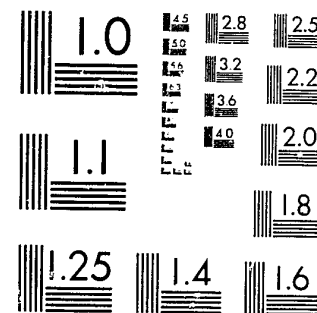


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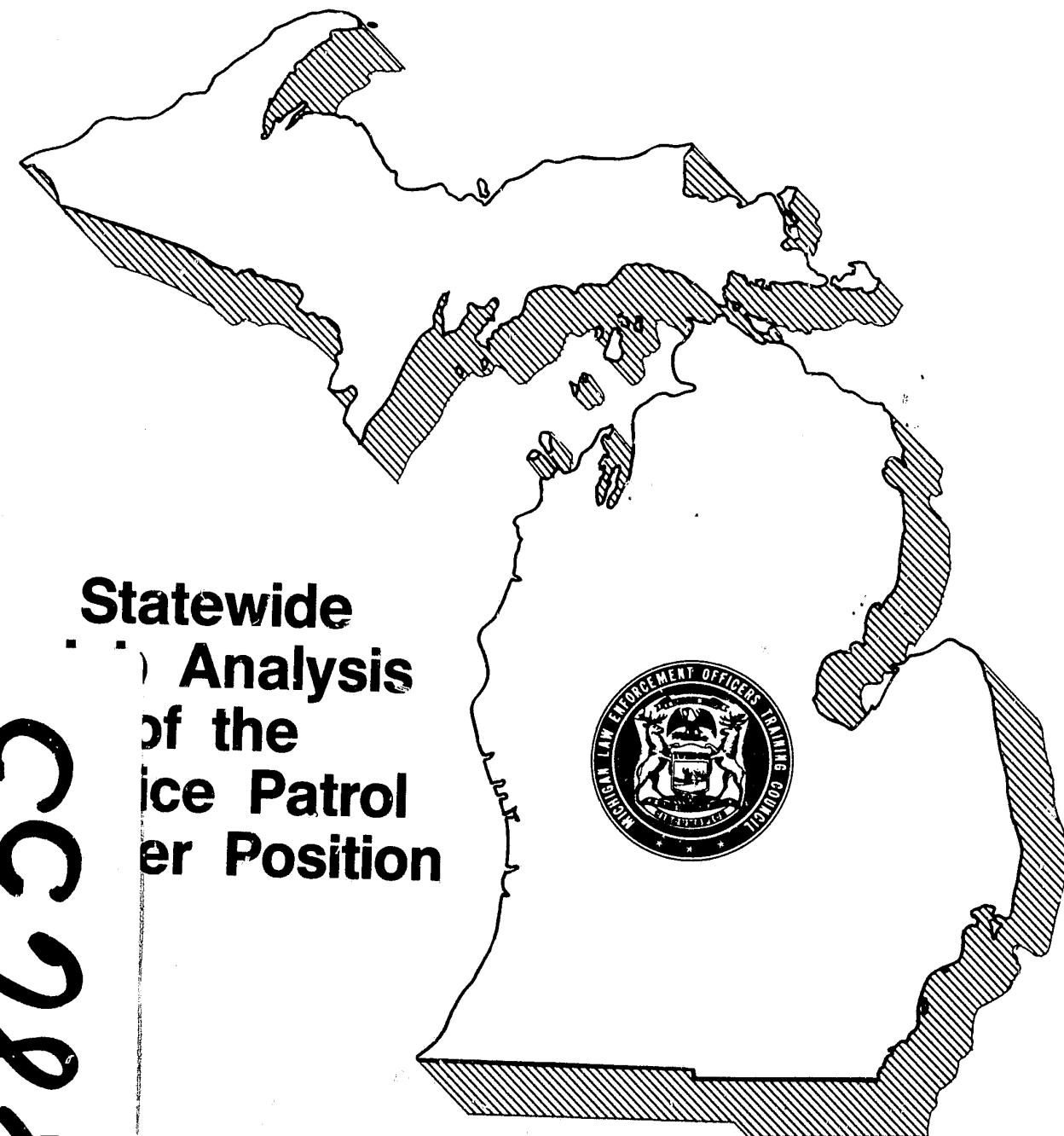
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Michigan Law Enforcement Officers Training Council



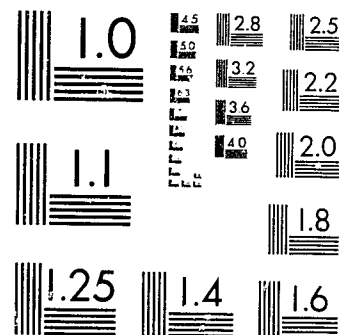
Statewide
Analysis
of the
Police Patrol
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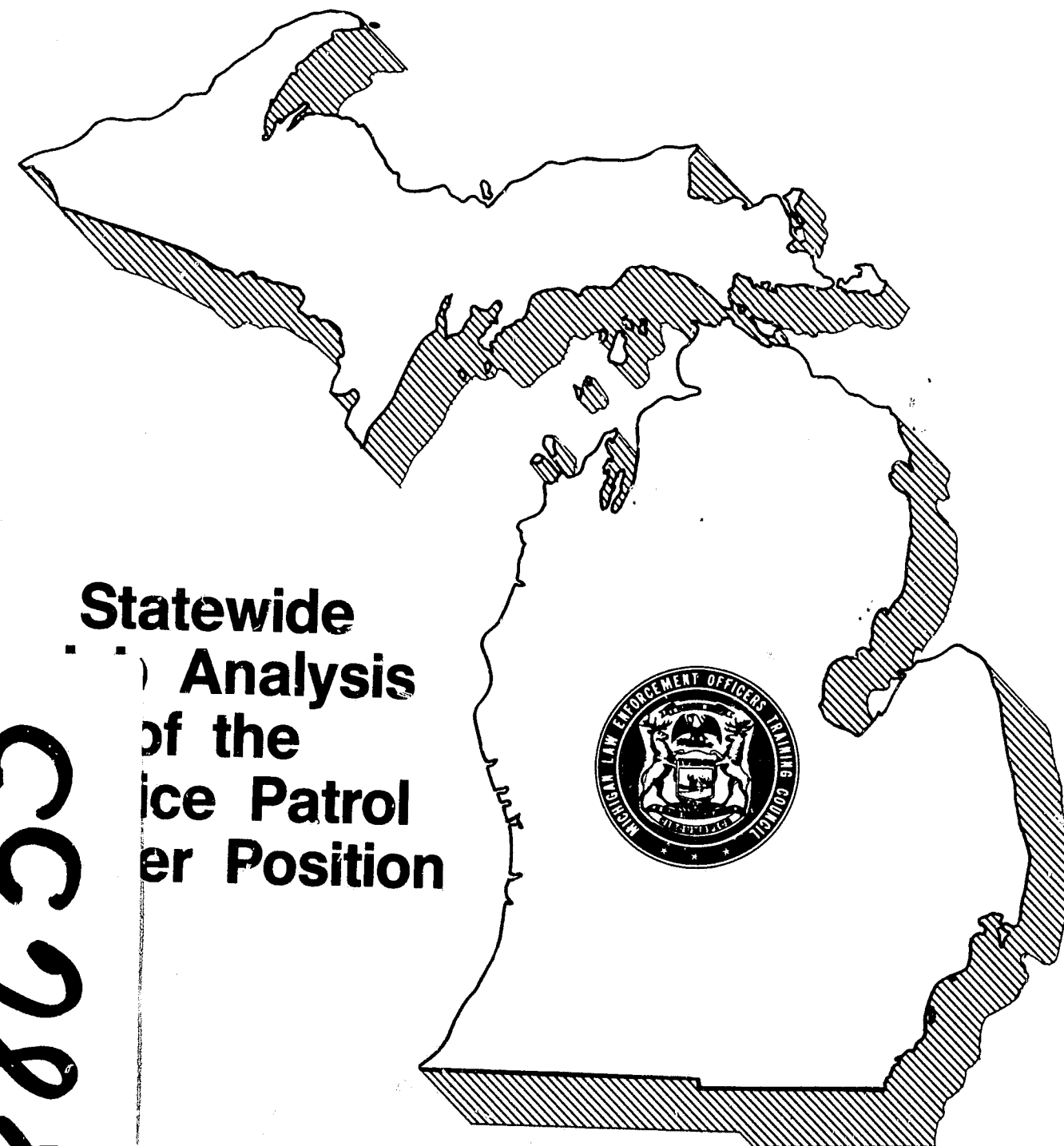
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Research & Development Section
Michigan Law Enforcement Officers Training Council



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Statewide
Analysis
of the
Police Patrol
Officer Position

STATEWIDE JOB ANALYSIS OF THE
POLICE PATROL OFFICER POSITION

Prepared for the
MICHIGAN LAW ENFORCEMENT OFFICERS TRAINING COUNCIL



By
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RESEARCH AND DEVELOPMENT SECTION
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September 1979

U.S. Department of Justice
National Institute of Justice

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This project was supported by two grants. Grant Number 11266-6A78, was awarded to the Michigan Law Enforcement Officers Training Council by the Michigan Office of Criminal Justice and the Law Enforcement Assistance Administration, United States Department of Justice. Grant Number MPT-78-012A was awarded to the Michigan Law Enforcement Officers Training Council by the Michigan Office of Highway Safety Planning and the United States Department of Transportation. Points of view or opinions stated in this document are those of the authors and do not necessarily represent the official position of the Michigan Office of Criminal Justice, the United States Department of Justice, the Michigan Office of Highway Safety Planning or the United States Department of Transportation.

PREFACE

It is with great pleasure that I present this Report to the Michigan Law Enforcement Officers Training Council. This Report marks the culmination of the data collection phase of one of the most comprehensive job analysis projects in the field of law enforcement. Almost 200 law enforcement agencies participated in the survey of patrol officers. The officers were asked to complete a task inventory in which they described their jobs. Supervisors also supplied ratings on the same task inventory for factors relating to importance and training priority.

The data which were reported have been organized into selection and training groups so that future use of the information will be facilitated. The data collection phase is not an end in itself, but a significant first step in the process of preparing and publishing job-related selection and training standards. The Training Council is now ready to build on this Report by beginning the design and development phases of the project. It is now important to begin to translate the information in this Report into selection standards and training content.

All of the agencies which participated in this project are to be congratulated. The cooperation which was exhibited evidences the commitment that the law enforcement community in Michigan has towards professionalization. This project typifies the effort our profession is willing to make to select police officer candidates who will be competent in the performance of their duties. Therefore, it is with pride that I now present this Report as documentation of the continuing effort toward selecting the most competent police officers using job-related selection and training processes.

Patrick J. Judge, Chief
Research and Development Section

FORWARD

A job analysis is never done for its own sake. The purpose of any job analysis is to gather, analyze and display information in such a way that it can be used to make important decisions. The MLEOTC's goal was to establish a base of data which would assist them in making crucial decisions about the design of employee selection and training procedures for Michigan law enforcement officers. We feel that this goal has been achieved.

As a result of the job analysis project described in this Report, the MLEOTC has as extensive and rich a store of job information as exists anywhere in the country today. These data will ultimately be used to maintain and improve, where necessary, the quality of law enforcement in the state of Michigan.

This Report documents the methodology and the steps taken to establish the job analytic data base. It describes in detail the data gathering procedures, the characteristics of the respondent sample, the analyses performed on the data and many other specific aspects of the project design. It is hoped that this information will assist other states which are contemplating similar job analysis efforts.

John W. Kohls, Ph.D.
John G. Berner, Ph.D.
Personnel Research Consultants

ACKNOWLEDGMENTS

This Report is the culmination of 16 months of intensive work by a diverse group of people and organizations. The Research and Development Section of the Michigan Law Enforcement Officers Training Council acted as general contractor and oversaw the entire work effort as well as doing a considerable amount of the research. William Nash, Supervisor of the Standards Unit, acted as Project Director. Mr. Nash and Dale Rothenberger, also of the Standards Unit, did the lion's share of the work for the MLEOTC and without the efforts of these two researchers this project would not have been completed.

