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DATA USERS GUIDE

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Introduction

Because so much of the information collected in the Job and Task Analysis of Florida Law Enforcement Officers project is in the form of lengthy computer printouts, a Data Users Guide was prepared to enable a large number of people to study the data. The guide describes each of the statistical reports and shows how to extract specific data from it. The guide presents the first page of each type of report and explains all of the headings, sources, and locations of data in that report. Short descriptions of suggested uses for each report are also given.

Job Description Report

Overview

A Job Description (Figure 1) is a listing of all task/duties performed by all members in some specified group. The group can be composed of a single person. The tasks are listed in descending order either of percent performing the task, descending order of relative time spent performing by all members, or relative time spent by those who perform the task.

Any special group, class, or combination of background variables can be selected to form a task listing, that is, a job description can be written for law enforcement officer with less than one-years service, those in cities with populations over 50,000, or those under 6 feet tall. As long as the variables have been specified in the "background" section, a single variable or combination of variables can be utilized to constitute a group. For example, it would be possible to form a group composed of all individuals who work in a given county and use a specified piece of equipment.

Interpretation

Before one interprets the job description report, it is useful to know what the codes and numbers stand for. The principal page headings are diagrammed in Figure 2.

TOTAL LAW ENFORCEMENT					TOTAL PAGE		1
JOB DESCRIPTION FOR SAMPLE OF TOTAL OF LAW ENFORCEMENT WITHIN FLORIDA							
TASK	JOB DESCRIPTION	CASES 957	TASKS 527	DUTIES 1	MERS 957		
CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....						TASK	
AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....						SEQ	
AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING.....						NO	
PERCENT OF MEMBERS PERFORMING.....							
D-TSK	DUTY/TASK TITLE						
A 5	RUN OR REQUEST TELETYPE CHECKS OF WANTS OR WARRANTS CN	94.25	1.16	1.09	1.09		
A 6	PROPERTY OR PERSONS THROUGH FCIC OR NCIC	94.15	1.07	1.01	2.10		
A 100	REQUEST RECORDS CHECKS (SUCH AS FIREARMS, STOLEN	93.42	1.07	1.00	3.13		
A 99	EQUIPMENT, OR WANTED OR STOLEN VEHICLES)	92.89	1.05	.98	4.08		
A 91	MAKE ARREST	82.76	1.13	.94	5.02	5	
A 142	ADVISE PERSONS OF RIGHTS (PER MIRANDA)	86.31	1.06	.93	5.95		
A 26	ISSUE CITATION OR WARNING						
A 92	INTERVIEW PERSONS (SUCH AS SUSPECTS, CITIZENS, OR	82.97	1.06	.88	6.83		
A 98	INFORMANTS)	82.86	.98	.81	7.64		
A 28	CONDUCT TRAFFIC STOP	86.83	.93	.81	8.45		
A 61	VERBALLY REPRIMAND OFFENDERS IN LIEU OF ARREST OR	85.68	.92	.79	9.23	10	
A 158	CITATION	78.16	1.00	.78	10.01		
A 89	APPREHEND SUSPECTS (SUCH AS SMUGGLERS OR VIOLATORS)	85.48	.91	.78	10.79		
A 78	PROVIDE STREET OR HIGHWAY DIRECTIONS TO A GIVEN	85.06	.90	.77	11.55		
A 119	DESTINATION	81.30	.93	.76	12.31		
A 366	SEPARATE OR COUNSEL PEOPLE INVOLVED IN DOMESTIC OR	87.36	.85	.75	13.06	15	
A 1	CIVIL DISPUTE	81.09	.92	.75	13.81		
A 152	CONDUCT FIELD, FRISK, OR PAT DOWN SEARCH	89.86	.82	.73	14.54		
A 88	SEARCH BUILDINGS OR GROUNDS FOR EVIDENCE OR SUSPECTS	75.03	.98	.73	15.27		
A 83	COORDINATE ACTIVITIES AT SCENE OF ACCIDENT, CRIME, OR						
A 144	INVESTIGATION						
A 87	PROTECT CHAIN OF EVIDENCE OR CUSTODY						
A 103	TESTIFY AT TRIALS, HEARINGS, OR GRAND JURIES						
A 18	EXAMINE ABANDONED VEHICLES						
A 14	COLLECT DESCRIPTIONS OF PROPERTY OR PERSONS INVOLVED IN						
A 101	A CRIME						
A 95	PERFORM CHECKS OF DWELLINGS, OTHER BUILDINGS, OR GROUNDS						
A 23	CALL FOR SUPPLEMENTARY AID (SUCH AS WRECKERS OR						
	AMBULANCE)						
	INTERROGATE SUSPECTS						
	CONDUCT ON OR OFF THE STREET OBSERVATIONS FOR LAW						
	VIOLATORS						
	ESTABLISH IDENTITY OF SUSPECTS						
	TRANSPORT PERSONS (SUCH AS INJURED, DECEASED, OR LOST						
	PERSONS, MENTAL PATIENTS, PRISONERS, OR SUSPECTS)						
	RECORD SERIAL NUMBER, IDENTIFICATION MARKS, OR TAG						
	NUMBER OF VEHICLE, VESSEL, FIREARM, OR ANIMAL						
	BOOK SUSPECTS						
	ADVISE FAMILY MEMBERS ON CHARGES, STEPS THAT CAN BE TAKEN						
	DIRECT TRAFFIC ON LAND OR WATER						

Figure 1. Job Description.

1. Title of Job Description and special group, if any		2. Report I.D.	3. PAGE (number)	
TASK JOB DESCRIPTION	4. CASES	5. TASKS	6. DUTIES	7. MBRS
	total number of people in job	total number of tasks in job	total number of duties in job	number of people in special group

Figure 2. Identification of Components of Job Description Report

Page Headings

1. Title: The title is chosen by the user. It describes the people included in the job descriptions. It may be an individual's name, or a city, or a special assignment like "Traffic."
2. Report ID: The report ID is a 6 character identification code chosen by the user. It is used whenever the user must locate the results for additional copies of the report. The report ID's are in the report ID index.
3. Page number: The program numbers the pages.
4. Cases: A job description may or may not include everyone in the group. The number of cases is everyone in the total group whether or not they are included in the job description.
5. Tasks: Not all tasks are performed by all people. The number of tasks here includes all tasks in the inventory not just the number performed by the people included in the job description.
6. Duties: If the tasks are divided up into duties, the number of duties in the total job is printed here.

7. Members: The number of people included in this job description is printed here.

Column Titles

The next section of the job description contains the following four statements. Each is followed by a dotted line leading to a column of numbers.

11. CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....
10. AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....
9. AVERAGE PERCENT TIME BY MEMBERS PERFORMING.....
8. PERCENT OF MEMBERS PERFORMING.....

The columns are usually read from left to right, therefore the statements will be described in that order.

8. The percent of members in the group who perform the task
9. The average percent of time spent by the members who perform the tasks.
That is, of those persons who actually perform a given task, how much of their time, on the average, is spent on that task.
10. The average percent of time spent by all members in the group, whether or not they perform the task.
11. The cumulative sum of the average time spent by all members in the group.

EXAMPLES

PERCENT OF MEMBERS PERFORMING.....

1. Advise persons of rights (per miranda)	100.00
2. Estimate speed of moving vehicles	85.00

This means 100% of the group "advise persons of rights (per miranda)" and 85% of the group "estimate speed of moving vehicles."

AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....

1. Advise persons of rights (per miranda)	.97
2. Estimate speed of moving vehicles	.70

This means that the officers in the group who perform task 1 above spend .97% of their time doing it. If they work a 40 hour week they would average about 24 minutes a week. If they work a 60 hour week they would average about 36 minutes a week. For task 2 above it means that of those who perform it they spend about .70% of their time or an average of 17 minutes if they work a 40 hour week.

AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....

1. Advise persons of rights (per miranda)	.97
2. Estimate speed of moving vehicles	.59

This means that the whole group spends .97% of their time performing task 1. This is the same figure as in the AVERAGE PERCENT TIME BY MEMBERS PERFORMING column because 100% of the officers perform this task. But for task 2 only 85% of the members "estimate speed of moving vehicles" so when the time for 100% of the group is calculated it is lower, .59% or about 14 minutes in a 40 hour week.

CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....

1. Advise persons of rights (per miranda)	.97
2. Estimate speed of moving vehicles	1.56
3. Detain driver of suspect vehicle or vessel	2.08

This means that for the selected total group in this job description, the officers spend 2% of their time on the three tasks listed in the example.

Other Numbers and Codes

On the left hand side of each task statement under a column heading D-TSK (Figure 3) there is a letter followed by a number. The D-TSK stands for duty

D-TSK		N
A 6. Task	— — — —	
10. Task	— — — —	
3. Task	— — — —	
11. Task	— — — —	
263. Task	— — — —	5
71. Task	— — — —	
22. Task	— — — —	
14. Task	— — — —	
4. Task	— — — —	
96. Task	— — — —	10

Figure 3. Numbers and codes.

and task. Duties can be assigned letter codes. The PSTC survey does not include duties therefore the D column always has an A in it. The TSK column has the number corresponding to the task number in the survey booklet.

In the far right hand column there is the letter N. The N column is a count by 5's of tasks listed.

Relationship to other reports

The job description is not only the basis for many of the other reports but there are many uses of the job descriptions data for many kinds of people.

Uses For trainers and training managers

The training system can use the job description to build a new job specific training course. Topics and skills in an existing course can be matched to what officers do.

The tasks performed by a large segment of the agency such as 50% or more of those tasks which make up 50% of duty can be criteria for inclusion in the training program.

The job description is also the starting point for developing Task Summary Sheets.

Uses for Managers

From a job description supervisors or managers can see how job time is being spent. If too much time is being spent "arranging for repair of official vehicles" it may have implications for purchasing new vehicles or instituting a preventive maintenance system.

Uses for Personnel Officers

A job description can be used to prepare more accurate traditional job descriptions. The data can also be used as the basis for setting selection criteria.

Group Summary Report

Overview

A group summary report (Figures 4 and 5) is a summary of all tasks on the task list for two or more groups or individuals. The report can present summarized job description data in three ways:

- the percent of members performing each task in the survey,
- the average percent time spent on each task by all members in the survey, or
- a report that reflects both the percent of members performing and the percent time spent of all members in the groups.

The groups may be composed of any individuals or groups for which there is a job description.

The maximum number of groups which can be displayed is 12. The 12 groups can all be based on percent members performing or all based on percent time spent or there can be a combination of percent members performing and percent time spent. If there is a combination the maximum number of groups on one page is reduced to six. The order in which these groups are presented is optional and may be altered to suit the individual needs of the user. All tasks will appear in the report regardless of whether or not they are performed by any member of the groups presented. The task list is provided in the survey booklet order.

