u>Transmits enforcement records/material:</u> Provides a copy of citations, warnings, arrest records to appropriate personnel/departments; preserves chain of possession in transmitting evidence; compiles complete and accurate notes for subsequent adjudication.	<input type="text"/>

NARRATIVE COMMENTS ON THE REVERSE SIDE

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Officer Name _____ Supervisor _____

Shield No. _____ Evaluation Date ____/____/____ Evaluation Period ____/____/____ to ____/____/____
start end

EVALUATIVE FACTOR 5: Manages and Investigates Traffic Accidents--This factor aids the supervisor in evaluating an officer's performance of activities required to control and investigate traffic accidents. (It is fully defined on Page 12. Refer to the Factor Rating Form Instructions on Page 49 in the Supervisor's Manual to complete this form.)

I. PERFORMANCE

	<u>Measures</u>		<u>Comparison of Standards</u>
D1	Average time per investigation, fatalities	<input type="text"/> hrs	
D2	Average time per investigation, injuries	<input type="text"/> hrs	
D3	Average time per investigation, property damage	<input type="text"/> hrs	
D4	Percent investigations: any enforcement action	<input type="text"/> %	
D5	Percent investigations: hazardous violation enforcement	<input type="text"/> %	

Overall rating of accident management/investigation stops:

Superior

Acceptable

Unacceptable

II. ANALYSIS OF PERFORMANCE

Data Sources: Supervisor's observation; accident reports; enforcement records; dispatcher's log; activity reports; citizen comments

Numerical Ratings: 1 = outstanding; 2 = better than expected; 3 = expected; 4 = needs some improvement; 5 = needs much improvement

	<u>Analyses</u>	<u>Numerical Rating</u>
1.	<u>Properly proceeds to accident scene:</u> Selects best route; attempts to minimize travel time without creating unacceptable risks; attempts to acquire as much information as possible while en route to formulate appropriate scene management plans; properly positions patrol vehicle at scene.	<input type="text"/>
2.	<u>Determines and initiates on-scene management requirements:</u> Correctly identifies most urgent emergency needs; identifies and calls for appropriate special assistance; conducts first aid when necessary; implements proper procedures for traffic and bystander control; properly positions warning devices to protect scene and divert traffic safely; follows correct procedures for control/removal of vehicles and debris commensurate with investigative requirements and traffic/environmental considerations.	<input type="text"/>
3.	<u>Conducts investigation:</u> Correctly determines need for and scope of investigation in accordance with policies and directives; identifies and collects statements from drivers and other witnesses; initiates hit and run procedures when applicable; follows correct procedures in collecting and preserving physical evidence and measurements; takes appropriate enforcement actions.	<input type="text"/>
4.	<u>Concludes on-scene management and investigation:</u> Ensures that all appropriate actions have been taken; assists motorists in returning to traffic flow when appropriate; removes or repositions warning devices as appropriate; notifies dispatcher of termination of activities; prepares complete and accurate investigation and activity reports, and transmits reports to appropriate personnel/departments.	<input type="text"/>

NARRATIVE COMMENTS ON THE REVERSE SIDE

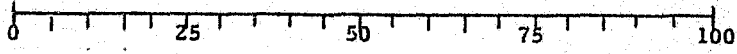
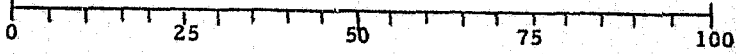
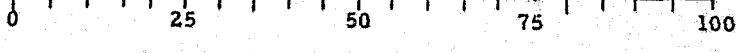
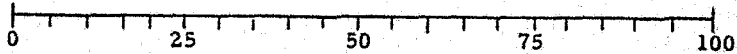
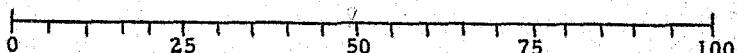
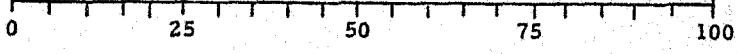
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Officer Name _____ Supervisor _____

Shield No. _____ Evaluation Date ____/____/____ Evaluation Period ____/____/____ to ____/____/____
start end

EVALUATIVE FACTOR 6: Prepares and Presents Traffic-Related Testimony and Evidence--This factor allows the supervisor to evaluate the ultimate outcome of an officer's enforcement actions. (It is fully defined on Page 13. Refer to the Factor Rating From Instructions on Page 49 in the Supervisor's Manual to complete this form.)

I. PERFORMANCE

<u>Measures</u>		<u>Comparison of Standards</u>	
H1	Percent charges convicted as written	<input type="text"/> %	
H2	Percent charges convicted, lesser offense	<input type="text"/> %	
H3	Percent charges, all convictions	<input type="text"/> %	
H4	Percent charges court - convictions, as written	<input type="text"/> %	
H5	Percent charges court - conviction, lesser offense	<input type="text"/> %	
H6	Percent charges all court-convictions	<input type="text"/> %	
Overall rating of convictions:			
<input type="text"/>	Superior	<input type="text"/>	Acceptable
<input type="text"/>		<input type="text"/>	Unacceptable

II. ANALYSIS OF PERFORMANCE

Data Sources: Supervisor's observation; adjudication records; officer's notes; citations and case file; prosecutor's comments; court liaison officer's comments

Numerical Ratings: 1 = outstanding; 2 = better than expected; 3 = expected; 4 = needs some improvement; 5 = needs much improvement