The contractor for the first two major steps of the project, questionnaire design and survey administration, was the Texas A & M University Research Foundation. The contractor for the third and fourth major steps was Personnel Research Consultants, which directed the data analysis, interpreted the results and wrote this Report. Frederick W. Barney performed the statistical and analysis work using the Statistical Package for the Social Sciences and the computer facilities at Michigan State University.

Acknowledgment is extended to Nancy Felder, Joseph O'Connell, Richard Talley and Jon White, who as Research and Development staff members, made significant contributions to the successful completion of this project phase. A special thanks must also be extended to Mary Ellen Thelen and Patricia French who put forth diligent and outstanding work throughout the project, as well as in typing this Report.

This work effort was undertaken to fulfill the number one organizational objective established by the 11-member Michigan Law Enforcement Officers Training Council, under whose guidance this analysis phase was completed. The most important credit of all must go to those police officers across the state who so carefully and accurately described their jobs and made this research possible, and to the agency heads and employee organizations who so graciously cooperated with the MLEOTC research staff in arranging the survey administration in their departments.

TABLE OF CONTENTS

	Page
PREFACE	iii
FOREWARD	v
ACKNOWLEDGMENTS	vii
LIST OF TABLES	xii
LIST OF FIGURES	xiii
Chapter	
1. INTRODUCTION	1
The MLEOTC Responsibilities	1
Need For Job Analysis Project	3
Major Decisions Affecting the Design of Job Analysis	4
The Need For and Selection of Specialized Assistance	5
2. SURVEY DESIGN AND ADMINISTRATION	7
Overview	7
Task Analysis Methodology	7
3. DATA ANALYSES AND FINDINGS	17
Background Characteristics of the Patrol Officer and Supervisor Respondents	17
Analyses of Task Data	19
Grouping of Tasks	20
Assessing the Significance of Tasks (Defining the Basic Patrol Job)	24
Display of Task Data	34
Analyses of Non-Task Data	39

	Page
4. USE OF THE JOB ANALYSIS DATA BASE	42
Background Information	42
Core Training Task Groups	42
Core Selection Task Groups	43
Complaints/Incidents	43
Equipment and Transportation Checklist	44
Sources of Information	44
Non-Core and Agency-Specific Tasks	44
Other Potential Uses of the Data Base	45
Conclusion	46

APPENDICES

- A. BIBLIOGRAPHY
- B. TIME ACTIVITY FLOW CHART
- C. AMMERMAN AND PRATZNER PROCESS
- D. AGENCIES SURVEYED IN EACH OF 12 AGENCY CATEGORIES TO OBTAIN
PATROL OFFICER SAMPLE
- E. SURVEY BOOKLETS
- F. BACKGROUND CHARACTERISTICS OF PATROL OFFICER RESPONDENTS FROM
EACH AGENCY TYPE
- G. TRAINING TASK GROUP DEFINITIONS
- H. SELECTION TASK GROUP DEFINITIONS
- I. LISTING OF ELIMINATED TASKS
- J. INFORMATION FOR ELIMINATED TASKS OF SIGNIFICANCE TO ONE OR
MORE AGENCY TYPES
- K. CORE TASKS ARRANGED BY TRAINING TASK GROUP
- L. CORE TASKS ARRANGED BY SELECTION TASK GROUP
- M. CORE TASKS PERFORMED BY SPECIALIZED AGENCIES (ARRANGED BY
TRAINING GROUP)

APPENDICES Cont'd.

- N. CORE TASKS PERFORMED BY SPECIALIZED AGENCIES (ARRANGED BY
SELECTION GROUP)
- O. NON-CORE TASKS ARRANGED BY TRAINING TASK GROUP
- P. NON-CORE TASKS ARRANGED BY SELECTION TASK GROUP
- Q. COMPLAINTS/INCIDENTS
- R. EQUIPMENT/VEHICLES
- S. SOURCES OF INFORMATION
- T. INDEX TO TASK STATEMENT LOCATIONS

LIST OF TABLES

Table	Page
1. Patrol Officer Sample	9
2. Supervisor Sample	11
3. Breakdown of Tasks into Composite Parts	13
4. Survey Response Rates	16
5. Background Characteristics of Patrol Officer Respondents	17
6. Background Characteristics of Supervisor Respondents	19
7. Titles of Training Task Groups	22
8. Titles of Selection Task Groups	23
9. Breakdown of Training Task Groups	28
10. Breakdown of Selection Task Groups.	29
11. Tasks Identified in Training Tenure Analysis	31
12. Tasks Identified in Selection Tenure Analysis	33
13. Summary Information for Core Tasks Performed by Eight Traditional Agencies (Arranged by <u>Training Group</u>)	35
14. Core Tasks Performed by Specialized Agencies (Arranged by <u>Training Group</u>)	37
15. CIP and Percent Performing Information for Non-Core Tasks (Arranged by <u>Training Group</u>)	38

LIST OF FIGURES

Figure	Page
1. Frequency Scale	25
2. Consequences of Inadequate Performance Scale	25
3. Training Priority Scale	25
4. Task Learning Difficulty Scale	25
5. Task Delay Tolerance Scale	25
6. Conversion Procedures Used to Verbally Describe Mean Ratings of Training Priority, Task Learning Difficulty, and Task Delay Tolerance	36
7. Response to Complaint/Incident Scale	39
8. Sources of Information Scale	39

Chapter 1
INTRODUCTION

Chapter 1

INTRODUCTION

To be effective, employee selection and training techniques must be based upon job content. The method of studying job content is called job analysis. The results of a job analysis can be used to develop selection and training techniques which are job-related. The process used to verify that the techniques are, in fact, job-related is called "validation."

With the advent of the Equal Employment Opportunity Commission (EEOC) Guidelines, employers have been placed under considerable pressure to validate the processes by which they select and train employees. In addition to the Federal requirements, many states have enacted legislation to strengthen the EEOC Guidelines. In Michigan, for example, it is illegal to discriminate against any person based on their sex, age, race, creed, color, national origin, marital status, weight, height, or physical handicap. This entails stringent employer responsibilities.

The Michigan Law Enforcement Officers Training Council (MLEOTC) is responsible for establishing mandatory minimum selection and training standards for entry-level Michigan patrol officers; hence, MLEOTC assumes the role of an employer. MLEOTC is committed to abide by state and federal antidiscriminatory regulations, while seeking to ensure that only the most competent police applicants are selected and trained as law enforcement officers. As a state regulatory agency, it is the MLEOTC's function to validate its selection and training process. The purpose of this Report is to document the methods the MLEOTC used to collect the data that will be used to establish job-related selection and training standards and to present the results of the data interpretation.

THE MLEOTC RESPONSIBILITIES

The MLEOTC was created by the state legislature in 1965. (Public Act 203). Michigan was one of the first states to establish a law enforcement officers training council to set selection and training standards for the entry-level patrol officer position. Further, Michigan is one of the few states which has established mandatory selection and training standards. Other states have established standards, but compliance is usually voluntary on the part of the police agencies.

The governing body of the MLEOTC consists of 11 members appointed by the Governor with the approval of the state senate. The Attorney General and Director of State Police are ex-officio members. Three Sheriffs, three Chiefs of Police and representatives (one member from each organization) of the Fraternal Order of Police, Metropolitan Club and Detroit Police Officer Associations comprise the remaining membership. The

full-time staff of MLEOTC currently numbers 20 and all staff members are located in Lansing, Michigan.

Any person wishing to practice law enforcement in Michigan must meet the MLEOTC's minimum selection standards and complete a minimum of 296 hours of instruction. The minimum standards were established by administrative rule-making in 1965. All police applicants must:

1. be a citizen of the United States.
2. be not less than 18 years old.
3. have obtained a high school diploma or a passing score on the General Educational Development (GED) test indicating a high school graduation level.
4. have no prior felony conviction.
5. possess good moral character as determined by a background investigation.
6. possess normal hearing, color vision and other visual functions with acuity in each eye correctable to 20/20 and be free from any physical defect, disease or mental and emotional instability which may tend to impair efficient performance of duty as determined by a licensed physician.
7. successfully complete the basic training curriculum at a Council-approved school.

The delivery system for the mandatory recruit training program consists of 13 regional training academies which provide every major population area with a training facility. Supporting the regional academies are eight colleges and universities with pre-employment degree programs. MLEOTC has superintending control over the 13 regional training academies and pre-employment programs. The recruit training program at the regional academies is funded through a contractual relationship.

To ensure that candidates meet the minimum selection criteria, selection records are audited during the academy application process. The academies and pre-service schools are regularly inspected to evaluate the efficiency of the training delivery systems. The mechanism for enforcing valid selection and training standards is solidly entrenched.

The implications of the MLEOTC's regulatory powers are quite broad due to the definition of police officer. "Police officer" or "law enforcement officer" means any member of any police force or other organization of a city, county, township, village or of the state regularly employed and responsible for enforcement of the general criminal laws of the state. Traditional agencies (municipal, county and State Police) obviously fall under the MLEOTC jurisdiction, but the definition also includes specialized organizations such as park, conservation, airport and railroad police.

Any person who is a sworn member of a police department with at least one full-time officer must meet the selection and training criteria of the MLEOTC. In total, the MLEOTC regulates the selection and training of approximately 21,000 full-time officers employed in over 600 traditional and specialized agencies.

NEED FOR THE JOB ANALYSIS PROJECT

The present minimum standards are the result of collective professional judgments. Established in 1965, these standards were adequate for their time, but more sophisticated methods for establishing standards exist today. In addition, EEOC regulations and Michigan law require the use of sophisticated validation techniques to better demonstrate the job-relatedness of standards. Job analysis is an integral part of the process designed to ensure that the most qualified individuals are hired and the least qualified rejected.

A number of other factors also pointed to the need for the MLEOTC to establish basic standards more systematically at the statewide level. First, a 1977 study by the MLEOTC revealed that a number of Michigan police agencies had faced legal challenges for unfair employment practices. The study further found that agencies used a vast array of selection standards to disqualify police candidates. When challenged, some of these agencies conducted their own validation studies and changed their selection standards based on the results. The MLEOTC recognized that it is simply more efficient to have one study conducted on a statewide basis, than to conduct individual standards development projects for over 600 agencies.

Second, training police candidates in regional academies is costly. By having a job-related academy curriculum which reflects real-world policing, agencies can be assured of receiving a good return on their investments. The MLEOTC realized that a statewide job analysis of the patrol officer position was critical to the development of such a curriculum.

Third, there is national recognition of the need to establish job-related training. The National Advisory Commission on Criminal Justice Standards and Goals stated:

Every police training academy should insure that the duration and content of its training programs cover the subject every police employee needs to learn to perform acceptably the tasks he will be assigned.¹

¹National Advisory Commission on Criminal Justice Standards and Goals, Task Force on Police (Washington, D.C.: Government Printing Office, 1973), p. 388, Standard 16.2: Program Development.

It was felt that a standards validation study, beginning with a job analysis, represented a logical response to such recommendations.

Finally, the MLEOTC recognized the need to operationally define such standards as "good moral character." Many people agree that police officers should have "good moral character," but they disagree on its definition. "Good moral character" is a reasonable selection standard only when the biographical factors which define it are concrete and job-related. A job analysis is necessary to identify the characteristics required for job success.

In summary, the MLEOTC undertook the statewide job analysis described in this Report because of its commitment to establishing minimum selection and training standards that are job-related. The MLEOTC recognizes that job-related standards are necessary to ensure that all Michigan patrol officers are competent, hired fairly and trained in a job-related manner.