GROUP SUMMARY OF ALL AGENCIES

GROUP: SUMMARY RESULTS FOR EACH AGENCY
 PERCENT OF OFFICERS PERFORMING TASK, BY AGENCY
 REPORTS ON THE FOLLOWING GROUPS WERE REQUESTED

AGENCY PAGE 1

GROUP IDENTITY =	TOTLE	TOTAL LAW ENFORCEMENT
GROUP IDENTITY =	TOTSHR	TOTAL FOR SHERIFF DEPARTMENTS
GROUP IDENTITY =	TOTPOL	TOTAL FOR POLICE DEPARTMENTS
GROUP IDENTITY =	AGR	DEPARTMENT OF AGRICULTURE
GROUP IDENTITY =	GAF	DEPARTMENT OF GAME AND FRESHWATER FISH
GROUP IDENTITY =	DOT	DEPARTMENT OF TRANSPORTATION
GROUP IDENTITY =	DLE	DEPT OF LAW ENFORCEMENT
GROUP IDENTITY =	FHP	TOTAL HIGHWAY PATROL

CONTAINING	957	MEMBERS
CONTAINING	1951	MEMBERS
CONTAINING	2465	MEMBERS
CONTAINING	88	MEMBERS
CONTAINING	195	MEMBERS
CONTAINING	44	MEMBERS
CONTAINING	10	MEMBERS
CONTAINING	551	MEMBERS

Figure 4. Group summary, page 1.

Figure 5. Group summary, page 2

GROUP SUMMARY OF ALL AGENCIES

AGEND1 PAGE 2

TASK GROUP SUMMARY
PERCENT MEMBERS PERFORMING

	BY-TSK	TOT LE	TOT SHR	TOT POL	AGR	GAF	DOT	DLE	FHP
A	1 EXAMINE ABANDONED VEHICLES	90	89	91	50	98	80	50	99
A	2 INVESTIGATE REQUESTS TO TOW AWAY VEHICLES OR VESSELS	80	79	84	6	57	27	0	92
A	3 INFORM VEHICLE OWNERS OF LEGAL OBLIGATIONS OR PROCEDURES REGARDING REMOVAL OR RECLAIMING OF VEHICLES	81	81	85	6	62	39	30	93
A	4 ARRANGE FOR REMOVAL OF VEHICLES (SUCH AS ABANDONED, DISABLED, OR IMPOUNDED)	85	84	87	28	72	50	70	98
A	5 RUN OR REQUEST TELETYPE CHECKS OF WANTS OR WARRANTS ON PROPERTY OR PERSONS THROUGH FCIC OR NCIC	94	96	95	43	98	82	100	98
A	6 REQUEST RECORDS CHECKS (SUCH AS FIREARMS, STOLEN EQUIPMENT, OR WANTED OR STOLEN VEHICLES)	94	94	95	47	97	73	80	98
A	7 ESTIMATE SPEED OF MOVING VEHICLES	76	74	81	14	86	86	10	97
A	8 INFORM PERSONS OF ACCIDENT REPORTING OR INFORMATION EXCHANGE PROCEDURES	78	72	84	24	72	41	0	98
A	9 EXPLAIN LEGAL OBLIGATIONS TO VEHICLE OPERATORS	80	78	84	40	81	86	0	90
A	10 ADMINISTER FIELD CHECK TO SUSPECTED INTOXICATED DRIVERS OR PILOTS	73	71	79	5	63	52	10	95
A	11 ADMINISTER BREATHOLIZER TEST TO SUSPECTED INTOXICATED DRIVERS OR PILOTS	27	24	32	0	15	9	0	66
A	12 ASSESS DRIVER'S ABILITY TO OPERATE VEHICLE (DUE TO AGE, EMOTIONAL STATE HANDICAP, OR SUBSTANCE ABUSE)	66	52	72	17	66	70	10	90
A	13 REQUEST READMINISTRATION OF DRIVER'S TEST	33	24	37	1	13	9	10	68
A	14 RECORD SERIAL NUMBER, IDENTIFICATION MARKS, OR TAG NUMBER OF VEHICLE, VESSEL, FIREARM, OR ANIMAL	82	79	83	72	94	82	80	93
A	15 INSPECT VEHICLE OR VESSELS FOR CONFORMANCE WITH SAFETY REQUIREMENTS	56	48	57	3	94	100	0	93
A	16 PUSH OR TOW VEHICLES OR VESSELS (SUCH AS DISABLED OR BLOCKING TRAFFIC)	77	71	80	35	90	73	0	94
A	17 EXTINGUISH VEHICLE OR VESSEL FIRES	50	48	48	36	58	70	10	87
A	18 TRANSPORT PERSONS (SUCH AS INJURED, DECEASED, OR LOST PERSONS, MENTAL PATIENTS, PRISONERS, OR SUSPECTS)	87	87	88	30	92	80	90	94
A	19 ADMINISTER FIRST AID TO INJURED PERSONS (SUCH AS ACCIDENTS OR HOUSE CALLS)	76	69	71	40	74	52	0	93
A	20 DELIVER EMERGENCY SUPPLIES OR EQUIPMENT	38	43	31	5	41	18	0	80
A	21 CONFRONT OR MONITOR GROUPS (SUCH AS DEMONSTRATORS, RIOTERS, OR CROWDS)	68	69	60	2	82	34	40	72
A	23 DIRECT TRAFFIC ON LAND OR WATER	81	80	84	52	90	89	0	98
A	24 OPERATE TRAFFIC SIGNALS MANUALLY	41	34	47	5	19	25	0	50
A	25 MONITOR OBEDIENCE TO TRAFFIC CONTROL DEVICES	65	58	72	3	29	57	0	93
A	26 CONDUCT TRAFFIC STOP	83	81	86	58	88	86	20	97
A	27 CONDUCT FELONY STOP	79	81	83	34	71	32	80	85
A	28 PROVIDE STREET OR HIGHWAY DIRECTIONS TO A GIVEN DESTINATION	86	85	88	64	92	82	20	97
A	29 INVESTIGATE DAMAGE TO ROADWAY	55	48	65	8	39	43	0	91
A	30 REPORT HAZARDOUS ROAD OR WATER WAY CONDITIONS (SUCH AS TULE SPEED AREA TRAFFIC SIGNAL, OR SPEED LIMITS)	75	71	79	31	79	60	10	95
A	31 RECOMMEND INSTALLATION OR IMPROVEMENT OF TRAFFIC CONTROL DEVICES	45	36	49	11	24	10	0	84

Interpretation

Before one interprets the group summary report, it is useful to know what the codes and numbers stand for. The principal page headings on page 1 of the report are diagrammed in Figure 7.

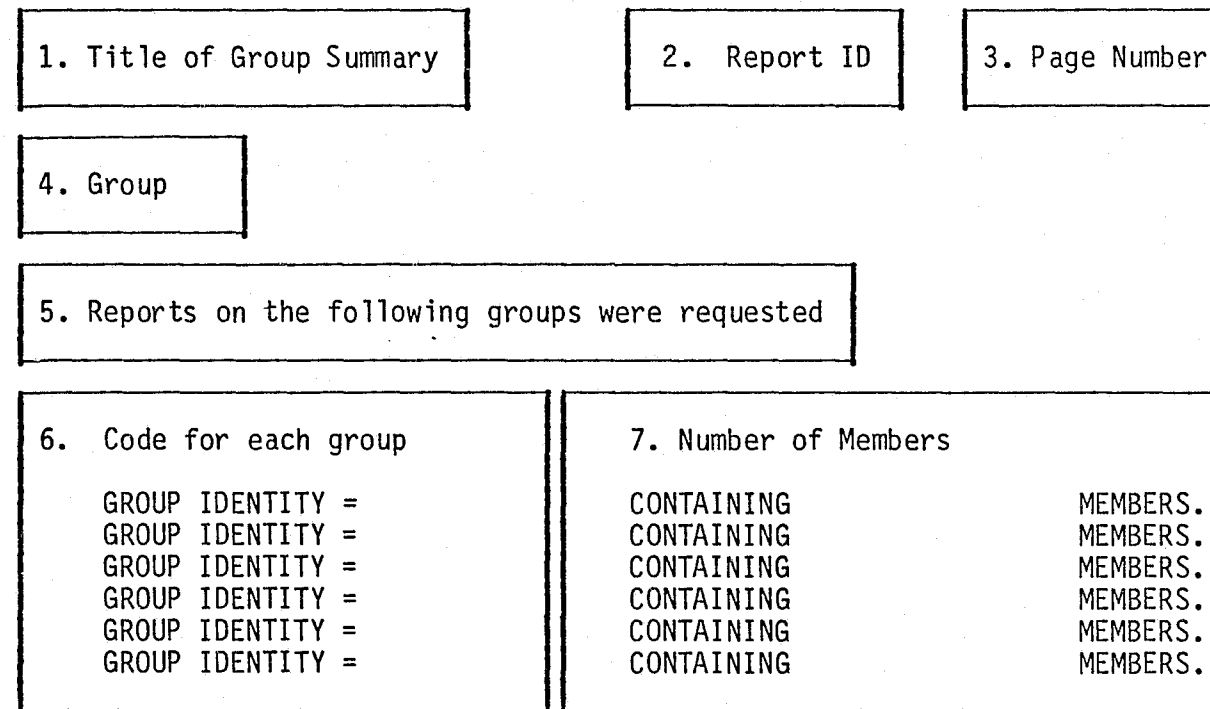


Figure 6. Identification of components of Group Summary Report page 1.

Page Headings

1. Title: The title is chosen by the user. It describes the people included in the group summary.
2. Report ID: The report ID is a 6 character identification code chosen by the user.
3. Page number: The program numbers the pages. The group description information is always on page 1 of a group summary.

4. Group: the user chooses a descriptive title for the group.
5. REPORTS ON THE FOLLOWING GROUPS WERE REQUESTED: the program prints the statement above the group identity information.
6. Group identity: the user assigns a code to each group or individual. The code can be up to 6 alphanumeric characters in length. Each code is followed by a definition or description of the individual or group included in the code. The user also orders the groups. The codes are used by the program as column headings for the appropriate job description.
7. Number of members: the program calculates the number of members in each of the groups and prints it.

The principal page headings on page 2 are diagrammed in Figure 8.

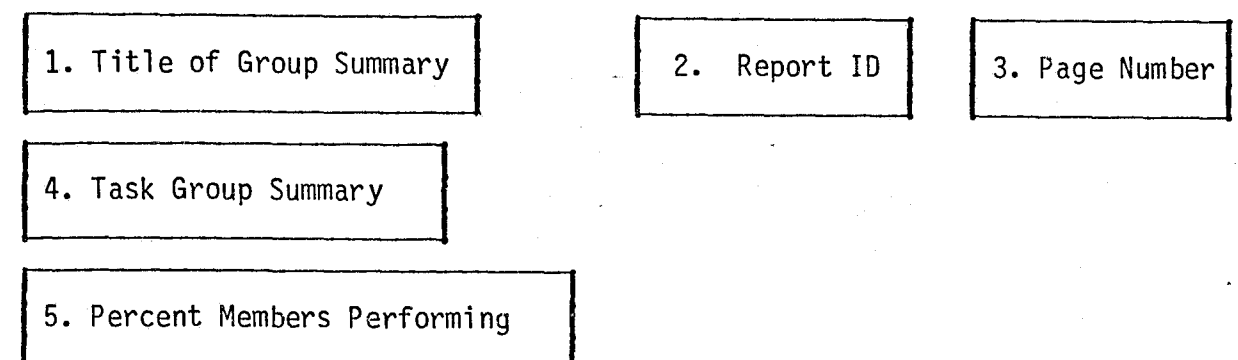


Figure 7. Identification of components of Group Summary Report, Page 2.