<u>Analyses</u>	<u>Numerical Rating</u>
1. <u>Prepares evidence and testimony:</u> Properly collects all relevant information; selects charge appropriate to violation; maintains chain of possession of evidence; prepares and maintains case file.	<input type="text"/>
2. <u>Prepares for court appearance:</u> Reviews notes and case file; as required, meets with prosecutor; appears on time.	<input type="text"/>
3. <u>Maintains appropriate demeanor and appearance:</u> Uses proper language and diction; avoids nervous/disturbing mannerisms; is well-groomed; avoids appearing biased.	<input type="text"/>
4. <u>Follows correct procedures of testimony and evidence:</u> Preserves self control; avoids retorts and argumentative answers; remains alert for attempts by defense counsel to discredit testimony; politely insists on being allowed to provide a full answer to a "yes or no" question, when appropriate.	<input type="text"/>

NARRATIVE COMMENTS ON THE REVERSE SIDE

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Shield No. _____ Evaluation Date ____/____/____ Evaluation Period ____/____/____ to ____/____/____
start end

I. PERFORMANCE

Comparison of Standards

☐ per hr.

[illegible]

per hr.

[illegible]

minutes

[illegible]

Superior

☐ Acceptable

☐ Unacceptable

II. ANALYSIS OF PERFORMANCE

Numerical Ratings: 1 = outstanding; 2 = better than expected; 3 = expected; 4 = needs some improvement; 5 = needs much improvement

**Numerical
Rating**

1. Initiates highway service/assistance contact: Properly assesses need for service/assistance relative to other patrol requirements; follows correct procedures in positioning patrol vehicle at scene of contact; communicates appropriate information to dispatcher.
2. Determines and implements type of assistance/action required: Evaluates nature and urgency of the problem; provides or arranges for assistance in accordance with policy and directives; conducts records checks when appropriate; determines need for enforcement action and/or follow-up investigation; properly attends to personal and other safety considerations throughout the incident.
3. Terminates highway service/assistance contact: Ensures that all appropriate actions have been taken; assists motorist in returning to traffic flow when appropriate; notifies dispatcher of resumption of patrol; properly completes and transmits applicable records.

NARRATIVE COMMENTS ON THE REVERSE SIDE

NARRATIVE COMMENTS

Lined area for narrative comments.

Rater's Signature

Officer Name _____ Supervisor _____

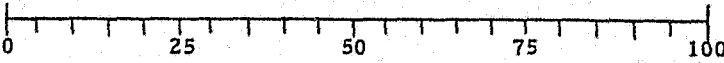
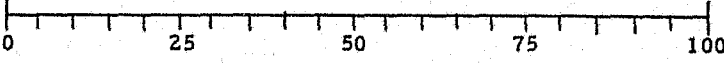
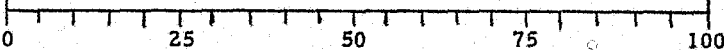
Shield No. _____ Evaluation Date ____/____/____ Evaluation Period ____/____/____ to ____/____/____
start end

EVALUATIVE FACTOR 8: Directs and Controls Traffic--This factor allows the supervisor to evaluate an officer's performance in traffic direction and control activities. (It is fully defined on Page 15. Refer to the Factor Rating Form Instructions on Page 49 in the Supervisor's Manual to complete this form.)

I. PERFORMANCE

Measures

Comparison to Standards

E1	Percent total TDC time, total duty time	<input type="text"/> %	
E2	Percent assigned TDC time, total duty time	<input type="text"/> %	
E3	Percent as needed TDC time, total duty time	<input type="text"/> %	

Overall rating of direction and control of traffic:

Superior Acceptable Unacceptable

II. ANALYSIS OF PERFORMANCE

Data Sources: Supervisor's observation; citizen comments; traffic congestion reports; interview with officer; activity reports; dispatcher's log

Numerical Ratings: 1 = outstanding; 2 = better than expected; 3 = expected; 4 = needs some improvement; 5 = needs much improvement

Analyses

Numerical Rating

1. **Assesses need for manual regulation of traffic flow:** Selects appropriate position to monitor traffic; observes congestion; detects traffic control device malfunctions, hazardous conditions; selects appropriate TDC strategy.
2. **Manually regulates traffic flow:** Selects appropriate position; properly employs hand signals; gestures, whistle, lighted baton, etc.; keeps intersection clear; allocates traffic movement time commensurate with traffic volume and flow; manually operates traffic control devices when appropriate.
3. **Prepares for and implements special traffic escort:** Develops or studies plans for special escort; assists in establishing and preparing routes; maintains appropriate control position relative to escorted traffic; uses proper communication/signalling procedures and warning devices to facilitate safe escort.

NARRATIVE COMMENTS ON THE REVERSE SIDE

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Officer Name _____ Evaluation Date ____/____/____

Shield No. _____ Evaluation Period ____/____/____ to ____/____/____
start end

PTS PERFORMANCE EVALUATION SUMMARY

FACTOR RATINGS: The ratings should be extracted from the overall rating section, for applicable Evaluative Factors.

	<u>Factors</u>	<u>Ratings</u>		
		<u>Superior</u>	<u>Acceptable</u>	<u>Unacceptable</u>
1.	Performs Patrol	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	Makes Traffic Violation Stops	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	Evaluates Violation and Selects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	Issues Enforcement Action	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	Manages and Investigates Traffic Accidents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	Prepares and Presents Traffic-Related Testimony and Evidence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	Provides Highway Service and Assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.	Directs and Controls Traffic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Overall rating of PTS performance:

☐

Superior

☐

Acceptable

☐

Unacceptable

Special considerations (include time on PTS): _____

Narrative summary: _____

Actions/Recommendations: _____

Rater _____ Reviewer _____ Officer _____

END