MAJOR DECISIONS AFFECTING THE DESIGN OF THE JOB ANALYSIS

Scope

Since the goal of the job analysis was to gather data that could be used to develop employee selection and training standards, the decision was made to gather data on only the entry-level patrol officer position. The research population excluded officers serving primarily in specialized functions. This decision was based upon the belief that selection and training standards should be based upon job content which individuals can reasonably be expected to perform within a fairly short period after being hired, and that specialized assignments performed by a small minority of job incumbents should not be the basis for standards against which all potential employees are evaluated.

Job Analysis Strategy

Many different approaches to job analysis exist. Some involve interviews; others use detailed surveys. Some approaches emphasize merely the identification of skills, knowledges and abilities; others are designed to determine job tasks as a prerequisite to the identification of skills, knowledges and abilities.

After reviewing a number of methodologies, MLEOTC selected the task inventory approach.² This approach allows job information to be obtained for an exhaustive listing of tasks. It was felt that such detailed task information was necessary to describe the patrol officer's job in enough detail to allow for subsequent development of job-related selection and training standards.

²A detailed review of the job analysis methodologies is not presented here. The documents which were reviewed to select the most appropriate approach for this project are listed in Appendix A.

Informing and Involving the Field

Project staff publicized the job analysis and maintained contacts throughout the state. Since individual agencies were the primary source of data, the staff made sure that local agency personnel were well informed and understood what was expected of them. For example, the Research and Development Section printed a project update in each monthly statewide MLEOTC newsletter. Each newsletter contained a list of the police departments which had most recently assisted with the analysis. This was found to be an effective means of keeping communication channels open.

Because participation was voluntary, and further, because of traditional suspicions among police management and labor organizations, an extraordinary promotional effort was necessary. The promotional effort was directed at: police management groups, employee labor organizations, and local project coordinators and incumbent officers. A slide/tape presentation was developed describing the MLEOTC organization, the need for a job analysis survey, the survey methodology, and the intended job-related selection and training objectives. This slide/tape presentation assisted greatly in promoting the project. Representatives from the MLEOTC met with the Michigan Association of Chiefs of Police and the Michigan Sheriffs Association. Meetings were also held with each of the 11 major employee organizations representing police in the State. These meetings were considered particularly critical because police in Michigan are highly organized. Also, in an effort to gain the cooperation of the incumbent officers, a small fold-out brochure was printed. The brochure was titled: "Select Your Future Partner". On the inside, the need for the project was explained and participation and support by incumbent officers was promoted.

Local law enforcement personnel were also involved in the design of the data collection instruments. This accomplished two objectives. First, it gave local personnel a real sense of involvement in the project, and second, it ensured that the job analysis surveys were comprehensive and understandable.

THE NEED FOR AND SELECTION OF SPECIALIZED ASSISTANCE

While the need for assistance from outside individuals possessing expertise in occupational analysis was deemed critical to the success of the project, the MLEOTC was firmly committed to the concept of "shared responsibility" between its staff and the eventual contractor(s). The shared responsibility concept resulted from two primary considerations. First, the MLEOTC employed several staff members (assigned to the Research & Development Section) who possessed the unique combination of experience and education that would permit them to function responsibly in several major phases of the project. They could assist the contractor(s) by performing administrative tasks as well as providing information concerning some of the unique characteristics of the Michigan police population. Due to the complex nature of a project of this type, a close day-to-day working relationship between the contractor(s) and the MLEOTC

staff was considered absolutely essential. Second, restricted financial resources made it impractical to turn the project completely over to a contractor. The utilization of staff resources was seen as the only reasonable alternative to keep project costs within the MLEOTC's research budget allocation.

A Request for Proposal for the general analysis was mailed to task inventory practitioners throughout the country. The work plan and requirements outlined in the Request for Proposal were heavily reflective of designs by Ohio State University and the Air Force's Instructional Systems Development program, although the staff was receptive to major design modifications.

All proposals received were evaluated in terms of: (1) responsiveness to the requirements outlined in the Request for Proposal, (2) technical soundness of proposed methodology, (3) expressed willingness to work with and train the MLEOTC staff, (4) prospective contractor qualifications, and (5) total man-hours (on-site and off-site) and related costs. The contractor was chosen from among three finalists who made oral presentations to the MLEOTC. A technical advisor from the Department of Psychology, Michigan State University, assisted the MLEOTC throughout the entire evaluation process.

Chapter 2

SURVEY DESIGN AND ADMINISTRATION

SURVEY DESIGN AND ADMINISTRATION

OVERVIEW

This section of the Report focuses on the design, circulation and administration of the general survey instruments through and including data collection. The definition of the research population and description of the construction of the sampling plan is followed by a discussion of the development of the survey instruments and the pilot-testing of the instruments. The section concludes with a detailed description of the characteristics and qualifications of the research respondents. A step-by-step project plan can be found in the Time Activity Flow Chart (see Appendix B).

TASK ANALYSIS METHODOLOGY

The MLEOTC consulted a number of resource documents concerning the task inventory approach to job analysis. These works helped provide the theoretical framework for the design of the study. A complete listing of references is provided in Appendix A. However, one major work merits special mention. Harry Ammerman's and Frank Pratzner's five volume Performance Content for Job Training³ was the major resource used by MLEOTC. The work is well written and provides a step-by-step process for conducting a job analysis. The MLEOTC work plan was a modification of the Ammerman and Pratzner process (see Appendix C).

Equipped with specialized consulting assistance and extensive job analysis background material, the MLEOTC developed a four-step process for conducting the task inventory. The four steps consisted of:

1. determining the survey population.
2. constructing a comprehensive list of police tasks.
3. obtaining data from patrol officers and first-line supervisors using instruments based on the task listing.
4. determining the frequency and importance of tasks which are performed.

³Harry L. Ammerman and Frank C. Pratzner, Performance Content for Job Training (Columbus, Ohio: The Center for Vocational Education, 1977).

Sampling Design

A fundamental decision made prior to the development of the sampling design was that task data would be collected from both officers and first-line supervisors. Specifically, officers would provide data regarding the frequency with which they performed tasks and supervisors would provide information concerning the criticality of tasks. Having made this decision, the following procedures were followed to obtain representative samples of patrol officers and supervisors.

As defined by the MLEOTC mandate, a law enforcement officer is any member of a police force, or other governmental enforcement organization, regularly employed and responsible for enforcing the general criminal code of the state. The MLEOTC developed an operational definition of "law enforcement officer" which limited the study to sworn, full-time uniformed personnel assigned to the general patrol function. The general patrol function included line-level law enforcement, order maintenance, crime prevention and protection of life and property. Due to the mandate's scope, the MLEOTC examined not only the traditional occupations of municipal, county and state police officers, but also conservation, railroad, park, and airport police officers. Officers in all of these agencies are required to meet the MLEOTC minimum selection and training standards; therefore, valid standards needed to be addressed across these different law enforcement agencies. In order to identify differences and similarities in job content across different sizes and types of agencies, the following 12 agency categories were studied separately.

1. Michigan State Police (S.P.)
2. Detroit Police Department (D.P.)
3. Large Cities/Villages/Townships (L.C.) (defined as 100 or more full-time officers)
4. Medium Cities/Villages/Townships (M.C.) (defined as 30-99 full-time officers)
5. Small Cities/Villages/Townships (S.C.) (defined as 1-29 full-time officers)
6. Large County Sheriffs' Departments (L.S.) (defined as 22 or more full-time patrol officers)
7. Small County Sheriffs' Departments (S.S.) (defined as 1-21 full-time patrol officers)
8. Universities/Colleges (U.C.)
9. Airports (A.P.)
10. Railroads (R.R.)
11. State Department of Natural Resources (N.R.)
12. Local Parks (L.P.)

By studying each category separately, the MLEOTC hoped to identify the tasks (and therefore the selection and training standards) which constitute a common statewide core for all entry-level patrol positions. It was also hoped that tasks which were specific to certain types of agencies could be identified. Subsequent chapters of this report describe how both these goals were realized.

Patrol Officer Sample. Of the approximately 21,000 police incumbents in Michigan, at the time of the survey administration, it was estimated that 60%, about 12,600 officers, worked as first-line patrol officers. The goal was to select a random sample of agencies which could be used to analyze the job of the Michigan patrol officer. The state was stratified according to population and departments were randomly selected from the stratifications.

One exception to the general sampling plan was made for purposes of choosing respondents from the specialized police agencies. The small population of officers in specialized agencies easily facilitated surveying 100% of the officers in these agencies.

Thirty-four percent of all Michigan patrol officers were included in the final sample design (N = 4,234). All agencies sampled were requested to have 100% of their patrol force complete the survey with the exception of the Michigan State Police and Detroit Police Department. Due to their large size, a representative sample of officers was surveyed in each of these two agencies. Table 1 contains the number of patrol officers who were solicited for participation in the project from each type of agency. A listing of the agencies sampled in each of the 12 agency categories is presented in Appendix D.

Table 1

PATROL OFFICER SAMPLE

Type of Agency	N
Michigan State Police (S.P.)	224
Detroit Police Department (D.P.)	844
Large Cities/Villages/Townships (L.C.)	875
Medium Cities/Villages/Townships (M.C.)	538
Small Cities/Villages/Townships (S.C.)	541
Large County Sheriffs' Departments (L.S.)	516
Small County Sheriffs' Departments (S.S.)	99
Universities/Colleges (U.C.)	144
Airports (A.P.)	101
Railroads (R.R.)	120
State Department of Natural Resources (N.R.)	170
Local Parks (L.P.)	62
TOTAL	4,234

The total sample was stratified into 12 "agency types" and all subsequent analyses were performed on each strata. As already mentioned, this approach

was chosen to protect the integrity of each stratum and to prevent a large stratum from overshadowing a small stratum, which could happen if the data were analyzed on a statewide basis.

Verification of the Patrol Officer Sample. The representativeness of each of the 12 strata was verified statistically. In the Fall of 1978, a survey was conducted of all government agencies in the state to collect information on the total police population. Among the data collected in this study were the total number of officers in each police department and the total number of patrol officers in each sheriff's department. These data were treated as agency population values. The data were then stratified using the 12 job analysis strata and the true population mean was calculated for each strata.⁴ Next, each of the participating agencies in each sample strata were identified and statistical procedures were used to compute a confidence interval for the true population mean. In every case the true population mean fell within an acceptable confidence interval of the sample strata. This means that the sample is a reasonable representation of the police population for each of the strata. No verification procedures were used on the specialized agency types since the sample was, in fact, the population.

Supervisor Sample. The supervisor sample includes approximately 21% (N = 526) of Michigan's police patrol first-line supervisors. As with the patrol officers, supervisors were stratified in terms of the 12 agency categories. Table 2 contains the number of supervisors asked to participate from each type of agency. Since each supervisor filled out two survey booklets, the number of booklets is twice the number of supervisors.

Construction of Survey Instruments

The design of the task inventory instruments was based on a review of a number of task analysis projects done in the field of law enforcement. Special attention was paid to: (1) the Comprehensive Occupational Data Analysis Programs (CODAP) system developed by the Air Force and used to study Texas law enforcement positions, and (2) the task analysis surveys used in California by the Commission on Peace Officers Standards and Training.

Construction of the Patrol Officer Task Inventory. The primary purpose of the patrol officer survey was to collect information concerning the frequency of task performance. The patrol officer survey instrument (see Appendix E) was divided into three segments: (1) a background information section which solicited data concerning the employing agency and the personal characteristics of the responding officer; (2) checklists of equipment, reading material, and types of incidents/complaints handled by officers; and (3) a task listing.

⁴The population mean for a strata was computed by finding the mean number of officers in the agencies defining a strata.