1. Title: title chosen by user.
2. Report ID: Users name for the report.
3. Page Number: The program assigns the page numbers. The first page of data is on page 2. The headings on all pages after 2 are the same as 2.

4. The user may choose a TASK group summary or a DUTY group summary. The choice is printed in this space. (The PSTC survey does not include duties.)
5. The user may choose a percent members performing, a percent time spent, or a percent members performing and a percent time spent option. The choice is printed in this space.

Other codes

The next section of the group summary has a list of phrases headed by the code DY-TSK. The DY stands for duty and TSK for tasks. The list of tasks is in survey booklet order. The A to the left of the tasks is a place for a duty code. Since duty data was not collected all the duties are "A". The columns of numbers are headed by the codes for each group. The codes are the group identities selected by the user and defined on page 1 of the group summary report.

Relationship to other reports

The data contained in the group summary is a subset of the data from two or more job descriptions. The group summary is useful in that it allows the user to make comparisons based on percent members performing and/or percent time spent by all members across various groups without having to consult all the separate job descriptions. Also, the data is in survey booklet order which makes it easier to find the data for a specific task.

Uses for trainers and training managers

Trainers can identify tasks appropriate to their trainees. For example, of the groups are divided by length of service the tasks performed

in the first year are candidates for initial entry training. If the groups are divided by rank, tasks performed by corporals or sergeants are candidates for training aimed at newly promoted officers. If the groups are divided by agency both the appropriate and inappropriate tasks for each agency become apparent.

Uses for managers

From a group summary, supervisors or managers can see how different groups divide their job time.

Uses for personnel officers

The personnel officers can make rank, geographic, age, paygrade, years of service, and so on, comparisons. The data can be used to assist in making assignments, establishing pay rates, and setting promotion criteria.

Group Difference Report

Overview

A group difference report (Figure 8) is designed to identify those tasks on which two selected groups are most different. Either or both of the groups may be individuals. The first task listed is the one on which the percent performing in the first group exceeds that of the second group by the greatest amount. The succeeding tasks are listed in descending order of difference until there is no difference between the groups. Then the tasks continue in ascending order of negative difference (or the difference by which the second group exceeds the first group).

The percent performing data is presented for each task for each group followed by the net difference between the groups. The report also presents the average percent time performing for each task for each group followed by the difference between the groups.

Any special group, class, or combination of background variables can be selected to describe the groups for a group difference report as long as the variables have been specified in the "background" section. For example, it would be possible to form groups by physical characteristics, age, rank, county, or level of education.

Interpretation

Before one interprets the group summary report, it is useful to know what the codes and numbers stand for. The principal page headings are diagrammed in Figure 9.

Abbreviations used: TOTHS = Total High School, TOTCL = Total College

AVERAGE PERCENT TIME BY ALL GROUP MEMBERS—DIFFERENCE, TOTHS MINUS TOTCL.....						
TOTCL AVERAGE PERCENT TIME BY ALL GROUP MEMBERS.....						
TOTHS AVERAGE PERCENT TIME BY ALL GROUP MEMBERS.....						
PERCENT MEMBERS PERFORMING—DIFFERENCE, TOTHS MINUS TOTCL.....						
TOTCL PERCENT MEMBERS PERFORMING.....						
TOTHS PERCENT MEMBERS PERFORMING.....						
TRUNCATED TASK DESCRIPTION						
ADMINISTER BREATHOLIZER TEST TO SUSPECTED	31.14	22.68	8.45	.22	.14	.08
PERFORM PREVENTIVE MAINTENANCE	47.73	40.04	7.69	.36	.28	.09
PHOTOGRAPH SCENE OF INVESTIGATION	41.14	33.73	7.41	.31	.22	.09
PERFORM EMERGENCY REPAIRS	47.05	40.04	7.01	.25	.20	.04
MAKE IMPRINTS OF TIRE, ANIMAL, OR FOOT MARKS	17.73	11.24	6.48	.12	.05	.06
DELIVER DEPARTMENTAL MAIL	21.82	15.38	6.43	.13	.07	.06
SHAKEDOWN CELLS, CELL BLOCKS, OR TANKS	10.00	4.34	5.66	.06	.02	.04
ISSUE PICK-UP OR WANTED NOTICES	51.59	46.15	5.44	.38	.26	.12
PHOTOGRAPH LATENT FINGERPRINTS	14.09	8.68	5.41	.11	.04	.07
.....Middle of Task List Deleted for This Table.....						
CONSULT PROSECUTOR ON STATUS OF OUTSTANDING CHARGES	44.09	52.27	-8.18	.27	.35	-.07
EXPLAIN RULES AND REGULATIONS	61.82	70.02	-8.20	.53	.67	-.14
PLAN TACTICS FOR CONDUCTING INVESTIGATIONS	36.14	44.58	-8.44	.27	.34	-.07
CONDUCT STRIP SEARCH	36.36	44.97	-8.61	.20	.25	-.04
EVALUATE INSTRUCTORS	13.86	22.49	-8.62	.07	.11	-.04
PARTICIPATE IN EXECUTION OF SEARCH WARRANTS	45.00	53.65	-8.65	.26	.40	-.14
INVENTORY PRISONERS' PROPERTY	55.68	64.50	-8.82	.41	.43	-.01
SEIZE OR CONFISCATE EVIDENCE	55.23	65.29	-10.06	.39	.46	-.07
DETERMINE MODUS OPERANDI OF CRIME	55.45	66.47	-11.01	.45	.54	-.10
MAINTAIN OWN FILE OF WARNINGS OR ARRESTS	51.14	62.52	-11.39	.45	.57	-.11
CONFRONT OR MONITOR GROUPS	60.68	74.16	-13.48	.36	.47	-.10
PROVIDE HELP TO MENTALLY DISTURBED CITIZENS	50.00	64.10	-14.10	.37	.43	-.06

Figure 8. Group Difference Report

Page Headings

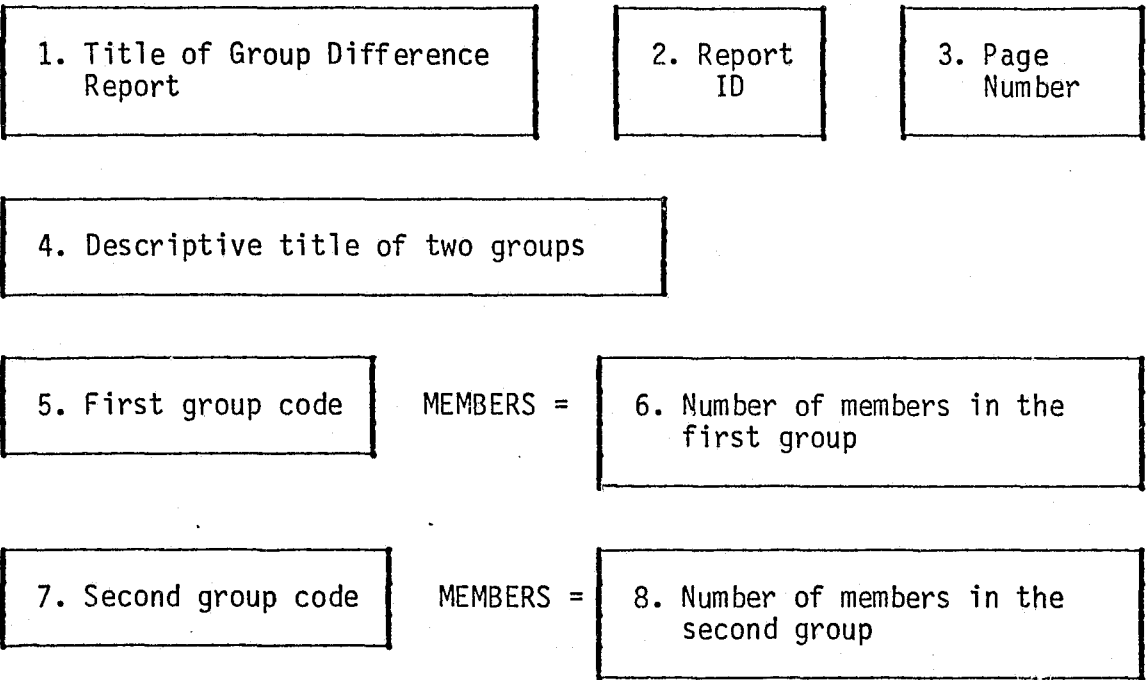


Figure 9. Identification of components of Group Difference Report, top of page 1.

- 1. Title: The title is chosen by the user.
- 2. Report ID: The report ID is a 6 character identification code chosen by the user.
- 3. Page number: The program numbers the pages.
- 4. Descriptive title of both groups: The user chooses the description of the groups.
- 5. First group code: The user assigns a code to the first group. The code may have up to 6 characters.
- 6. Number of members in the first group: The program calculates the number of members in the first group and prints it.
- 7. Second group code: The user assigns a code to the second group. The code may have up to 6 characters.
- 8. Number of members in the second group: The program calculates the number of members in the second group and prints it.

Column Headings

The next section of the group difference report contains the following six statements. Each is followed by a dotted line leading to a column of numbers.

14	AVERAGE PERCENT TIME BY ALL GROUP MEMBERS-DIFFERENCE, Grp 1 MINUS Grp 2.....				
13	Group 2 AVERAGE PERCENT TIME BY ALL GROUP MEMBERS.....
12	Group 1 AVERAGE PERCENT TIME BY ALL GROUP MEMBERS.....
11	PERCENT MEMBERS PERFORMING-DIFFERENCE, Grp 1 MINUS Grp 2.....
10	Group 2 PERCENT MEMBERS PERFORMING.....
9	Group 1 PERCENT MEMBERS PERFORMING.....

The columns are usually read from left to right, therefore the statements will be described in that order. In an actual report the codes selected by the user would be in the places marked (Group 1) or (Group 2).

- 9. Column one is the percent of members in group 1 who perform the task.
- 10. Column two is the percent of members in group 2 who perform the task.
- 11. Column three is the difference between the two groups in the percent of members performing. The number will be positive at the beginning of the list but it may go down to zero and then become negative. It is arrived at by subtracting column 2 from column 1.
- 12. Column four is the average percent time spent performing by all group 1 members.
- 13. Column five is the average percent time spent performing by all group 2 members.
- 14. Column six is the difference between the groups in the average percent time spent performing.

Other Codes

Below the column headings and over to the right are the letters "D-TSK." The "D" heads the duty symbol and the "TSK" heads the task number column. The task titles are listed as they appear in all of the reports.

EXAMPLES

Group 1 PERCENT MEMBERS PERFORMING.....	
	:
	:
ADMINISTER BREATHOLIZER TEST TO SUSPECTED INTOXICATED DRIVERS OR PILOTS	31.14
PERFORM PREVENTIVE MAINTENANCE ON PATROL VEHICLE OR VESSEL	47.73

This means 31% of group 1 administers breatholizer tests and 47% perform preventive maintenance.

Group 2 PERCENT MEMBERS PERFORMING.....	
	:
	:
ADMINISTER BREATHOLIZER TEST TO SUSPECTED INTOXICATED DRIVERS OR PILOTS	22.68
PERFORM PREVENTIVE MAINTENANCE ON PATROL VEHICLE OR VESSEL	40.04

This means 22% of group 2 administers breatholizer tests and 40% perform preventive maintenance.

PERCENT MEMBERS PERFORMING-DIFFERENCE Grp 1 MINUS Grp 2.....	
	:
	:
ADMINISTER BREATHOLIZER TEST TO SUSPECTED INTOXICATED DRIVERS OR PILOTS	8.45
PERFORM PREVENTIVE MAINTENANCE ON PATROL VEHICLE OR VESSEL	7.69

This column indicates that the difference between the 31.14 percent of people in Group 1 and the 47.73 percent is 8.45 for the breatholizer test task. The difference for the perform maintenance task is 7.69.

Group 1 AVERAGE PERCENT TIME BY ALL GROUP MEMBERS.....	
	:
	:
ADMINISTER BREATHOLIZER TEST TO SUSPECTED INTOXICATED DRIVERS OR PILOTS	.22
PERFORM PREVENTIVE MAINTENANCE ON PATROL VEHICLE OR VESSEL	.36

This means the average percent time spent by group 1 members on the administer breatholizer task is .22 and .36 on the perform maintenance.

Group 2 AVERAGE PERCENT TIME BY ALL GROUP MEMBERS.....	
	:
	:
ADMINISTER BREATHOLIZER TEST TO SUSPECTED INTOXICATED DRIVERS OR PILOTS	.14
PERFORM PREVENTIVE MAINTENANCE ON PATROL VEHICLE OR VESSEL	.28

This means that the average percent time spent by group 2 members on the administer breatholizer task is .14 and .28 on the perform maintenance task.

AVERAGE PERCENT TIME BY ALL GROUP MEMBERS-DIFFERENCE, Grp 1 MINUS Grp 2..	
	:
	:
ADMINISTER BREATHOLIZER TEST TO SUSPECTED INTOXICATED DRIVERS OR PILOTS	.08
PERFORM PREVENTIVE MAINTENANCE ON PATROL VEHICLE OR VESSEL	.09

This column indicates that the difference between the .22 percent time spent by group 1 and the .14 percent time spent by group 2 is .08 for the administer breatholizer task. The difference for the perform maintenance task is .09. (Note that the tasks are ordered on the first difference, Column 3, and the percent time spent is therefore not ordered.)

Relationship to other reports

The group difference report is based on the job descriptions for the two groups. The tasks are merely reordered by the magnitude of differences and displayed in a new format.

Uses for Trainers and Training Managers

The reports highlight differences and similarities between groups. The information can be used to select common tasks which should be included in "core" curriculum and those which are performed by unique groups and therefore should be trained only to those groups.

Uses for Managers and Personnel Officers

A group difference report documents the differences between groups but only well informed managers and personnel officers can decide whether the differences are important ones. Important differences could impact on assignments and policy decisions.

Equipment Usage Summary

Overview

The Equipment Summary (Figure 10) is a listing of all the equipment used by a specified group. The equipment is listed in descending order of percent of members using the equipment. Only the equipment used by at least one officer will appear on the summary.

The report can be specially generated for any group or individual in the survey population. The officers were asked only whether they used a piece of equipment.

Interpretation

The Equipment Summaries are edited computer reports. Most of the titles are self-explanatory. The column of numbers in Figure 10 on the right hand side of the page is the percent of officers who use each piece of equipment. The numbers in front of the piece of equipment corresponds to the order in the survey booklet. The letters in the left hand column correspond to the equipment categories in the survey booklet. The meaning of each letter is given in Table 1.

Table 1. Letter Codes for types of equipment

A	Vehicles
B	Aircraft
C	Animals
D	Boats
E	Office Equipment
F	Communications
G	Weapons
H	Safety and Rescue
I	Photography
J	Audiovisual
K	Kits
L	Miscellaneous

EQUIPMENT USAGE FOR TOTAL LAW ENFORCEMENT WITHIN FLORIDA

EQUIPMENT FROM SURVEY BOOKLET

PERCENT OF
MEMBERS USING

G 91 REVOLVER OR PISTOL	90.6
F 52 PATROL CAR RADIO (MOUNTED)	86.6
L 217 HANDCUFFS, LEGIRONS, WAISTIRONS, THUMBCUFFS, OR FLEXCUFFS	84.2
A 9 AUTOMOBILE (MARKED PATROL CAR)	80.9
F 55 2-WAY RADIO - WALKIE-TALKIE	79.4
E 37 PHOTOCOPIER (SUCH AS XEROX MACHINE)	78.1
E 39 TYPEWRITER	77.2
K 165 WEAPONS CLEANING KIT	75.6
G 92 SHOTGUN	74.1
H 117 VEHICULAR WARNING LIGHTS (BLUE LIGHTS)	70.8
L 190 SPOTLIGHT	70.7
A 10 AUTOMOBILE (UNMARKED CAR)	70.1
F 51 BASE STATION POLICE RADIO	68.4
G 84 BATON (NIGHT STICK)	67.2
L 195 BATTERY JUMPER CABLES	65.9
L 186 BINOCULARS	63.4
K 170 FIRST AID SUPPLIES	62.9
L 214 ELECTRIC SIREN	60.9
H 105 BODY ARMOR (HIDDEN VEST, EXTERIOR VEST)	59.1
K 175 ACCIDENT INVESTIGATION EQUIPMENT	53.6
L 221 MAPS (INCLUDES AERIAL AND TOPOGRAPHICAL)	52.4
E 36 CALCULATOR/ADDING MACHINES	52.0
H 110 FIRE EXTINGUISHER-OR FIRE AGENTS	47.6
F 66 PUBLIC ADDRESS SYSTEM	45.5
J 148 TAPE RECORDER (CASSETTE)	42.5
L 233 TAPE MEASURE	41.4
I 144 INSTANT PICTURE CAMERA (SUCH AS POLAROID)	41.0
F 68 TELETYPE	40.9
E 47 STORAGE FILE	40.6
H 116 FLARES	40.4
K 154 DRUG OR NARCOTIC IDENTIFICATION KIT	39.7
L 197 CAR DOOR LOCK OPENING DEVICE	38.4
F 62 COMPUTER TERMINAL	38.3
K 156 FINGERPRINTING KIT	37.6
H 108 RIOT GEAR	36.9
H 141 ROPE	31.6

Figure 10. Partial Equipment Usage Summary

Relationship to other reports

The equipment usage summary has no dependent relationship to other reports. However the equipment results can be used in conjunction with other data just as for any other background or special information.

Uses for trainers and training managers

Data on the equipment used by law enforcement can be directly translated into training requirements. Any equipment used by officers is a candidate for inclusion in training.

Uses for managers

Managers can use the equipment data to help make decisions on which equipment should be issued and which supplied by the officer. It also provides some information on whether officers are using equipment as expected (for example, body armor).

Uses for personnel officers

The strength, skills, visual or auditory acuity, and manual dexterity requirements to operate commonly used equipment are potential bases for the development of selection criteria.

Forms and Reports Summary

Overview

The Forms and Reports Summary (Figure 11) is a listing of all the forms used by a specified group. The forms and reports are listed in descending order of percent of members using the forms or reports. Only those reports that are used by at least one officer will appear on the summary.

The report can be generated for any group or individual in the survey. (The officers were asked only whether they used a form or report).

Interpretation

The Forms and Reports Summaries are edited computer reports. Most of the titles are self-explanatory. The column of numbers in Figure 11 on the right hand side of the page is the percent of officers who use each form or report. The numbers in front of the form or report corresponds to the order in the survey booklet.

Relationship to other reports

The forms and reports summary has no dependent relationship to other reports. However, the forms and reports results can be used in conjunction with other data just as for any other background or special information.

Uses for trainers and training managers

Data on the forms and reports used by law enforcement officers can be directly translated into training requirements. Any form that officers use is a candidate for training.

FORMS AND REPORTS USAGE FOR TOTAL LAW ENFORCEMENT WITHIN FLORIDA

TITLE OF FORM FROM SURVEY BOOKLET (Truncated)		PERCENT OF MEMBERS USING
A 1	OFFENSE OR MULTI-PURPOSE REPORT OR SUPPLEMENT (NAMES OF VICT	93.5
A 2	MIRANDA STATEMENT OR ADVICE OF RIGHTS	88.7
A 10	CITATIONS	81.5
A 7	STOLEN OR TOWED VEHICLE REPORT (INCLUDES BOATS AND BICYCLES)	79.9
A 21	PROPERTY RECEIPT OR CHAIN OF CUSTODY	79.7
A 35	VEHICLE OR VESSEL ACCIDENT REPORTS	66.8
A 36	DRIVER EXCHANGE OF INFORMATION (VEHICLE ACCIDENT)	66.6
A 14	CRIMINAL RECORD CHECK REQUEST	65.5
A 79	VEHICLE INVENTORY (IMPOUNDED, STORAGE RECEIPT)	65.4
A 13	DRIVER'S RECORD OR LICENSE STATUS CHECK REQUEST	63.8
A 43	ACTIVITY REPORTS OR WORKSHEETS	63.8
A 4	MISSING PERSON REPORT	63.1
A 29	FIELD INFORMATION CONTACT REPORT OR SUPPLEMENT	62.0
A 11	ARREST TICKET (STATE ATTORNEY INTAKE WORKSHEET)	61.2
A 106	JUVENILE COMPLAINT, ARREST, OR REPORT FORM; PROBABLE CAUSE	61.0
A 37	PARKING VIOLATION	60.4
A 9	OFFICIAL WARNINGS, SUCH AS TRAFFIC, PUBLIC NUISANCE, OR TRES	56.8
A 5	HARASSING OR OBSCENE PHONE CALL INFORMATION	54.4
A 20	REFUSAL TO SUBMIT TO CHEMICAL TEST	52.6
A 26	REQUEST FOR LAB ANALYSIS (SUCH AS URINE, BLOOD ANALYSIS, OR	52.4
A 19	RESISTING OR OPPOSING ARREST OR OFFICER'S ACTIONS REPORT	49.8
A 8	CANCELLATION (WANTED PERSON OR VEHICLE)	48.6
A 69	NOTICE TO APPEAR (DEFENDANT), SUBPOENA	48.2
A 34	CONSENT TO SEARCH WAIVER	43.5
A 60	FUEL, OIL USE, OR INVENTORY REPORTS	43.5
A 61	PATROL VEHICLE OR VESSEL CHECKLIST OR LOG (MAY INCLUDE PERIO	42.3
A 16	REFERRAL SHEET (COMPLAINT)	41.1
A 51	PERSONNEL REPORTS, CHECKLISTS, OR REQUESTS	41.0
A 72	STATEMENT BY DEFENDANT	39.1
A 74	INTERVIEW (REPORT OR WITNESS CONSENT STATEMENT)	39.1
A 18	CONCEALED WEAPON REPORT	39.0
A 17	WORTHLESS DOCUMENTS	37.9
A 12	SURVEILLANCE OR SUSPECT INFO. (INTELLIGENCE OFFICER USE)	37.1
A 64	EQUIPMENT, REQUISITION, OR REPAIR REQUEST	36.6
A 25	LATENT PRINTS (WORK ORDER, LIFT CARD RECORD)	36.3
A 6	BOMB THREAT CALLER INFORMATION	35.6

Figure 11. Partial Forms and Reports Usage Summary

Uses for managers

Managers can use the usage data to select forms for revision or standardization. Forms used by many officers should be both optimally efficient to complete and to interpret. For example, 93% of Florida law enforcement officers use an "offense or multi-purpose report or supplement." Several reports with this function are used throughout the state. Managers should decide whether the version used in their agency best serves its needs.