Table 2

SUPERVISOR SAMPLE

Type of Agency	Number of Supervisors	Total Booklets
Michigan State Police (S.P.)	54	108
Detroit Police Department (D.P.)	101	202
Large Cities/Villages/Townships (L.C.)	56	112
Medium Cities/Villages/Townships (M.C.)	49	98
Small Cities/Villages/Townships (S.C.)	48	96
Large County Sheriffs' Departments (L.S.)	79	158
Small County Sheriffs' Departments (S.S.)	21	42
Universities/Colleges (U.C.)	36	72
Airports (A.P.)	15	30
Railroads (R.R.)	21	42
State Department of Natural Resources (N.R.)	37	74
Local Parks (L.P.)	9	18
TOTAL	526	1,052

The questions included in the background information section were designed to produce a general profile of the Michigan patrol officer. Names of respondents were solicited to help ensure honest responses and to allow the staff to contact individuals in the event they returned incomplete or incomprehensible responses. Accuracy of information was required because the background information provides the necessary documentation regarding the characteristics of the job analysis sample.

The checklist sections were designed as a means of gathering information on: (1) the degree of patrol officer involvement when responding to reported complaints; (2) the types of equipment patrol officers use; and (3) the material patrol officers are required to read to successfully perform on the job. These sections were designed to have important implications for both selection and training requirements.

The most complex and difficult phase of instrument development was the construction of the task listing. The MLEOTC chose the following procedure for constructing the listing:

1. review other law enforcement task inventories.
2. complement the review with on-site observations and interviews.
3. draft an initial task listing.
4. have superior performing incumbents review the task listing.

- 5. rewrite the task listing.
- 6. repeat the process until several groups of superior performing incumbents are satisfied.

Review of Other Law Enforcement Task Inventories. A complete listing of the law enforcement task inventories that were reviewed is found in the bibliography (see Appendix A). The procedure used to review the tasks in the inventories was initially cumbersome, but was thorough enough to give an excellent synopsis of the state-of-the-art. Each task statement was placed on a 3 x 5 card and grouped with similar task statements. As groupings of statements emerged, they were assigned to general "duty fields" which contained tasks of similar content.

When all the tasks had been grouped, staff members removed duplicate statements and edited the remaining task statements to meet specified criteria. A task was defined as a meaningful unit of work activity that could be readily observed and was measurable, and generally was performed on the job by one worker within some limited period of time. Each task statement, therefore, described a unit of activity and represented a composite of methods, procedures and techniques which accomplished one meaningful unit of work. The statements were composed of: (1) action verbs; (2) subjects being acted upon; and (3) any necessary qualifiers.

Three statements from "Duty Field A: Administrative" exemplify the criteria:

- 1. Compile crime statistics.
- 2. Conduct background investigations on applicants for licenses.
- 3. Control access to departmental records.

Table 3 illustrates how the tasks break down into their composite parts.

On-site Observations and Interviews. Many tasks, particularly those performed in specialized agencies, were not identified in the review of other law enforcement task inventories. To rectify this, the MLEOTC staff members went to law enforcement job sites to interview incumbents and watch them as they performed their jobs. These observations were summarized in report form and used to develop more task statements. These, in turn, were checked across all of the duty fields for duplication. After this process, the first draft listing of tasks was completed.

Review and Revision of Task Listing. The MLEOTC sent letters to a designated group of agency heads requesting that the agency release

Table 3

BREAKDOWN OF TASKS INTO COMPOSITE PARTS

Action Verb	Subject	Qualifier
Compile	statistics.	crime
Conduct	background investigations	on applicants for licenses.
Control	access	to departmental records.

superior performing, experienced officers for workshops at the MLEOTC. At the beginning of each workshop, a one-hour orientation session was held in which the officers were given the background of the job analysis, the criteria for task statements and the purpose for their participation. The officers were divided into four to six-person work groups with two staff members assigned to each group. The rest of the day was spent on reviewing each duty category, task by task. The staff then reconvened the next day to pool the ideas gained from the work groups. Just before the final revision, supervisors were summoned and asked to criticize the listings. A final draft was produced from these workshops.

In total, the task listing underwent seven major revisions by supervisors and superior performing incumbents and numerous revisions by the MLEOTC staff. The process was very time consuming, but the final task listing satisfied all segments of the law enforcement community.

Construction of the Supervisor Task Factor Rating Surveys. The supervisory surveys were designed to gather additional information about the same set of tasks listed in the patrol officer survey. Supervisory survey booklets were designed to gather ratings on the following four factors: (1) Consequences of Inadequate Performance (C.I.P.), (2) Training Priority (T.P.), (3) Task Learning Difficulty (L.D.), and (4) Task Delay Tolerance (T.D.T.) (the amount of tolerable time delay between the determination that a task must be performed and the actual commencement of task performance). Because of the length of the surveys, no one supervisor was asked to rate tasks on more than two task factors. Copies of the surveys appear in Appendix E. The reader will notice that each survey contains a series of background questions similar to (but fewer than) the questions in the patrol officer survey.

Pilot-testing

Rather than focus on the enormous amount of literature dealing with the development of survey instructions, primary emphasis was given to pilot-testing. The MLEOTC wanted officers from diverse backgrounds to complete the survey in a uniform manner. Instructions needed to be clear and concise. A series of pilot-tests, therefore, were conducted at selected workshops until a suitable set of instructions were developed.

Instructions were drafted and the staff field-tested the survey instruments in the Taylor Police Department, Dearborn Heights Police Department and the Oak Park Department of Public Safety. The supervisory instruments worked excellently, but a major problem was encountered with the patrol inventory.

Since the inception of the project, the MLEOTC had considered collecting one of two different types of time ratings of patrol officer performance. The first type, involving the Relative Time Spent Scale (RTS), asks the respondent to indicate the amount of time he/she spends on a given task relative to the amount of time he/she spends on all other tasks. The Air Force has successfully demonstrated the value of the RTS scale. The second alternative asks the respondent to simply rate the frequency with which he/she performs each task. A frequency scale was used in the California Commission on Peace Officers Standards and Training (POST) job analytic effort. Originally, the MLEOTC had decided to use the RTS scale because of its amenability to an already developed set of computer programs. However, after the patrol officer inventory was field-tested, it became obvious that officers had extreme difficulty understanding the RTS concept.

During the pilot-test debriefing, the MLEOTC staff members talked to randomly selected officers concerning the clarity of the patrol officer instrument. The results were satisfying with the exception of the RTS scale. When asked to explain the meaning of the RTS scale, several different interpretations were given by the pilot-test respondents, indicating they lacked a common frame of reference.

After checking with California POST, the MLEOTC discovered that a POST survey had encountered a similar problem. It was decided that the RTS scale was unacceptable for the survey and a frequency measurement would be used.

The frequency scale developed was tested in the Michigan State Police Lansing post, Eaton County Sheriff's Department and the DeWitt Township Police Department. Interviews revealed that officers understood the scale and it was incorporated into the final patrol incumbent survey.

Administration of the Survey

The MLEOTC sent letters to all selected agency heads explaining the purpose and nature of the job inventory survey. Prior to sending the

letters, staff members telephoned agency heads and advised them that the MLEOTC correspondence was forthcoming. The personal contact took more than a week (each staff member contacted about 25 departments) but it produced a favorable response. Only three agencies refused to participate in the survey.

Each agency assigned an officer to act as the MLEOTC's contact-person for administration of the survey. A control card containing the agency name and address, telephone number, organizational head and local coordinator was constructed. Any subsequent contacts with the agency were entered on the control card. This served as an excellent control mechanism for information dissemination. All contacts with the agencies were channeled through either the agency head or the coordinator.

Staff members conducted a series of workshops to acquaint the coordinators with their role in the project and with the research instruments. The agenda for the workshop included the presentation of a seven-minute informational audiovisual slide/tape, an overview of the project and a step-by-step review of each data collection instrument. The coordinators were also advised that they would receive materials and instructions and some other types of aids when they received the surveys.

Packets containing the survey material were sent to the coordinators. The packets included the number of instruments necessary for the local coordinator and supplemental instructions for administration. In addition, the coordinators received a listing of anticipated problems with recommended solutions. The explicit directions outlining the process for questionnaire administration augmented the instructions given at the coordinator workshops. Table 4 (over) contains the percentage return rates of surveys from the 12 agency types.

Review and Preparation of Booklets for Data Processing

Criteria were developed to review and screen completed survey booklets for data processing. All completed booklets were logged against control rosters and then reviewed by staff members working in two-man teams. All materials were kept together by department and reviewed for completeness and respondent adherence to booklet instructions. Incomplete booklets were returned to the respondents for completion and unacceptable booklets were rejected from further analysis. No attempt was made to judge the responses to individual questions or to alter any booklets. Of the booklets returned, both officer and supervisor, 95% were ultimately accepted for data processing. Accepted booklets were sent to the State Police Data Center for keypunching. The data analyses were performed at Michigan State University's Computer Center. Security precautions were taken at the computer center to prevent access to the data by anyone other than the MLEOTC's statistician/programmer. No alterations were made to the original data.

Table 4

SURVEY RESPONSE RATES

<u>Type of Department</u>	<u>% Officer Return</u>	<u>% Supervisory Return</u>
Michigan State Police (S.P.)	85%	91%
Detroit Police Department (D.P.)	73%	48%
Large Cities/Villages/Townships (L.C.)	72%	81%
Medium Cities/Villages/Townships (M.C.)	81%	90%
Small Cities/Villages/Townships (S.C.)	86%	96%
Large County Sheriffs' Departments (L.S.)	66%	75%
Small County Sheriffs' Departments (S.S.)	60%	61%
Universities/Colleges (U.C.)	72%	74%
Airports (A.P.)	53%	53%
Railroads (R.R.)	68%	86%
State Department of Natural Resources (N.R.)	80%	81%
Local Parks (L.P.)	66%	78%
TOTAL	72%	76%

Chapter 3

DATA ANALYSIS AND FINDINGS

DATA ANALYSES AND FINDINGS

BACKGROUND CHARACTERISTICS OF THE PATROL
OFFICER AND SUPERVISOR RESPONDENTS

Before describing the analysis of the task data, it is necessary to describe the background characteristics of the survey respondents. Table 5 shows the results of the analyses of the responses by patrol officers to the background information questions in the patrol officer task inventory. As can be seen in Table 5, the patrol officer sample consists of an experienced group of individuals with an average time in patrol work of over six years (75.9 months). The group is sexually and ethnically mixed and represents a wide range of agency types and patrol area characteristics. The data lend support to the contention that the responses from the patrol officer sample fully represent the diversity which exists in the patrol officer job as it is performed in different parts of the state and in different types of agencies. For a breakdown of officer backgrounds by agency type please see Appendix F.

Table 5

BACKGROUND CHARACTERISTICS OF PATROL OFFICER RESPONDENTS

Age in Years (Average): 31.2

Sex: Male 2,684 (91.9%) Female 238 (8.1%)

Years Education (Average): 13.9

Ethnicity:

American Indian -	22 (.7%)	Oriental -	2 (.1%)
Black -	385 (13.3%)	Spanish Surname -	35 (1.2%)
Caucasian -	2,430 (83.7%)	Other -	28 (1.0%)

Agency:

Municipal -	1,769 (60.5%)	Airport -	47 (1.6%)
Township -	201 (6.9%)	Local/County Park -	52 (1.8%)
Sheriff -	353 (12.1%)	Dept. of Natural Resources -	137 (4.7%)
State Police -	182 (6.2%)	University/College -	102 (3.5%)
Railroad -	80 (2.7%)		

Table 5 (continued)

Present Rank:

Patrol Officer	- 2,061 (70.5%)	Conservation Officer	- 136 (4.7%)
Trooper	- 182 (6.2%)	Security Officer	- 11 (.4%)
Deputy	- 329 (11.3%)	Corporal	- 22 (.8%)
Public Safety Officer	- 75 (2.6%)	Sergeant	- 27 (.9%)
Park Ranger	- 30 (1.0%)	Other	- 49 (1.7%)

Months in Present Rank (Average): 72.5Months With Present Agency (Average): 74.1Completed Probation: Yes 2,568 (90.0%) No 284 (10.0%)Total Months in Law Enforcement (Average): 85.5Total Months in Patrol (Average): 75.9Present Shift (Shift Worked Day of Survey)

Days	- 909 (31.9%)	Midnights	- 774 (27.1%)
Afternoons	- 964 (33.8%)	Other	- 204 (7.2%)

Characteristics of Present Patrol Area:

Urban	- 1,131 (38.7%)	Suburban/Rural	- 332 (11.4%)
Suburban	- 608 (20.8%)	Urban/Rural	- 31 (1.1%)
Rural	- 202 (6.9%)	Urban/Suburban/Rural	- 253 (8.7%)
Urban/Suburban	- 362 (12.4%)		

Present Patrol Assignment:

One-Person Vehicle	- 1,365 (47.9%)	Foot	- 102 (3.6%)
Two-Person Vehicle	- 1,039 (36.4%)	Other	- 322 (11.3%)
Motorcycle	- 23 (.8%)		

Percent Time Work Patrol Alone (Average): 61.9%

Table 6 presents the characteristics of the supervisor sample. Again, the data describe a very experienced group (an average of 5.5 years supervising patrol officers) which is also very diverse in terms of type of agency represented.

Based on the analysis and review of these data, the MLEOTC feels confident that the data were provided by respondents who have: (1) considerable experience performing and supervising the job which they were asked to describe; and (2) sufficiently diverse backgrounds to provide documentation concerning variations in the job as it is performed in different types of agencies.

Table 6

BACKGROUND CHARACTERISTICS OF SUPERVISOR RESPONDENTS

Sex: Male 704 (99.0%) Female 7 (1.0%)Ethnicity:

American Indian	- 9 (1.3%)	Oriental	- 0 (0.0%)
Black	- 22 (3.1%)	Spanish Surname	- 3 (.4%)
Caucasian	- 665 (94.3%)	Other	- 6 (.9%)

Agency:

Municipal	- 291 (40.9%)	Airport	- 8 (1.1%)
Township	- 34 (4.8%)	Local/County Park	- 15 (2.1%)
Sheriff	- 124 (17.7%)	Dept. of Natural Resources	- 60 (8.4%)
State Police	- 95 (13.4%)	University/College	- 48 (6.8%)
Railroad	- 36 (5.0%)		

Years With Present Agency (Average): 14.5Years in Law Enforcement (Average): 15.5Years Served as Patrol Officer (Average): 9.7Years Supervising Patrol Officers (Average): 5.5Presently Supervising Patrol Officers: Yes 691 (98.7%) No 9 (1.3%)

ANALYSES OF TASK DATA

The single underlying principle of all analyses performed on the data was to organize, evaluate and display the information which was collected in ways that would facilitate the subsequent use of the data to develop job-related, entry-level selection and training standards. In order to achieve this overall objective, four basic types of analyses were performed.

These analyses consisted of: (1) organizing the 649 tasks for which data were collected into smaller numbers of more manageable and meaningful groups of tasks; (2) assigning the 196 agencies that participated in the study into 12 *a priori* agency types and then eliminating and sorting tasks on the basis of their significance to the patrol officer job in each of the 12 agency types; (3) identifying those tasks for which task performance varies as a function of job tenure; and (4) examining the various non-task information that was collected for similarities and differences across the 12 agency types. A discussion of the purpose of each of these four types of analyses, as well as the specific procedures used and results obtained for each type of analysis, is presented below.

GROUPING OF TASKS

Purpose

Because of the obvious difficulties that are inherent in trying to "make sense" out of the data for a large number of variables, the 649 tasks were organized into task groups. Two different sets of task groups were formed - one for use in the development of training curricula and the other for use in the development of entry-level selection standards (tests).

In sorting the tasks for training, emphasis was placed on forming groups of tasks that would seem to bear a logical relationship to each other in that they: (a) are often performed together on the job; and/or (b) require similar subject matter expertise (job knowledge) or acquired skill (e.g., defensive tactics). These task groups should prove to be extremely beneficial to trainers who subsequently use the job analysis data for the purposes of developing job-related training blocks of instructional material.

In constructing the selection task groups, attention was focused on the actions required by the patrol officer to perform each task. That is, all tasks that would seem to require similar action on the part of the patrol officer were placed into the same task group. This strategy was followed in the anticipation that the MLEOTC will want to "establish the link" between job tasks and required behaviors (skills and abilities) as part of the process of developing job-related selection tests of skills and abilities. Grouping the tasks in this manner should make it easier to obtain the kind of data (expert judgments) that are necessary to "establish the link".

Procedure for Creating Training Task Groups

The 649 tasks were categorized by selected members of the MLEOTC Research and Development Section and the training staff of the Mid-Michigan Police Academy. As previously mentioned, the tasks were segregated into training groups on the basis of:

1. activities that are significantly related.

2. inherently related instructional content that indicate that certain tasks should be grouped together to facilitate the training process.

For example, "Arrest Persons Without a Warrant" and "Advise Persons of Constitutional Rights" were placed in the same training group (Arrest and Detain) because these activities are closely associated when performed in a real life situation. Also, for training purposes, it is logical to instruct individuals on these aspects of police performance in the same instructional block or by a process which ensures that the information is presented in a relatively concurrent manner.

Training task group titles were initially chosen from the existing MLEOTC curriculum. This was done to minimize the difficulty associated with the eventual transition from the present curriculum to the new curriculum. The tasks were assigned to each training group title that seemed appropriate. Those tasks which did not fit into an existing group were assigned to a new training group title.

The sequence of events in the task grouping process was as follows:

1. the MLEOTC and Mid-Michigan Police Academy (MMPA) staff members met independently and categorized the 649 tasks according to the aforementioned criteria.
2. after closely reviewing and revising their initial task listing, each group (MLEOTC and MMPA) presented a finalized version.
3. the two independent task group listings were printed out and reviewed by the MLEOTC and MMPA staff in a joint meeting. The product that resulted from the joint meeting represented the consensus of the participants as to task group titles, and the placement of the tasks into the appropriate categories.

Procedure for Creating Selection Task Groups

The tasks were sorted into selection task groups by the contractor. The two individuals who did the actual sorting were research psychologists with considerable experience in law enforcement personnel research. They also were very familiar with the content analysis methodology that was used to sort the tasks. Initially, they sorted the tasks independently. Any differences in the task groups that resulted were then discussed by the two until a set of mutually agreed upon task groups emerged. These groups were then reviewed by the MLEOTC staff. All suggested modifications to the groups made by the MLEOTC were discussed with the contractor until all differences of opinion were resolved. The contractor then drafted definitions of the groups, which were likewise reviewed by the MLEOTC staff.

Task Group Titles

A total of 34 training task groups were formed. The titles of the training task groups are listed in Table 7. Definitions of the training task groups appear in Appendix G.

Table 7

TITLES OF TRAINING TASK GROUPS

1. Arrest and Detain
2. Case Prosecution
3. Civil Disorders
4. Civil Process
5. Collection and Preservation of Evidence
6. Conflict Mediation
7. Court Functions
8. Crime Prevention
9. Crime Scene Search
10. Criminal Investigation
11. Driving
12. D.U.I.L. Enforcement
13. Emergency Preparedness -- Disaster Control
14. Field Notetaking and Report Writing
15. Fingerprinting and Palmprinting
16. Firearms Training
17. First Aid
18. Interview and Interrogation
19. Jail Operations
20. Juvenile Process
21. Latent Prints
22. Miscellaneous
23. Motor Vehicle Accident Investigation
24. Office and Clerical
25. Patrol Operations
26. Physical Training and Defensive Tactics
27. Police Communications
28. Search and Seizure
29. Testifying in Court and Administrative Hearings
30. Traffic Control
31. Training
32. Airport Police Operations
33. Parks and Wildlife Management
34. Railroad Police Activities

The sorting of tasks for selection resulted in 37 task groups. A listing of the selection task groups appears in Table 8. Definitions of the selection task groups are presented in Appendix H.

Table 8

TITLES OF SELECTION TASK GROUPS

1. Arresting
2. Chemical Test
3. Citation
4. Conferring
5. Decision Making
6. Directing
7. Emergency or Difficult Driving
8. Equipment Maintenance
9. Escort and Transportation
10. Evaluating
11. Explaining/Advising/Informing
12. Fingerprinting
13. Firefighting
14. First Aid
15. Guarding
16. Inspecting
17. Interviewing
18. Investigating
19. Line-up
20. Mediating
21. Observation and Surveillance
22. Paperwork Custody
23. Paperwork - Other
24. Physical Activity
25. Planning/Scheduling/Organizing
26. Public Relations
27. Radio/Telephone
28. Review and Recall
29. Searching
30. Securing and Protecting
31. Sketching/Diagramming
32. Subduing/Restraining
33. Testifying
34. Traffic Control
35. Training
36. Weapons
37. Writing

ASSESSING THE SIGNIFICANCE OF TASKS (DEFINING THE BASIC PATROL JOB)

As mentioned in the previous chapter, five types of data were collected for tasks. Officers indicated the frequency with which they perform the tasks. Supervisory personnel provided more evaluative kinds of information. Specifically, they provided ratings of: (1) Consequences of Inadequate Performance (CIP), (2) Training Priority (TP), (3) Task Learning Difficulty (LD), and (4) Task Delay Tolerance (TDT).

The scales used to collect the five types of ratings are presented in Figures 1 through 5. Frequency ratings were collected for the primary purpose of documenting that officers perform the various tasks. The four different types of supervisory ratings were collected to identify critical tasks (CIP ratings) and to determine the relative emphasis that should be placed on training recruits to successfully perform different job tasks (TP, LD, and TDT ratings).

In assessing the significance of tasks, the goal is to identify those tasks having significance statewide (hereon referred to as "core" tasks). If such a core could be identified it would allow for the development of one common statewide program for employee selection and training.

The basic approach taken with regard to analyzing the different task ratings consisted of the following sets of analyses:

1. Elimination of Tasks From "Core" Consideration: Tasks lacking statewide significance were identified. Two types of data were used to identify such tasks. First, the frequency ratings for each task were dichotomized into "performed" and "not performed" categories. Nonresponses and frequency ratings of "1" were treated as "not performed" and all other ratings were treated as "performed". Using these categories, the percentage of officers performing each task was calculated. Second, the mean CIP ratings for the tasks were computed. By using these two types of data, both the frequency of task performance and the criticality of successful task performance were considered when determining whether tasks were significant. This removed the possibility of eliminating tasks that were infrequently performed but critical, or vice versa.
2. Identification of Tasks Having Greatest Statewide Significance: Tasks that were not eliminated were further analyzed to distinguish those tasks having statewide significance (core tasks) from those tasks having a narrower range of significance (non-core tasks⁵). Percent performing and mean CIP rating data were also used for this analysis.

⁵"Non-core" and "eliminated" tasks actually have the same status, i.e., they are not part of the "core." The "non-core" and "eliminated" terminology is maintained, however, throughout this Report in order to indicate which step in the data analysis process resulted in a task being dropped from the "core."