Uses for personnel managers

The data in the forms and reports summary can be used to identify reading, writing, interpreting, and sketching skills required on the job. Insuring that officers have these skills can either be assigned to training or might be considered as candidates for selection tests.

Special Requirements Functions within Law Enforcement

Overview

A Special Requirements Report for Functions (Figure 12) lists functions performed by all members in a specified group. The group may be composed of a single person. The functions may be listed in descending order of:

- o percent performing the task
- o relative time spent performing by all members
- o or relative time spent by those who perform the task

Any special group, class, or combination of background information can be selected to form a functions report. A single variable or combination of variables can be the basis to constitute a group.

EXAMPLE

It would be possible to form a group composed of all officers who work in a given geographic area and have more than 10 years service.

Another group could be composed of sheriffs in panhandle counties.

A third group could be composed of officers in large cities or counties where most officers have special assignments.

Interpretation

Before one interprets the functions report, it is useful to know what the codes and numbers stand for. The principal page headings are diagrammed in Figure 13. Following the figure is a description of each element in the page heading. The page headings are numbered 1 through 7. The numbers within the boxes, by titles, or by phrases are for identification in the users guide; the numbers are not part of the computer output.

FUNCTIONS FOR TOTAL LAW ENFORCEMENT

.TOTGP1 PAGE 1

DESCRIPTION OF SPECIAL REQUIREMENTS GROUP 1: FUNCTIONS

OTASK JOB DESCRIPTION	CASES	TASKS	DUTIES	MBRS						
	957	5	1	957						
					CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....					TASK
					AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....					SEQ
					AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING....					NO
					PERCENT OF MEMBERS PERFORMING.....					
D-TSK					DUTY/TASK TITLE					
A 4					WRITING REPORTS	96.97	26.07	25.28	25.28	
A 3					LAW ENFORCEMENT	96.55	23.37	22.56	47.84	
A 2					PROVIDING PUBLIC SERVICE	93.10	21.92	20.41	68.24	
A 5					ALL OTHER	82.65	19.52	16.13	84.37	
A 1					MAINTAINING PUBLIC ORDER	88.82	16.50	14.65	99.03	5

Figure 12. Functions Report.

1. Title of Report and special group, if any	2. Report I.D.	3. PAGE (number)		
TASK JOB DESCRIPTION	4. CASES	5. TASKS	6. DUTIES	7. MBRS
	total number of people in job	total number of functions in job	total number of duties in job	number of people in special group

Figure 13. Identification of Components of Functions Report

Page Headings

1. Title: The title is chosen by the user. It describes the people included in the functions report. It may be an individual's name, an agency, or a special sub group, such as women officers.
2. Report ID: The report ID is a 6 character identification code chosen by the user. The report ID's are in the report ID index.
3. Page number: The program numbers the pages.
4. Cases: A function report may or may not include everyone in the group. The number of cases is everyone in the total group whether or not they are included in the functions report.
5. Tasks: Not all functions are performed by all people. The number of "tasks" in the report includes all functions in the inventory, not just the number performed by the people included in the functions report.
6. Duties: If the functions are divided up into duties, the number of duties in the total job is printed here.

7. Members: Only the number of people from the group included in this functions report is printed here.

Column Titles

The next section of the functions report contains the following four statements (numbered 8 to 11). Each is followed by dotted lines leading to a column of numbers.

11 CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....
 10 AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....
 9 AVERAGE PERCENT TIME BY MEMBERS PERFORMING.....
 8 PERCENT OF MEMBERS PERFORMING.....

The columns are usually read left to right and therefore the statements will be described in that order.

8. The percent of members in the group who perform the function
9. The average percent of time spent by the members who perform the function. That is, of those persons who actually perform a given function, how much of their time, on the average, is spent on that function.
10. The average percent of time spent by all members in the group, whether or not they perform the function.
11. The cumulative sum of the average time spent on the function by all members in the group.

EXAMPLES

8. PERCENT OF MEMBERS PERFORMING.....
 4. Writing reports 96.97
 3. Law enforcement 96.55

This means 97% of the group "Write reports" and 96% of the group perform "law enforcement."

9. AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING.....

4. Writing reports	26.07
3. Law enforcement	23.37

This means that the officers in the group who write reports spend about 26% of their time doing it. If they work a 40 hour week they would average about 10 hours a week. For the second law enforcement function above it means that those who perform it spend about 23% of their time, or an average of about 9 hours if they work a 40 hour week.

10. AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....

4. Writing reports	25.28
3. Law enforcement	22.56

This means that 25% of total working time is spent writing reports. The percentage is less than the time spent by members performing because only about 97% of the members do it. (The "average percent time by all members" is the product of "the percent of members performing" and "the average percent time spent by members performing.")

11. CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....

4. Writing reports	25.28
3. Law enforcement	47.84

This means that for the selected total group in this report, the officers spend about 48% of their time on the two functions listed in the example.

Other Numbers and Codes

On the left hand side of each task statement under a column heading D-TSK (Figure 14) there is a letter followed by a number. The D-TSK stands for "duty

.....	TASK
.....	SEQ
.....	NO
.....	
D-TSK	
A Function	
A Function	— — — —
A Function	— — — —
A Function	— — — —
A Function	— — — —
	5

Figure 14. Other numbers and codes on the Functions Report

and task." Duties can be assigned letter codes. The PSTC survey does not include duties, therefore, the D column always has an A in it. The TSK column has the number corresponding to the function number in the survey booklet.

In the far right hand column there is the code TASK SEQ NO. The TASK SEQ NO is a count by 5's of items listed. The task sequence numbers can be used in conjunction with cumulative time spent to identify how many functions make up the major part of a job. For example, in Figure 15, 4 functions make up 84% of the total job time.

CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....	TASK SEQ NO
4. Writing reports	25.28
3. Law enforcement	47.84
2. Providing public service	68.24
5. All other	84.37
1. Maintaining public order	99.03
	5

Figure 15. Cumulative time spent and function sequence numbers

Relationship to other reports

The function report can be used in combination with other reports but is not related to any other report.

Uses for Managers

From a functions report, supervisors or managers can see how job time is being spent. For example, if too much time is being spent "writing reports" it may have implications for revising the reports, changing report requirements, or installing dictation equipment.

Special Requirements Areas Patrolled

Overview

A Special Requirements Report for Areas Patrolled (Figure 16) lists areas patrolled by all members in a specified group. The group may be composed of a single person. The functions may be listed in descending order of:

- percent performing the task
- relative time spent performing by all members
- or relative time spent by those who perform the task

Any special group, class, or combination of background information can be selected to form an areas patrolled report. A single variable or combination of variables can be the basis to constitute a group.

EXAMPLES

It would be possible to form a group composed of all officers who work in a given geographic area regardless of agency.

Another group could be composed of police officers in large urban metropolitan areas.

A third group could be composed of officers in coastal areas.

Interpretation

Before one interprets the areas patrolled report, it is useful to know what the codes and numbers stand for. The principal page headings are diagrammed in Figure 17. Following the figure is a description of each element in the page heading. The page headings are numbered 1 through 7. The

AREAS PATROLLED FOR TOTAL LAW ENFORCEMENT

TOTGP2 PAGE 1

DESCRIPTION OF SPECIAL REQUIREMENTS GROUP 2: AREAS PATROLLED

OTASK JOB DESCRIPTION	CASES 957	TASKS 10	DUTIES 1	MBRS 957						
CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....										TASK
AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....										SEQ
AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING....										NO
PERCENT OF MEMBERS PERFORMING.....										
D-TSK	DUTY/TASK TITLE									
A 10	TIME SPENT NOT PATROL									
A 1	WITHIN RESIDENTIAL AREAS									
A 2	WITHIN COMMERCIAL AREAS									
A 7	ON STATE HIGHWAYS									
A 9	PATROLLING OTHER AREAS									
A 3	IN RURAL AREAS									5
A 8	ON INTERSTATE OR OTHER FEDERAL HIGHWAYS									
A 4	IN A NATIONAL, STATE, OR LOCAL PARK OR FOREST									
A 5	ON RIVERS, STREAMS, OR LAKES									
A 6	ON THE GULF OR OCEAN									10
					89.13	23.88	21.29	21.29		
					89.45	22.85	20.44	41.73		
					84.95	23.27	19.77	61.50		
					63.11	14.66	9.25	70.75		
					55.07	14.82	8.16	78.91		
					53.81	11.33	6.10	85.01		
					41.17	11.47	4.72	89.74		
					29.89	8.86	2.65	92.38		
					19.85	10.84	2.15	94.54		
					19.96	8.98	1.79	96.33		

37

Figure 16. Areas Patrolled Report..

numbers within the boxes, by titles, or by phrases are for identification in the users guide; the numbers are not part of the computer output.

1. Title of Report and special group, if any	2. Report I.D.	3. PAGE (number)		
TASK JOB DESCRIPTION	4. CASES	5. TASKS	6. DUTIES	7. MBRS
	total number of people in job	total number of areas in report	total number of duties in job	number of people in special group

Figure 17. Identification of Components of Areas Patrolled Report

Page Headings

1. Title: The title is chosen by the user. It describes the people included in the functions. It may be an individual's name, an agency, or a special sub group, such as women officers.
2. Report ID: The report ID is a 6 character identification code chosen by the user. The report ID's are in the report ID index.
3. Page number: The program numbers the pages.
4. Cases: An areas patrolled report may or may not include everyone in the group. The number of cases is everyone in the total group whether or not they are included in the report.
5. Tasks: Not all areas are patrolled by all people. The number of "tasks" in the report includes all areas patrolled in the inventory, not just the number performed by the people included in the areas patrolled report.