Figure 1

FREQUENCY SCALE								
DURING THE LAST TWELVE MONTHS, I HAVE PERFORMED THIS TASK ON THE AVERAGE OF:								
1	2	3	4	5	6	7	8	9
Have done this task but not in past year	Once in the last year	Several times per year	Monthly	Several times per month	Weekly	Several times per week	Daily	More than once per day

Figure 2

CONSEQUENCES OF INADEQUATE PERFORMANCE SCALE						
THE CONSEQUENCES OF INADEQUATE PERFORMANCE FOR THIS TASK ARE:						
1	2	3	4	5	6	7
Minimal	Not Very Serious	Fairly Serious	Serious	Very Serious	Extremely Serious	Disastrous

Figure 3

TRAINING PRIORITY SCALE						
THE PRIORITY FOR PLACING THIS TASK IN A RECRUIT TRAINING PROGRAM IS:						
1	2	3	4	5	6	7
Very Low Priority	Low	Fairly Low	Average	Fairly High	High	Very High Priority

Figure 4

TASK LEARNING DIFFICULTY SCALE						
THE TIME REQUIRED FOR AN OFFICER TO LEARN TO SATISFACTORILY PERFORM THIS TASK IS:						
1	2	3	4	5	6	7
Very Short	Short	Fairly Short	Average	Fairly Long	Long	Very Long

Figure 5

TASK DELAY TOLERANCE SCALE						
WHEN THE OFFICER RESPONSIBLE FOR DOING THIS TASK BECOMES AWARE OF THE NEED TO PERFORM IT, THE AMOUNT OF DELAY THAT CAN BE TOLERATED BEFORE PERFORMANCE BEGINS IS:						
1	2	3	4	5	6	7
Very Low (must go immediately)	Low	Fairly Low	Average	Fairly High	High	Very High (indefinite delay)

3. Identification of Tasks Having Unique Significance to Certain Agencies: In order to insure that tasks of unique significance to certain agencies were not overlooked by the previous two sets of analyses, all non-core and previously eliminated tasks were re-examined and those tasks found to fall in this category were identified. This analysis was considered to be especially important for identifying those tasks that are uniquely performed by specialized agencies.
4. Identification of Task Performance Differences Related to Officer Tenure: Analyses were conducted to examine for differences in the frequency with which officers perform tasks as a function of officer tenure. The purpose of these analyses was to identify those tasks that are performed primarily by more senior officers and, therefore, may not be appropriate for consideration when developing either recruit training programs or entry-level selection tests. Percent performing data were used in these analyses.

As stated in the previous chapter, for purposes of all analyses, the agencies that participated in the job analysis were grouped into 12 agency categories (Michigan State Police, Detroit Police Department, Large Cities/Villages/Townships, Medium Cities/Villages/Townships, Small Cities/Villages/Townships, Large County Sheriffs' Departments, Small County Sheriffs' Departments, Colleges/Universities, Airports, Railroads, State Department of Natural Resources, and Local Parks).

Treating these agency categories as the unit of analysis was deemed appropriate because of: (1) the logical nature of the groupings; (2) the greater reliability and, therefore, the greater confidence one can place in the research results using the data for these categories as opposed to the data for individual agencies; and (3) the complexities inherent in trying to assess job similarities and differences among a large number of individual agencies.

As a further aid to interpreting the data, the 12 agency categories were considered, for certain analyses, to fall into the two more general classifications of traditional agencies and specialized agencies. Specifically, these classifications were used for purposes of defining the common statewide core job. Airports, railroads, the state Department of Natural Resources and local parks were considered to fall into the specialized agency classification. The other eight agency categories were considered to fall into the traditional agency classification. Data from the traditional agencies only were used in analyses conducted to identify the common statewide core job.

Procedures and Results

Elimination of Tasks From "Core" Consideration. Tasks failing to meet either of the two below criteria were considered to have little statewide significance and were excluded from further core consideration.

1. Both Mean CIP \geq 3.5 and Percent Performing \geq 7.5 for at least two agency types of the 12 agency types.⁶
2. Both Mean CIP \geq 3.5 and Percent Performing \geq 7.5 for one agency type and Overall Mean CIP across all 12 agency types \geq 5.00.

These two rules were designed to ensure the elimination of only those tasks which obviously lack core significance. To guarantee that no task of statewide significance was eliminated using these decision rules, the MLEOTC thoroughly reviewed each eliminated task. It was concluded from the review that the decision rules accurately differentiated between tasks obviously lacking statewide significance and those with potential statewide significance.

Stated another way these two rules say that a task should be eliminated from core consideration if the consequence of inadequate performance is less than 3.50 (fairly serious to serious) and less than 7.5 percent of the officers perform the task in at least 11 of the 12 agency categories (assuming that the statewide CIP mean is less than 5.00, which is "very serious").

A total of 218 of the initial 649 tasks fell into the "eliminated" category using these criteria. A listing of the eliminated tasks appears in Appendix I. As can be seen by reviewing Appendix I, a large number of the tasks involve activities that one would tend to associate with specialized agencies. It was for this reason that care was taken to re-analyze the data for these tasks later to make sure that no tasks having special significance to specific agency types were overlooked.

Identification of Core Tasks. Any of the 431 remaining tasks that satisfied at least one of the three criteria listed below were designated as core tasks (308 of the 434 tasks were identified as core tasks).

1. Mean CIP \geq 3.0 and Percent Performing > 0 or Mean CIP \geq 2.5 and Percent Performing \geq 25 for each of the eight traditional agency types.
2. Overall Percent Performing across eight traditional agency types \geq 50.
3. Overall CIP \geq 6.00 across eight traditional agency types.

The 123 tasks failing to meet any of these criteria ("non-core" tasks) were not considered to have sufficient generalized significance to be incorporated into a profile of the core job.

Tables 9 and 10 show the number of core and non-core tasks in each of the training and selection task groups.

⁶The symbol \geq means "greater than or equal to," the symbol $>$ means "greater than."

Table 9

BREAKDOWN OF TRAINING TASK GROUPS

Task Group	Core Tasks	Non-Core Tasks
1) Arrest and Detain	11	0
2) Case Prosecution	8	2
3) Civil Disorders	7	3
4) Civil Process	3	3
5) Collection & Preservation of Evidence	13	0
6) Conflict Mediation	2	0
7) Court Functions	3	1
8) Crime Prevention	1	2
9) Crime Scene Search	7	0
10) Criminal Investigation	22	4
11) Driving	8	0
12) DUI Enforcement	5	0
13) Emergency Preparedness-Disaster Control	3	0
14) Field Notetaking & Report Writing	7	2
15) Fingerprinting & Palming	1	1
16) Firearms Training	4	0
17) First Aid	25	4
18) Interview & Interrogation	6	0
19) Jail Operations	13	28
20) Juvenile Process	7	0
21) Latent Prints	1	0
22) Miscellaneous	3	12
23) Motor Vehicle Accident Investigation	26	1
24) Office & Clerical	6	15
25) Patrol Operations	40	3
26) Physical Training & Defensive Tactics	22	2
27) Police Communications	8	2
28) Search & Seizure	9	0
29) Testifying in Court & Administrative Hearings	5	1
30) Traffic Control	28	11
31) Training	4	2
32) Airport Police Operations	0	6
33) Parks & Wildlife Management	0	13
34) Railroad Police Activities	0	5
TOTAL	308	123

Table 10

BREAKDOWN OF SELECTION TASK GROUPS

Task Group	Core Tasks	Non-Core Tasks
1) Arresting	8	2
2) Chemical Test	2	0
3) Citation	3	3
4) Conferring	12	2
5) Decision Making	15	3
6) Directing	6	4
7) Emergency or Difficult Driving	9	2
8) Equipment Maintenance	3	2
9) Escort and Transportation	5	1
10) Evaluating	3	1
11) Explaining/Advising/Informing	20	4
12) Fingerprinting	1	1
13) Firefighting	1	3
14) First Aid	24	5
15) Guarding	2	1
16) Inspecting	22	14
17) Interviewing	7	1
18) Investigating	7	5
19) Line-up	2	0
20) Mediating	5	0
21) Observation and Surveillance	13	7
22) Paperwork - Custody	9	10
23) Paperwork - Other	10	15
24) Physical Activity	22	3
25) Planning/Scheduling/Organizing	4	2
26) Public Relations	5	2
27) Radio/Telephone	5	0
28) Review and Recall	7	1
29) Searching	16	5
30) Securing and Protecting	12	3
31) Sketching/Diagramming	4	1
32) Subduing/Restraining	5	0
33) Testifying	6	1
34) Traffic Control	5	2
35) Training	1	1
36) Weapons	4	0
37) Writing	16	5
TOTAL*	301*	112

*Note: Totals do not equal 308 and 123 respectively because 7 core tasks and 11 non-core tasks concern the use of special equipment and, therefore, were not considered likely to have implications for selection.

Identification of Eliminated and Non-Core Tasks of Significance to One or More Agency Types. Any eliminated or non-core task was considered to be significant to an agency type if it satisfied the below criterion:

Mean CIP ≥ 3.0 and Percent Performing > 0 or Mean CIP ≥ 2.5 and Percent Performing ≥ 25 .

Using this criterion, a total of 186 of the eliminated tasks were found to be significant to one or more agency types. These tasks are asterisked in Appendix I. A detailed breakdown showing the specific agency types for which each eliminated task is significant appears in Appendix J. As indicated in Appendix I, a large percentage of the eliminated tasks are significant to specialized agencies.

Non-core tasks of significance to one or more agency types are presented by training task group in Appendix O and by selection task group in Appendix P. As shown in Appendices O and P, the majority of non-core tasks are significant to at least several agency types.

Identification of Tenure Differences in Task Performance. Two different sets of tenure analyses were performed: One for selection and one for training. Tenure differences in task performance were identified as being potentially significant for training if the percent performing value for officers with 36-120 months experience was at least twice the value for officers with 4-36 months experience. The same type of analysis was performed for selection with the exception that the two tenure groups compared were 60-120 months versus 4-60 months. Officers with three months or less experience were excluded from both analyses because of their probationary status and the likelihood that they were receiving on-the-job training.

The 4-36 months versus 36-120 months categories were used for training under the assumption that the MLEOTC basic training program should address the tasks performed by patrol officers during the first three years on the job, and that tasks that are performed primarily by more senior officers might be more appropriately addressed in specialized or on-the-job training programs.

Use of the 4-60 months versus 60-120 months categories for selection was dictated by fair employment guideline prohibitions regarding the use of entry-level selection standards that are based on requirements over and above those needed to perform the entry-level job. With respect to these guidelines, reference is often made to defining the entry-level job in terms of those duties typically performed within the first five years after hire. Tasks that are generally not performed until after five years on the job, on the other hand, are not to be considered part of the entry-level job. Thus, they should not be included in the job analytic data base used to develop entry-level selection standards.

Tasks for which tenure differences having potential significance to training were found are presented in Table 11. Tasks that were found to have tenure differences of potential significance for selection standard development are listed in Table 12. Core tasks are distinguished from non-core tasks in both tables.

Table 11

TASKS IDENTIFIED IN TRAINING TENURE ANALYSIS

Core Tasks	Percent Performing	
	4-36 Months Experience	36-120 Months Experience
*A17 Evaluate officers in basic or in-service training.	6	20
A18 Evaluate officers in on-the-job training (student-coach).	8	24
A24 Instruct on-the-job training.	7	25
A29 Issue pick-up or wanted notices.	6	12
A49 Schedule work assignments for other officers.	3	10
D4 Communicate with management and labor over strike disturbances.	12	24
H29 Photograph crime scene.	5	10
H30 Photograph latent fingerprints.	2	4
L7 Apply first aid to treat for amputations.	2	6
L10 Apply first aid to treat for burns.	10	21
L12 Apply first aid to treat for convulsions.	12	24
L13 Apply first aid to treat for diabetic reaction.	9	19
L14 Apply first aid to treat for electric shock.	2	5
L15 Apply first aid to treat for eye injuries.	7	14
L19 Apply first aid to treat for heat prostration.	3	8
L20 Apply first aid to treat for heat stroke.	3	8
L23 Apply first aid to treat for poisoning.	5	11
L25 Apply first aid to treat for seizure.	13	28
L26 Apply first aid to treat for shock.	19	39
L28 Apply first aid to treat for stroke.	6	16
N21 Testify in liquor board hearings.	6	16
O29 Take coordinate measures of traffic accident scenes (e.g., triangulation).	25	50
P40 Operate "breathalyzer" instrument to test blood alcohol content.	2	10

*Seventeenth item of Duty Field "A" in survey instrument.

Table 11 (continued)

Non-Core Tasks	Percent Performing	
	4-36 Months Experience	36-120 Months Experience
A7 Conduct background investigations on applicants for licenses (e.g., liquor, pawn dealer).	2	4
A25 Interview police officer applicants.	1	4
A26 Investigate and report on police applicant's background.	1	4
A61 Update records of warrants served.	3	6
A66 Write performance evaluation reports on other officers (e.g., peer ratings).	5	11
A68 Write reports to suggest changes in the law.	1	2
A69 Write speeches.	2	6
C27 Flag down trains (e.g., to prevent accidents).	1	3
C34 Investigate air and water pollution complaints.	4	8
D16 Explain demonstration permit to demonstrators.	4	9
H18 Instruct and direct civilians in under-cover operations.	3	8
I7 Check gates in airport perimeter.	2	5
I17 Insure isolation of aircraft in appropriate emergency situations.	.2	.6
I18 Investigate complaints about suspicious baggage at airport security checkpoint.	.4	1.4
I19 Investigate complaints about suspicious persons and activity at airport security checkpoint.	1	2
K3 Aid prisoners to contact legal counsel.	12	24
L8 Apply first aid to treat for animal bites.	7	16
L11 Apply first aid to treat for chemical burns.	2	8
L16 Apply first aid to treat for frostbite	2	6
L27 Apply first aid to treat for sprains and strains.	13	28
M14 Conduct field surveillance for poachers.	3	6
M21 Inspect campfires.	1	2
M54 Pursue vehicles off road at high speeds.	5	10
M60 Request specialized assistance to neutralize environmental spills.	.2	1.2
N19 Testify in civil cases.	13	28

Table 12

TASKS IDENTIFIED IN SELECTION TENURE ANALYSIS

Core Tasks	Percent Performing	
	4-60 Months Experience	60-120 Months Experience
A17 Evaluate officers in basic or in-service training.	10	21
A18 Evaluate officers in on-the-job training (student-coach).	12	26
A24 Instruct on-the-job training.	7	25
L7 Apply first aid to treat for amputations.	3	6
L28 Apply first aid to treat for stroke.	9	18
N21 Testify in liquor board hearings.	8	16
P40 Operate "breathalyzer" instrument to test blood alcohol content.	3	11
Non-Core Tasks	Percent Performing	
	4-60 Months Experience	60-120 Months Experience
A7 Conduct background investigations on applicants for licenses (e.g., liquor, pawn dealer).	2	5
A25 Interview police officer applicants.	2	4
A26 Investigate and report on police applicant's background.	1	4
D16 Explain demonstration permit to demonstrators.	5	10

DISPLAY OF TASK DATA

Results of the various analyses performed on the task data are presented in Appendices J through P. Tables 13 through 15 contain portions of the data presented in some of these appendices and are presented for purposes of explaining the material in the appendices.

Appendix K contains a listing of the 308 core tasks. The tasks are arranged into the 34 training task groups. The tasks in each task group are listed on a separate page.

Table 13 shows the page from Appendix K containing the Criminal Investigation task group. Note that the definition of the task group appears at the top of the page. To the left of the page are task statements followed by the mean Consequence of Inadequate Performance (CIP) ratings for the tasks and the Percent Performing Data for the tasks. The tasks are ordered from highest to lowest according to mean CIP rating across the eight traditional agencies.

At the far right of the page are verbal labels ("High", "Medium", etc.) that describe the mean ratings given by traditional agency supervisors to indicate the significance of the tasks with respect to the training factors of Training Priority (TP), Task Learning Difficulty (LD) and Task Delay Tolerance (TDT). The conversion procedures used to derive these labels from the original supervisory ratings are presented in Figure 6 (see page 36). By organizing and displaying the data in this manner, training specialists should be able to easily extract the information they need to form the basis for training curriculum development.

In order to facilitate the use of core-task information in the development of selection standards, the same data presented in Appendix K are organized and presented by selection task group in Appendix L.

Appendices M and N contain information for the core tasks performed by the four specialized agency types. The tasks are organized by training task group in Appendix M and by selection task group in Appendix N.

Table 14 (see page 37) depicts the manner in which the data are presented in these two appendices. The data in Table 14 includes data for the core tasks in the Criminal Investigation training task group. The tasks are ordered in the same manner as in Appendix K (from highest to lowest according to overall CIP across the eight traditional agency types). The data presented in Table 14 are CIP and Percent Performing values. They are presented only in those instances where a core task satisfied the criteria for being considered a significant part of the job for a particular specialized agency type (CIP \geq 3.0 and Percent Performing \geq 0 or CIP \geq 2.5 and Percent Performing \geq 25). The purpose of presenting these data is to identify core tasks which are also performed by the different specialized agency types.

TABLE 13: (Excerpt of Data Presented In Appendix K)

SUMMARY INFORMATION FOR CORE TASKS PERFORMED BY EIGHT TRADITIONAL AGENCIES (ARRANGED BY TRAINING GROUP)

Training Group: CRIMINAL INVESTIGATION - Tasks that involve the surveillance of individuals or locations, identification of witnesses and suspects (including conducting line-ups and show-ups) analyzing the Modus Operandi of suspects, reviewing department records and expert reports (medical examiner and crime lab reports) cooperating with and utilizing resources of other agencies and the recruiting of informants.

CORE TASKS		Mean C.I.P.	Percent Performing	TASK FACTOR RATINGS		
				T.P.	L.D.	T.D.T.
H16	Examine dead bodies for wounds and injuries	5.09	60	high	high	low
H60	Verify the identity of deceased persons	5.02	37	med	med	low
H23	Locate witnesses to crime	4.97	79	high	med	very low
H5	Conduct on-the-scene suspect identifications (e.g., show-ups)	4.69	34	high	high	low
H24	Organize and conduct photo line-ups	4.62	12	med	high	med
H43	Review with medical examiner circumstances relating to a death	4.61	31	med	med	low
H4	Conduct intelligence activities on known or suspected offenders	4.58	24	high	high	med
H59	Verify reliability and credibility of witnesses	4.52	40	high	high	med
H15	Establish modus operandi (M.O.) of a suspect	4.50	37	high	high	med
H9	Determine whether incidents are criminal or civil matters	4.46	88	high	med	very low
H44	Review records and pictures to identify suspects	4.36	41	med	med	med
H28	Participate in investigations with other law enforcement agencies	4.34	56	med	med	low
A19	Exchange necessary information with other law enforcement officials	4.30	76	high	low	low
H42	Review crime lab reports to guide investigation	4.26	21	med	med	med
H10	Determine whether recovered property is linked with a previous crime	4.21	65	high	med	low
H56	Trace stolen goods	4.19	39	med	high	med
H6	Conduct surveillance of individuals or locations	4.16	55	high	high	low
H26	Organize surveillance of individuals or locations	4.06	18	med	high	med
H58	Utilize department records to assist in investigation	4.03	68	high	med	med
H1	Analyze and compare incidents for similarity of modus operandi (M.O.)	3.94	45	high	high	med
H54	Talk with families of adult suspects or defendants (advise, inform, notify, counsel)	3.53	64	med	med	med
D33	Recruit confidential informants	3.49	42	high	high	high

Figure 6

Conversion Procedures Used to Verbally Describe
Mean Ratings of Training Priority, Task
Learning Difficulty, and Task
Delay Tolerance

<u>Rating Scale</u>	<u>Mean Ratings</u>	<u>Corresponding Verbal Labels</u>
Training Priority (T.P.)	> 5.5	Very High
	4.5 to 5.49	High
	3.5 to 4.49	Medium
	2.5 to 3.49	Low
	< 2.5	Very Low
Task Learning Difficulty (L.D.)	≥ 5.5	Very High (Very Long)
	4.5 to 5.49	High (Long)
	3.5 to 4.49	Medium (Average)
	2.5 to 3.49	Low (Short)
	< 2.5	Very Low (Very Short)
Task Delay Tolerance (T.D.T.)	> 5.5	Very High
	4.5 to 5.49	High
	3.5 to 4.49	Average
	2.5 to 3.49	Low
	< 2.5	Very Low

Appendix 0 contains CIP and Percent Performing data for those non-core tasks found to be significant to one or more agency type. The tasks are arranged by training task group.

Table 15 shows how the data are displayed in Appendix 0. The data presented in Table 15 includes data for the two non-core tasks in the Criminal Investigation training task group (see page 38). Note that the data are presented for the eight traditional agency types first and then the four specialized agency types. As in Table 14, blanks in the table indicate that the task does not meet the criteria for being considered significant to an agency type (CIP > 3.0 and Percent Performing > 0 or CIP ≥ 2.5 and Percent Performing ≥ 25).

TABLE 14: (Excerpt of Data Presented In Appendix M)
CORE TASKS PERFORMED BY SPECIALIZED AGENCIES (ARRANGED BY TRAINING GROUP)

TRAINING GROUP/TASKS	AIRPORT	RAILROAD	NATURAL RES.	LOCAL PARK
	CIP/% Perf.	CIP/% Perf.	CIP/% Perf.	CIP/% Perf.
CONFLICT MEDIATION				
D30 Mediate family disputes	3.00/26		4.50/07	4.50/70
D29 Mediate civil disputes			4.60/07	5.00/38
COURT FUNCTIONS				
B12 Obtain search warrants and/or make proper return		5.00/06	5.29/66	5.00/23
H36 Prepare witnesses for court testimony		5.33/05	4.58/67	5.00/33
N4 Arraign defendant in court	3.00/16		4.06/85	4.00/69
CRIME PREVENTION				
G1 Conduct community relations programs (e.g., safety programs, crime prevention, tours, C.B. watch)		4.00/06	3.20/74	3.00/25
CRIME SCENE SEARCH				
H45 Search crime scenes for physical evidence	3.50/22	4.22/53	4.33/91	5.00/60
H47 Search fire debris for evidence relating to the cause of the fire	5.00/08	5.00/15	4.20/21	4.00/08
H8 Determine need for specialized assistance at a crime scene		3.71/21	3.78/46	4.00/48
B13 Participate in raids	3.00/02	4.00/09	5.12/69	3.00/13
B14 Plan strategy for conducting searches	3.00/12	4.16/09	4.91/57	3.50/20
H46 Search dead bodies for personal property			4.00/03	5.50/22
C65 Track persons from scene (e.g., footprints in snow or mud)		4.44/70	3.50/91	5.00/55
CRIMINAL INVESTIGATION				
H16 Examine dead bodies for wounds and injuries		4.00/05	5.00/37	4.00/20
H60 Verify the identity of deceased persons		6.00/01	5.50/02	5.00/10
H23 Locate witnesses to crime	3.00/26	4.20/46	4.29/75	5.00/53
H5 Conduct on-the-scene suspect identifications (e.g., show-ups)	4.00/06		4.36/36	3.00/40
H24 Organize and conduct photo line-ups		7.00/01		4.00/13
H43 Review with medical examiner circumstances relating to a death				4.00/15
H4 Conduct intelligence activities on known or suspected offenders		3.66/23	3.71/65	3.00/28
H59 Verify reliability and credibility of witnesses		3.50/15	3.92/71	4.00/36
H15 Establish modus operandi (M.O.) of a suspect		4.00/16	3.00/49	3.00/28
H9 Determine whether incidents are criminal or civil matters	4.00/28	3.62/25	3.57/73	4.00/58
H44 Review records and pictures to identify suspects		4.50/14	3.37/37	5.00/30
H28 Participate in investigations with other law enforcement agencies	3.00/24	3.87/49	3.88/83	3.50/65
A19 Exchange necessary information with other law enforcement officials	3.50/71	4.44/64	4.35/96	5.00/75
H42 Review crime lab reports to guide investigation		4.00/01	3.69/47	3.00/3
H10 Determine whether recovered property is linked with a previous crime		4.25/45	3.50/48	3.00/38
H56 Trace stolen goods		3.50/35	3.33/17	5.00/30
H6 Conduct surveillance of individuals or locations		4.10/69	3.93/91	3.00/50
H26 Organize surveillance of individuals or locations		4.75/34	3.42/70	2.50/25
H58 Utilize department records to assist in investigation		4.42/45	3.00/82	3.50/60
H1 Analyze and compare incidents for similarity of modus operandi (M.O.)		3.33/41	3.00/66	3.00/33
H54 Talk with families of adult suspects or defendants (advise, inform, notify, counsel)		4.00/08	3.71/44	3.00/58
D33 Recruit confidential informants		4.00/26	3.64/78	