6. Duties: If the areas patrolled are divided up into duties, the number of duties in the total job is printed here. For example, duties could be waterways, highways and roads, and other areas.
7. Members: Only the number of people from the group included in this areas patrolled report is printed here.

Column Titles

The next section of the areas patrolled report contains the following four statements (numbered 8 to 11). Each is followed by dotted lines leading to columns of numbers.

11 CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....
 10 AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....
 9 AVERAGE PERCENT TIME BY MEMBERS PERFORMING.....
 8 PERCENT OF MEMBERS PERFORMING.....

The columns are usually read left to right and therefore the statements will be described in that order.

8. The percent of members in the group who patrol the area
9. The average percent of time spent by the members who patrol the area. That is, of those persons who actually patrol a given area, how much of their time, on the average, is spent in that area.
10. The average percent of time spent by all members in the group, whether or not they patrol the area.
11. The cumulative sum of the average time spent patrolling the area by all members in the group.

EXAMPLES

8. PERCENT OF MEMBERS PERFORMING.....

1. Within residential areas	89.45
2. Within commercial areas	84.95

This means 89% of the group "patrol residential areas" and 85% of the group "patrol commercial areas."

9. AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING.....

1. Within residential areas	25.85
2. Within commercial areas	23.27

This means that the officers in the group who write reports spend about 23% of their time doing it. If they work a 40 hour week they would average about 9 hours a week. Also for the officers who patrol commercial areas, it means that those who perform it spend about the same time.

10. AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....

4. Within residential areas	20.44
3. Within commercial areas	19.77

This means that 20% of total working time is spent patrolling residential areas. The percentage is less than the time spent by members performing because only about 89% of the members do it. (The "average percent time by all members" is the product of "the percent of members performing" and "the average percent time spent by members performing.")

11. CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....

4. Within residential areas	20.44
3. Within commercial areas	40.21

This means that for the selected total group in this report, the officers spend about 40% of their time in the two areas patrolled listed in the example.

Other Numbers and Codes

On the left hand side of each task statement under a column heading D-TSK (Figure 18) there is a letter followed by a number. The D-TSK stands for "duty

.....	TASK
.....	SEQ
.....	NO
.....	
D-TSK	
A Area	
A Area	
A Area	
A Area	
A Area	
	5

Figure 18. Other numbers and codes on the Area Patrolled Report

and task." Duties can be assigned letter codes. The PSTC survey does not include duties, therefore, the D column always has an A in it. The TSK column has the number corresponding to the area patrolled number in the survey booklet.

In the far right hand column there is the code TASK SEQ NO. The TASK SEQ NO is a count by 5's of items listed. The task sequence numbers can be used in conjunction with cumulative time spent to identify how many areas patrolled make up the major part of a job. For example, in Figure 19, 3 areas patrolled make up 49% of the total job time.

CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....	TASK SEQ NO
1. Within residential areas	20.44
2. Within commercial areas	40.21
7. On state highways	49.16
9. Patrolling other areas	57.16
3. In rural areas	63.72
	5

Figure 19. Cumulative time spent and areas patrolled sequence numbers

Relationship to other reports

The areas patrolled report can be used in combination with other reports but is not related to any other report.

Uses for trainers

If the majority of time patrolling is in residential areas and commercial, the training should prepare the officers for the law enforcement tasks performed in those areas.

Uses for Managers

From an areas patrolled report, supervisors or managers can see where job time is being spent. For example, if too much time is being spent in rural areas, it may have implications for reassigning officers to areas of more concern.

Special Requirements Types of Transportation

Overview

A Special Requirements Report for types of transportation (Figure 20) lists types of transportation used by all members in a specified group. The group may be composed of a single person. The types of transportation may be listed in descending order of:

- o percent performing the task
- o relative time spent performing by all members
- o relative time spent by those who perform the task

Any special group, class, or combination of background information can be selected to form a types of transportation report. A single variable or combination of variables can be the basis to constitute a group.

EXAMPLES

- o It would be possible to form a group composed of all officers who work a night shift and are in a major metropolitan area.
- o Another group could be composed of agents on special assignments in rural areas.
- o A third group could be composed of officers on the east coast who cannot swim.

Interpretation

Before one interprets the types of transportation report, it is useful to know what codes and numbers stand for. The principal page headings are

TYPES OF TRANSPORTATION USED IN PATROL FOR TOTAL LAW ENFORCEMENT					TOTGP3	PAGE	1
DESCRIPTION OF SPECIAL REQUIREMENTS GROUP 3: TYPE OF TRANSPORTATION USED IN PATROL							
OTASK JOB DESCRIPTION	CASES	TASKS	DUTIES	MBRS			
	957	10	1	957			
CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....					TASK		
AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....					SEQ		
AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING....					NO		
PERCENT OF MEMBERS PERFORMING.....							
D-TSK	DUTY/TASK TITLE						
A 5	IN MARKED VEHICLE				79.41	49.02	38.93
A 10	TIME SPENT NOT ON PATROL				77.53	29.87	23.16
A 4	IN UNMARKED VEHICLE				59.25	26.73	15.84
A 1	ON FOOT				60.71	18.61	11.30
A 3	ON MOTORCYCLE				12.75	20.67	2.64
A 6	IN A BOAT				15.78	15.82	2.50
A 9	ON PATROL WITH OTHER TYPE OF TRANSPORTATION				10.55	10.60	1.12
A 7	IN A HELICOPTER				9.09	8.88	.81
A 2	ON HORSEBACK				8.36	9.64	.81
A 8	IN A FIXED WING AIRCRAFT				9.82	7.63	.75

Figure 20. Types of Transportation Report.

diagrammed in Figure 21. Following the figure is a description of each element in the page heading. The page headings are numbered 1 through 7. The numbers within the boxes, by titles, or by phrases are for identification in the users guide; numbers are not part of the computer output.

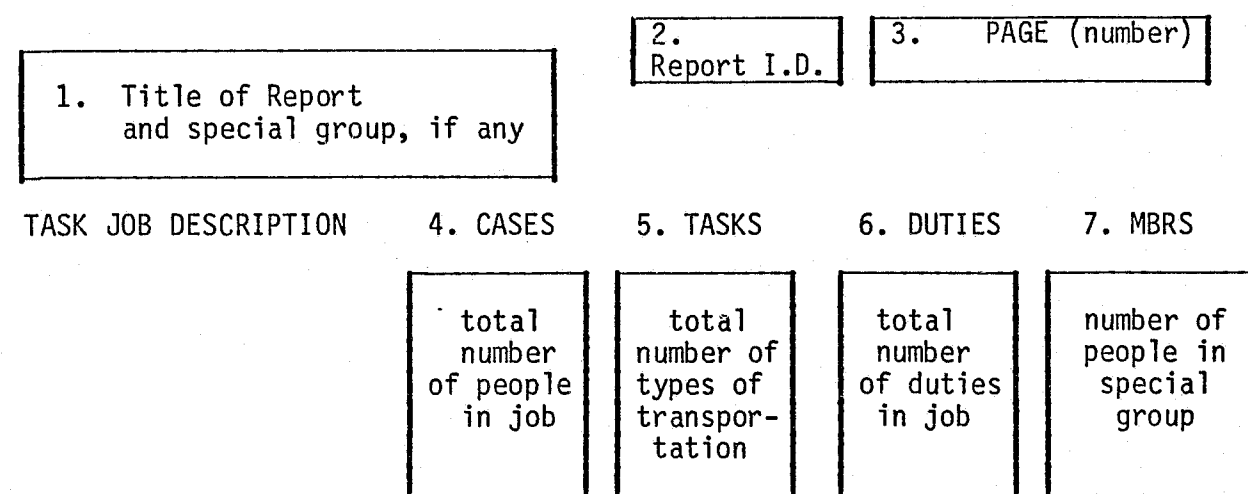


Figure 21. Identification of Components of the types of transportation.

Page Headings

1. Title: The title is chosen by the user. It describes the people included in the types of transportation report. It may be an individual's name, an agency, or a special sub group, such as women officers.
2. Report ID: The report ID is a 6 character identification code chosen by the user. The report ID's are in the report ID index.
3. Page number: The program numbers the pages.
4. Cases: A types of transportation report may or may not include everyone in the group. The number of cases is everyone in the total

group whether or not they are included in the functions report.

5. Tasks: Not all types of transportation are used by all people. The number of "tasks" in the report includes all types of transportation in the inventory, not just the number performed by the people included in the types of transportation report.
6. Duties: If the types of transportation are divided up into "duties", the number of duties in the total job is printed here.
7. Members: Only the number of people from the group included in this types of transportation report is printed here.

Column Titles

The next section of the type of transportation report contains the following four statements (numbered 8 to 11). Each is followed by dotted lines leading to a column of numbers.

```

11 CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....
10 AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....
 9 AVERAGE PERCENT TIME BY MEMBERS PERFORMING.....
 8 PERCENT OF MEMBERS PERFORMING.....

```

The columns are usually read left to right and therefore the statements will be described in that order.

8. The percent of members in the group who use a type of transportation.
9. The average percent of time spent by the members who use a type of transportation. That is, of those persons who actually use a given type of transportation how much of their time, on the average, is spent using that type of transportation.
10. The average percent of time spent by all members in the group, whether or not they use that type of transportation.

11. The cumulative sum of the average time spent on the type of transportation by all members in the group.

EXAMPLES

8. PERCENT OF MEMBERS PERFORMING.....

5. In marked vehicle	79.41
4. In unmarked vehicle	59.25

This means 79% of the group "patrol in marked vehicles" and 59% of the group "patrol in unmarked vehicles."

9. AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING.....

5. In marked vehicle	49.02
4. In unmarked vehicle	26.73

This means that the officers in the group who "patrol in marked vehicle" spend about 49% of their time doing it. If they work a 40 hour week they would average about 20 hours a week. For the unmarked vehicles it means that those who patrol in them spend about 26% of their time, or an average of about 10 hours if they work a 40 hour week.

10. AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....

5. In marked vehicle	38.93
4. In unmarked vehicle	15.84

This means that 39% of total patrol time is spent in marked vehicles. The percentage is less than the time spent by members performing because only about 79% of the members do it. (The "average percent time by all members" is the product of "the percent of members performing" and "the average percent time spent by members performing.")

11. CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....

5. In marked vehicle	38.93
4. In unmarked vehicle	54.77

This means that for the selected total group in this report, the officers spend about 55% of their time on the two types of transportation listed in the example.

Other Numbers and Codes

On the left hand side of each task statement under a column heading D-TSK (Figure 22) there is a letter followed by a number. The D-TSK stands for "duty

.....	TASK
.....	SEQ
.....	NO
.....	
D-TSK	
A	
A	
A	
A	
A	
	5

Figure 22. Other numbers and codes on the Type of Transportation Report

and task." Duties can be assigned letter codes. The PSTC survey does not include duties, therefore, the D column always has an A in it. The TSK column has the number corresponding to the type of transportation number in the survey booklet.

In the far right hand column there is the code TASK SEQ NO. The TASK SEQ NO is a count by 5's of items listed. The task sequence numbers can be used in conjunction with cumulative time spent to identify how many types of transportation make up the major part of a job. For example, in Figure 25, 3 types of transportation make up 66% of the total time spent by types of transportation.

CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....		TASK SEQ NO
	.	.
	.	.
	.	.
	.	.
5. In marked vehicle	38.93	
4. In marked vehicle	54.77	
1. On foot	66.07	
3. On motorcycle	68.71	
6. In a boat	71.21	5

Figure 23. Cumulative time spent and function sequence numbers

Relationship to other reports

The types of transportation report can be used in combination with other reports but is not related to any other report.

Uses for trainers and personnel officers

If a type of transportation is used insuring the officers have the skills to operate it becomes a training responsibility or a selection criteria.

Uses for Managers

From a type of transportation report, supervisors or managers can see what officers use on patrol. For example, if too much time is being spent

in vehicles rather than on foot it may have implications. The type of transportation information could be reanalyzed with the areas patrolled information to see if the most appropriate type of transportation is being used by those who patrol the different areas.

Special Requirements

Special Operations

Overview

A Special Requirements Report for Special Operations (Figure 24) lists special operations performed by all members in a specified group. The group may be composed of a single person. The special operations may be listed in descending order of:

- percent performing the activity
- relative time spent performing by all members
- or relative time spent by those who perform the activity

Any special group, class, or combination of background information can be selected to form a special operations report. A single variable or combination of variables can be the basis to constitute a group.

EXAMPLE

It would be possible to form a group composed of all officers who work in a given geographic area and are graduates of a special training course.

Another group could be composed of officers in high crime areas.

A third group could be composed of officers in high population density areas where most officers have special assignments.

Interpretation

Before one interprets the special operations report, it is useful to know what the codes and numbers stand for. The principal page headings are diagrammed in Figure 25. Following the figure is a description of each element in the page heading. The page headings are numbered 1 through 7. The numbers within the boxes, by titles, or by phrases are for identification in the users guide; the numbers are not part of the computer output.

DESCRIPTION OF SPECIAL REQUIREMENTS GROUP 4: SPECIAL OPERATIONS

TOTGP4 PAGE 1

CASES	TASKS	DUTIES	MERS
957	13	1	957

CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....
 AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....
 AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING.....
 PERCENT OF MEMBERS PERFORMING.....

TASK
SEQ
NO

DUTY/TASK TITLE

		63.43	42.58	27.00	27.00
A	8 TRAFFIC				
A	13 TIME SPENT NOT ON SPECIAL OPERATIONS	53.19	46.12	24.53	51.53
A	12 OTHER SPECIAL OPERATIONS	28.00	34.79	9.74	61.28
A	7 NARCOTICES	30.93	20.77	6.42	67.70
A	2 ESCORT DUTY	34.48	18.62	6.42	74.12
A	3 VIF SECURITY	24.76	15.74	3.90	78.02
A	6 VICE	19.96	16.18	3.23	81.25
A	1 SWAT	16.30	18.80	3.06	84.31
A	5 ORGANIZED CRIME	13.48	19.18	2.59	86.90
A	4 SITE SECURITY	14.73	16.15	2.38	89.28
A	9 INTERNAL AFFAIRS	12.54	16.76	2.10	91.38
A	10 EXPLOSIVE OR INCENDIARY DEVICES	9.09	17.96	1.63	93.01
A	11 RANCH AND GROVE	8.57	16.62	1.42	94.44

5

10

52

Figure 24. Special Operations Report

1. Title of Report and special group, if any		2. Report I.D.	3. PAGE (number)	
TASK JOB DESCRIPTION	4. CASES	5. TASKS	6. DUTIES	7. MBRS
	total number of people in job	total number of special operations in report	total number of duties in job	number of people in special group

Figure 25. Identification of Components of Special Operations Report

Page Headings

1. Title: The title is chosen by the user. It describes the people included in the report. It may be an individual's name, an agency, or a special sub group, such as women officers.
2. Report ID: The report ID is a 6 character identification code chosen by the user. The report ID's are in the report ID index.
3. Page number: The program numbers the pages.
4. Cases: A special operations report may or may not include everyone in the group. The number of cases is everyone in the total group whether or not they are included in the special operations report.
5. Tasks: Not all special operations are performed by all people. The number of "tasks" in the report includes all special operations in the inventory, not just the number performed by the people included in the special operations report.

6. Duties: If the special operations are divided up into duties, the number of duties in the total job is printed here. Duties could be those special operations which involve undercover work and those which do not.
7. Members: Only the number of people from the group included in this special operations report is printed here.

Column Titles

The next section of the special operations report contains the following four statements (numbered 8 to 11). Each is followed by dotted lines leading to a column of numbers.

```

11 CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....
10 AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....
 9 AVERAGE PERCENT TIME BY MEMBERS PERFORMING.....
 8 PERCENT OF MEMBERS PERFORMING.....

```

The columns are usually read left to right and therefore the statements will be described in that order.

8. The percent of members in the group who are involved in the special operation
9. The average percent of time spent by the members who are involved in the special operation. That is, of those persons who actually are involved in a given special operation, how much of their time on the average is spent on that special operation.
10. The average percent of time spent by all members in the group, whether or not they are involved in the special operation.
11. The cumulative sum of the average time spent on the special operation by all members in the group.

EXAMPLES

8. PERCENT OF MEMBERS PERFORMING.....

12. Other special operations	28.00
7. Narcotics	30.93

This means 28% of the group are involved in special operations other than those on the list and 31% of the group are involved in "Narcotics special operations".

9. AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING.....

12. Other special operations	34.79
7. Narcotics	20.77

This means that the officers in the group who are involved in other special operations spend about 35% of their time doing it. If they work a 40 hour week they would average about 14 hours a week. For the narcotics special operations it means that those who perform it spend about 21% of their time, or an average of about 9 hours if they work a 40 hour week.

10. AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....

12. Other special operations	9.74
7. Narcotics	6.42

This means that 10% of total working time is spent on other special operations. The percentage is less than the time spent by members performing because only about 35% of the members do it. (The "average percent time by all members" is the product of "the percent of members performing" and "the average percent time spent by members performing.")

11. CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....

12. Other special operations	9.75
7. Narcotics	16.16

This means that for the selected total group in this report, the officers spend about 16% of their time on the special operations listed in the example.

Other Numbers and Codes

On the left hand side of each task statement under a column heading D-TSK (Figure 26) there is a letter followed by a number. The D-TSK stands for "duty

TASK
SEQ
NO

D-TSK

A
A
A
A
A

5

Figure 26. Other numbers and codes on the Special Operations Report

and task." Duties can be assigned letter codes. The PSTC survey does not include duties, therefore, the D column always has an A in it. The TSK column has the number corresponding to the number in the survey booklet.

In the far right hand column there is the code TASK SEQ NO. The TASK SEQ NO is a count by 5's of items listed. The task sequence numbers can be used in conjunction with cumulative time spent to identify how many special operations make up the major part of a job. For example, in Figure 27, below, Traffic and time not on special operations make up 51% of the total job time.

CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....			TASK
			SEQ
			NO
			.
			.
			.
			.
8. Traffic	27.00		.
13. Time not spent on special operations	51.53		.
12. Other special operations	61.28		.
7. Narcotics	67.70		.
2. Escort duty	74.12	5	.

Figure 27. Cumulative time spent and special operations sequence numbers

Relationship to other reports

The special operations report can be used in combination with other reports but is not related to any other report.

Uses for trainers

Each of the special operations demands special skills. The training establishment should be prepared to provide training on those for which it is responsible.

Uses for personnel officers

Special skills or personal attributes may be useful or necessary in some special operations. Personnel officers must decide whether these special requirements are to be selection criteria or assigned to training.

Uses for Managers

From a special operations report, supervisors or managers can see how job time on special requirements is being spent. For example, if too much time is being spent on vice and not enough on narcotics it may have implications for reassignments or policy changes.

Special Requirements Pre/Post Duty Activities

Overview

A Special Requirements Report for Pre/post duty activities (Figure 28) lists activities performed by all members in a specified group. The group may be composed of a single person. The activities may be listed in descending order of:

- percent performing the activity
- relative time spent performing by all members
- or relative time spent by those who perform the activity

Any special group, class, or combination of background information can be selected to form an activities report. A single variable or combination of variables can be the basis to constitute a group.

EXAMPLE

It would be possible to form a group composed of all officers who work on a specified shift.

Another group could be composed of officers with less than one year's service.

A third group could be composed of corporals and sergeants.

Interpretation

Before one interprets the activities report, it is useful to know what the codes and numbers stand for. The principal page headings are diagrammed in Figure 29. Following the figure is a description of each element in the page heading. The page headings are numbered 1 through 7. The numbers within the boxes, by titles, or by phrases are for identification in the users guide; the numbers are not part of the computer output.

PRE/POST DUTY ACTIVITIES FOR TOTAL LAW ENFORCEMENT

TOTGP6 PAGE 1

DESCRIPTION OF SPECIAL REQUIREMENTS GROUP 6: PRE/POST DUTY ACTIVITIES

OTASK JOB DESCRIPTION	CASES	TASKS	DUTIES	MBRS					
	957	10	1	957					
					CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....				TASK
					AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....				SEQ
					AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING....				NO
					PERCENT OF MEMBERS PERFORMING.....				
D-TSK									
					DUTY/TASK TITLE				
A 7					COMPLETING REPORTS	78.79	38.24	30.13	30.13
A 10					DUTY TIME OTHER THAN THE NINE ABOVE	52.35	35.32	18.49	48.62
A 4					RECIEIVING BRIEFINGS	55.07	21.03	11.58	60.20
A 8					RECEIVING TRAINING	55.49	18.69	10.37	70.57
A 2					BEING INSPECTED	42.74	15.51	6.63	77.19
A 9					CONDUCTING ON THE JOB TRAINING	31.66	19.24	6.09	83.28
A 1					CONDUCTING INSPECTION OF PERSONS	24.14	19.53	4.71	88.00
A 3					GIVING BRIEFINGS	24.97	16.06	4.01	92.01
A 6					RECIEIVING DEBRIEFINGS	17.24	14.93	2.57	94.58
A 5					GIVING DEBRIEFINGS	11.49	11.66	1.34	95.92

Figure 28. Pre/Post Duty Activities Report

1. Title of Report and special group, if any	2. Report I.D.	3. PAGE (number)		
TASK JOB DESCRIPTION	4. CASES	5. TASKS	6. DUTIES	7. MBRS
	total number of people in job	total number of activities in report	total number of duties in job	number of people in special group

Figure 29. Identification of Components of a Pre/post Duty Activities Report

Page Headings

1. Title: The title is chosen by the user. It describes the people included in the activities report. It may be an individual's name, an agency, or a special sub group, such as women officers.
2. Report ID: The report ID is a 6 character identification code chosen by the user. The report ID's are in the report ID index.
3. Page number: The program numbers the pages.
4. Cases: An activities report may or may not include everyone in the group. The number of cases is everyone in the total group whether or not they are included in the activities report.
5. Tasks: Not all activities are performed by all people. The number of "tasks" in the report includes all activities in the inventory, not just the number performed by the people included in the activities report.
6. Duties: If the activities are divided up into duties, the number of duties in the total job is printed here. The duties could be

briefings and debriefings, training, and inspections.

7. Members: Only the number of people from the group included in this activities report is printed here.

Column Titles

The next section of the activities report contains the following four statements (numbered 8 to 11). Each is followed by dotted lines leading to a column of numbers.

11 CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....
 10 AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....
 9 AVERAGE PERCENT TIME BY MEMBERS PERFORMING.....
 8 PERCENT OF MEMBERS PERFORMING.....

The columns are usually read left to right and therefore the statements will be described in that order.

8. The percent of members in the group who perform the activity
9. The average percent of time spent by the members who perform the activity. That is, of those persons who actually perform a given activity, how much of their time, on the average, is spent on that activity.
10. The average percent of time spent by all members in the group, whether or not they perform the activity.
11. The cumulative sum of the average time spent on the activity by all members in the group.

EXAMPLES

8. PERCENT OF MEMBERS PERFORMING.....

4. Receiving briefings	55.07
8. Receiving training	55.49

This means 55% of the group "Receive briefings" and 55% of the group "Receive training."

9. AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING.....

4. Receiving briefings	21.03
8. Receiving training	18.69

This means that the officers in the group who receive briefings spend about 21% of their time doing it. If they work a 40 hour week they would average about 8 hours a week. For those who receive training it is about the same.

10. AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....

4. Receiving briefings	11.58
8. Receiving training	10.37

This means that 12% of total working time is spent receiving briefings. The percentage is less than the time spent by members performing because only about 21% of the members do it. (The "average percent time by all members" is the product of "the percent of members performing" and "the average percent time spent by members performing.")

11. CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....

4. Receiving briefings	11.58
8. Receiving training	21.95

This means that for the selected total group in this report, the officers spend about 22% of their time on the two activities listed in the example.

Other Numbers and Codes

On the left hand side of each task statement under a column heading D-TSK (Figure 30) there is a letter followed by a number. The D-TSK stands for "duty

.....	TASK
.....	SEQ
.....	NO
.....	
D-TSK	
A Activity	— — — —
A Activity	— — — —
A Activity	— — — —
A Activity	— — — —
A Activity	— — — —
	5

Figure 30. Other numbers and codes on the Activity Report

and task." Duties can be assigned letter codes. The PSTC survey does not include duties, therefore, the D column always has an A in it. The TSK column has the number corresponding to the activity number in the survey booklet.

In the far right hand column there is the code TASK SEQ NO. The TASK SEQ NO is a count by 5's of items listed. The task sequence numbers can be used in conjunction with cumulative time spent to identify how many activities make up the major part of a job. For example, in Figure 31, below, 4 activities make up 35% of the total job time.

CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....			TASK
	.		SEQ
	.		NO
	.		.
	.		.
	.		.
4. Receiving briefings	11.58		
8. Receiving training	20.95		
2. Being Inspected	28.58		
9. Conducting on the job training	34.67		
1. Conducting inspection of persons	39.38	5	

Figure 31. Cumulative time spent and activities sequence numbers

Relationship to other reports

The activities report can be used in combination with other reports but is not related to any other report.

Uses for Managers

From an activities report, supervisors or managers can see how pre/post duty time is being spent. For example, if too much or too little time is being spent being briefed or giving briefings, it may have implications for revising the check-on and check-off routines.

Special Requirements Supervisory Duties

Overview

A Special Requirements Report for Supervisory Duties (Figure 32) lists supervisory duties performed by all members in a specified group. The group may be composed of a single person. The supervisory duties may be listed in descending order of:

- o percent performing the dutys
- o relative time spent performing by all members
- o or relative time spent by those who perform the duty

Any special group, class, or combination of background information can be selected to form a supervisory duties report. A single variable or combination of variables can be the basis to constitute a group.

EXAMPLE

It would be possible to form a group composed of all officers who work in a given geographic area and have more than 10 years service.

Another group could be composed of sheriffs in a special rank.

A third group could be composed of officers in large cities or counties where most officers have special assignments.

Interpretation

Before one interprets the supervisory duties report, it is useful to know what the codes and numbers stand for. The principal page headings are diagrammed in Figure 33. Following the figure is a description of each element in the page heading. The page headings are numbered 1 through 7. The numbers within the boxes, by titles, or by phrases are for identification in the users guide; the numbers are not part of the computer output.

TOTOP7 PAGE 1

OTASK JOB DESCRIPTION	CASES	TASKS	DUTIES	MBRS
	957	5	1	957

		CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....				TASK
		AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....				SEQ
		AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING....				NO
		PERCENT OF MEMBERS PERFORMING.....				
D-TSK		DUTY/TASK TITLE				
A	5	TIME NOT SPENT SUPERVISING	60.40	81.47	49.21	49.21
A	1	SUPERVISING OTHER SWORN LAW ENFORCEMENT OFFICERS	43.26	44.93	19.44	68.64
A	2	SUPERVISING AUXILIARY OR RESERVE OFFICERS	23.93	36.49	8.73	77.37
A	4	SUPERVISING OTHER DEPARTMENTAL EMPLOYEES	11.49	34.88	4.01	81.38
A	3	SUPERVISING CLERICAL STAFF	10.66	24.33	2.59	83.98

Figure 32. Supervisory Duties Report

1. Title of Report and special group, if any		2. Report I.D.	3. PAGE (number)	
TASK JOB DESCRIPTION	4. CASES	5. TASKS	6. DUTIES	7. MBRS
	total number of people in job	total number of duties in job	total number of duties in job	number of people in special group

Figure 33. Identification of Components of Supervisory Duties Report

Page Headings

1. Title: The title is chosen by the user. It describes the people included in the report. It may be an individual's name, an agency, or a special sub group, such as women officers.
2. Report ID: The report ID is a 6 character identification code chosen by the user. The report ID's are in the report ID index.
3. Page number: The program numbers the pages.
4. Cases: A supervisory duties report may or may not include everyone in the group. The number of cases is everyone in the total group whether or not they are included in the supervisory duties report.
5. Tasks: Not all supervisory duties are performed by all people. The number of "tasks" in the report includes all supervisory duties in the inventory, not just the number performed by the people included in the supervisory duties report.

6. Duties: If the supervisory duties were divided up into duties, the number of duties in the total job is printed here. Duties could be supervising officers and supervising others.
7. Members: Only the number of people from the group included in this supervisory duties report is printed here.

Column Titles

The next section of the supervisory duties report contains the following four statements (numbered 8 to 11). Each is followed by dotted lines leading to columns of numbers.

11 CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....
 10 AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....
 9 AVERAGE PERCENT TIME BY MEMBERS PERFORMING.....
 8 PERCENT OF MEMBERS PERFORMING.....

The columns are usually read left to right and therefore the statements will be described in that order.

8. The percent of members in the group who supervise the named group.
9. The average percent of time spent by the members who supervise the named group. That is, of those persons who actually supervise a given group, how much of their time, on the average, is spent on supervising that group.
10. The average percent of time spent by all members in the group, whether or not they supervise the group.
11. The cumulative sum of the average time spent on supervising the named group by all members in the group.

EXAMPLES

8. PERCENT OF MEMBERS PERFORMING.....

- | | |
|---|-------|
| 1. Supervising other sworn law enforcement officers | 43.26 |
| 2. Supervising auxiliary or reserve officers | 23.93 |

This means 43% of the group "supervises other sworn law enforcement officers" and 24% of the group "supervise auxiliary or reserve officers."

9. AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING.....

- | | |
|---|-------|
| 1. Supervising other sworn law enforcement officers | 44.93 |
| 2. Supervising auxiliary or reserve officers | 36.49 |

This means that the officers in the group who supervise other sworn law enforcement officers spend about 45% of their time doing it. If they work a 40 hour week they would average about 18 hours a week.

10. AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....

- | | |
|---|-------|
| 1. Supervising other sworn law enforcement officers | 19.44 |
| 2. Supervising auxiliary or reserve officers | 8.73 |

This means that 19% of total working time is spent supervising other sworn law enforcement officers. The percentage is less than the time spent by members performing because only about 45% of the members do it. (The "average percent time by all members" is the product of "the percent of members performing" and "the average percent time spent by members performing.")

11. CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....

- | | |
|---|-------|
| 1. Supervising other sworn law enforcement officers | 19.44 |
| 2. Supervising auxiliary or reserve officers | 28.17 |

This means that for the selected total group in this report, the officers spend about 28% of their time on the two supervisory duties listed in the example.

Other Numbers and Codes

On the left hand side of each task statement under a column heading D-TSK (Figure 34) there is a letter followed by a number. The D-TSK stands for "duty

.....	TASK
.....	SEQ
.....	NO
.....	

D-TSK

A	Supervised group	— — — —
A	Supervised group	— — — —
A	Supervised group	— — — —
A	Supervised group	— — — —
A	Supervised group	— — — —

5

Figure 34. Other numbers and codes on the Supervisory Duties Report

and task." Duties can be assigned letter codes. The PSTC survey does not include duties, therefore, the D column always has an A in it. The TSK column has the number corresponding to the supervisory duties number in the survey booklet.

In the far right hand column there is the code TASK SEQ NO. The TASK SEQ NO is a count by 5's of items listed. The task sequence numbers can be used in conjunction with cumulative time spent to identify how many supervisory duties make up the major part of a job. For example, in Figure 35, below, the time spent not supervising makes up 49% of the total job time, or about 51% of the job time consists of supervisory activities.

CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS.....	TASK	
	SEQ	
	NO	
	.	
	.	
	.	
	.	
5. Time spent not supervising		25.28
1. Supervising other sworn law enforcement officers		47.84
2. Supervising auxiliary or reserve officers		68.24
4. Supervising other departmental employees		84.37
3. Supervising clerical staff		99.03
	5	

Figure 35. Cumulative time spent and Supervisory duties sequence numbers

Relationship to other reports

The supervisory duties report can be used in combination with other reports but is not related to any other report.

Uses for trainers

Those groups or individuals who are supervising others may need additional skills. The trainers need to know both which groups are supervising whom and what those being supervised are doing in order to develop appropriate training for the supervisors.

Uses for personnel

The supervisory duties report can provide information on who supervises whom and how much time is spent.

Uses for Managers

From a supervisory duties report, supervisors or managers can see how much job time is being spent supervising. For example, if too much time or too little time is being spent supervising by a certain group, management may intervene. Also, if too much or too little time is being spent supervising a certain group management may also wish to intervene.

END