TABLE 15: (Excerpt of Data Presented In Appendix O)

CIP AND PERCENT PERFORMING*
INFORMATION FOR NONCORE TASKS (ARRANGED BY TRAINING GROUP)

TRAINING GROUP/TASKS	TRADITIONAL AGENCIES								SPECIALIZED AGENCIES			
	S.P.	D.P.	L.C.	M.C.	S.C.	L.S.	S.S.	U.C.	A.P.	R.R.	N.R.	L.P.
CASE PROSECUTION												
N15 Review other officer's cases to be presented to prosecutor	4.16/50	5.00/10	4.80/12	4.33/15	4.10/32	4.37/18		5.00/24			4.22/34	3.00/33
A12 Distribute subpoenas to officers	4.11/63	4.57/15	3.22/19	3.18/33	4.71/62	4.00/55		4.44/26			3.92/70	3.50/45
CIVIL DISORDERS												
C26 Escort vehicles or persons through picket lines	3.76/05	3.14/12	4.14/34	3.66/15	4.75/11	3.00/30		3.12/11	3.00/08	3.57/34		
D16 Explain demonstration permit to demonstrators	3.37/02	3.80/08	3.83/09	3.37/09	3.90/07	3.35/08		3.60/02		3.50/04		5.00/08
D41 Watch for illegal activity at labor disputes	3.55/15		3.52/31	3.30/40	3.78/14		3.00/03	4.00/05		4.40/31		
CIVIL PROCESS												
F7 Pick up children as directed by court in custody matters (e.g., divorce proceedings)	4.00/03		4.08/21	4.25/18	4.66/16	3.88/26	3.40/43	6.00/02				
N13 Notify witnesses to appear without subpoena	3.28/39	4.83/22	3.20/17		3.81/36	3.90/34		3.50/12		5.00/08	4.00/49	4.00/30
F1 Attach property under court order	5.00/04		4.00/02		4.33/04	3.20/11	3.66/35	6.00/03			3.87/20	
COURT FUNCTIONS												
N2 Act as department court officer	3.94/44	4.50/08	3.66/06		4.66/20		2.50/55	4.33/10			4.00/17	5.00/15
CRIME PREVENTION												
G3 Request publicity from news media		3.33/01	3.00/03	3.00/06	3.55/27					6.00/01	3.53/63	
G7 Provide information to persons participating in ride-along program	2.92/32	3.00/10	2.85/27	4.50/19	4.20/19		2.50/25	3.25/29			3.14/37	
CRIMINAL INVESTIGATION												
H30 Photograph latent fingerprints	4.77/32		4.88/05	4.25/10	4.50/15	3.75/06	4.66/27	4.87/09		6.00/01	6.00/01	4.00/05
H31 Photograph line-up	4.00/13		4.85/03	3.50/02	5.60/08	4.37/01	3.50/05	3.66/07				
A7 Conduct background investigations on applicants for licenses (e.g., liquor, pawn dealer)	4.71/07	3.42/01	3.40/01	3.28/01	4.71/13	3.85/04		3.33/02			4.00/79	
H18 Instruct and direct civilians in undercover operations	3.69/05	3.00/02		3.00/06	4.00/12	3.70/05	3.50/08	3.50/02		5.00/05	3.75/16	
FIELD NOTE-TAKING & REPORT WRITING												
C18 Dictate reports into recording devices	2.54/78		3.57/47	3.10/38				3.50/22		3.00/09		
A64 Write interoffice memos		2.66/55		2.50/33	3.12/42	3.08/27	3.00/32			4.00/20	3.24/68	3.66/33
FINGERPRINTING & PALM PRINTING												
A22 Fingerprint persons for non-criminal reasons (e.g., professional licensing)	2.68/06				3.08/60	3.25/13	3.66/68					5.00/08

*Performing - CIP ≥ 3.0 and % performing ≥ 0 or 2.5 < CIP < 3.0 and % performing ≥ 25; % performing data are displayed beneath CIP data.

Appendix P lists the same data as listed in Appendix O, only arranged by selection task group.

ANALYSES OF NON-TASK DATA

Purpose

In addition to providing task data, officer respondents provided information with regard to: (1) the types of complaints/incidents they are called upon to handle; (2) the types of equipment they use or vehicles they operate on the job; and (3) the types of written source materials they typically must read as part of their job. Specifically, data were collected for 129 types of complaints/incidents, 92 types of equipment or vehicles, and 30 types of written source material. The rating scales used to collect the complaint/incident and written sources of information data are presented in Figures 7 and 8. Equipment/vehicle data were collected by having respondents simply place a check (✓) next to those specific types of equipment/vehicle they use.

Figure 7

RESPONSE TO COMPLAINT/INCIDENT SCALE		
WHEN I RESPOND TO THIS COMPLAINT/INCIDENT I:		
1	2	3
Make Log Entry Only	Conduct Preliminary Investigation and Write Report	Conduct Complete Investigation and Write Report

Figure 8

SOURCES OF INFORMATION		
PLEASE CHOOSE THE NUMBER FROM THIS SCALE WHICH INDICATES HOW YOU PRIMARILY RECEIVE INFORMATION FROM THIS MATERIAL:		
1	2	3
I receive verbal instructions relating to this material. I am not required by my agency to read anything relating to this material.	I am required by my agency to read training bulletins, orders, or memos relating to this material, but I am not required to read the material itself.	I am required by my agency to read this material

Complaint/Incident data were collected for the purposes of: (1) determining which types of complaints/incidents are handled by patrol officers throughout the state ("core" complaints/incidents) and which types of complaints/incidents are typically handled only by officers from specific types of departments; and (2) further improving the data base for the development of training curricula by providing information regarding the nature of complaints/incidents officers are called upon to handle when performing significant job tasks (the context in which task performance

occurs). Accordingly, core complaints/incidents were identified using a procedure very similar to that used to identify core tasks. In addition, each complaint/incident was assigned to a training task group on the basis of expert opinion as to the training task group for which the complaint/incident was most directly relevant.

Equipment/vehicle data were collected because of their possible significance to the design of both selection and training programs. Any type of equipment/vehicle that is widely used on the job and requires specialized skill or knowledge to operate has obvious implications for training. It may also have implications for selection if it is reasonable to require that job applicants possess the skills or knowledge needed to operate the equipment/vehicle. Given these considerations, the equipment/vehicle data were analyzed to distinguish those types of equipment or vehicles that are used in all agencies ("core" equipment/vehicle) from those that are used only in certain types of agencies.

Data on the use of written source material were collected to begin to determine the reading requirements of the patrol job, and with the expectation that in the near future the MLEOTC will be developing entry-level selection tests of reading skill. Analyses of these data were intended to identify similarities and differences in the reading requirements of the patrol job across the state.

Procedures and Results

Each complaint/incident was assigned to the most appropriate training task group by the staff of the MLEOTC. The data for complaints/incidents were analyzed using the same 12 agency categories used to analyze task data. A complaint/incident was considered to be significant to a particular agency type if at least 50% of the respondents from that agency type indicated they handled the complaint/incident.⁷ All complaints/incidents handled by at least 50% of the officers across the eight traditional agencies were identified as core complaints/incidents.

Appendix Q contains a listing of all 129 types of complaints/incidents arranged by training task group. Percent performing data for each agency type are presented for each complaint/incident. All percentages less than 50 are within parentheses. Core complaints/incidents are designated by a double asterisk. A total of 96 core complaints/incidents were identified.

Equipment/vehicle operation data were converted to percentages (percent of officers using) for each of the 12 agency categories. Any equipment/

⁷The percent of officers handling a particular complaint/incident was computed by summing the number of officers who rated the complaint/incident "1", "2", or "3" on the Response to Complaint/Incident Scale (see Figure 7) and dividing this sum by the total number of officers who completed the survey (respondents were instructed to leave blank the spaces for making a rating if they did not handle the complaint/incident).

vehicle used by 50% or more of the officers in a given agency category was considered to be important to that agency category. Equipment/vehicles used by 50% or more of the officers across the eight traditional agency types were identified as core equipment/vehicles. A total of 24 core equipment/vehicles were identified. All equipment/vehicle data are presented in Appendix R. The data are presented in much the same format as used to display the complaint/incident data in Appendix Q.

Sources of information ratings for each type of written source material were converted to percentages for each of the twelve agency types. Percentages were calculated by treating all ratings of "2" or "3" as indicating that the source material or some written description of the source material is read, and treating all blanks or ratings of "1" as indicating no reading is done with regard to the source material.⁸ All information sources with regard to which at least 50% of those responding in a given agency type indicated they do some reading were considered to constitute a significant reading requirement for the patrol officer job in that agency type. Information sources meeting the same 50% criterion when applied across the eight traditional types were designated "core" information sources. A total of 12 such information sources were identified. All data for sources of information are presented in Appendix S.

⁸Respondents were told to leave blank the space for making a rating if knowledge of the material in the written source was not required; for description of rating scale, see Figure 8.

Chapter 4

USE OF THE JOB ANALYSIS DATA BASE

Chapter 4

USE OF THE JOB ANALYSIS DATA BASE

Job analysis data is gathered to make decisions such as those regarding the content of selection and training programs. Therefore, the initial product of a job analysis project is simply a data base which has been structured in a way that will facilitate decision-making.

The data base established through the MLEOTC job analysis is one of the most extensive compilations of law enforcement job data existing anywhere in the United States today. As already explained in the previous chapter, the data has been thoroughly analyzed and organized so that it can be readily used in future projects planned by the MLEOTC. The structure of the data base and the primary decisions which can be made on the basis of each type of data are described below.

BACKGROUND INFORMATION

It is important to be able to document the qualifications and relevant characteristics of the individuals who provide job analysis data. Otherwise the quality and accuracy of the data and any decisions based upon the data will be suspect. The Background Information Section of the data base provides such documentation. For example, the data clearly indicate that the patrol officer respondents possess considerable job experience and were currently (at the time of the survey administration) performing patrol duties. The supervisory respondents also possess considerable experience and were directly involved with supervising patrol officers at the time of the survey administration.

The Background Information Section has already been used to conclude that the job analysis sample was properly chosen. In addition, decisions have been made concerning whether the content of the patrol job changes as a function of tenure (this issue was discussed in the previous chapter). Many other such issues can be resolved through further analysis of the documentation contained in this portion of the data file.

CORE TRAINING TASK GROUPS

One of the primary purposes of the study was to develop a data base to facilitate decision-making regarding the content of basic training. The data in the file are set up so that the MLEOTC can readily achieve these objectives.

First, tasks which require related actions and which should logically be addressed at the same time in training have been grouped. Second, each task within a task group has considerable information associated with it

such as: (1) the consequence of inadequate task performance; (2) the percentage of surveyed officers from traditional agencies who perform the task; (3) the training priority of the task; (4) the task learning difficulty; and (5) the amount of task delay tolerance associated with the task.

Armed with this wealth of information about each task, the MLEOTC can translate the task data for a task group into a block of instruction which is definitely job-related and which reflects the relative level of importance and difficulty of each task.

CORE SELECTION TASK GROUPS

As already explained, tasks requiring similar actions on the part of the officer were grouped into task groups. The tasks within each task group were then evaluated to determine how critical they are for each type of traditional agency (percent performing and consequences of inadequate performance criteria were used). Those tasks meeting the criteria across all eight traditional agency types were considered to be statewide or "core" tasks.

The core selection task groups have implications for statewide selection standards. The data in this section of the file will play a crucial role in determining what the future standards should be. An example of how the MLEOTC can progress from core selection groups to statewide standards is as follows. First the selection task groups would be used to identify the behaviors which are required for successful task group performance. For example, it might be determined that oral communication and situational reasoning behaviors are important to successfully complete tasks that require conferring with others. Next the skills, knowledges, abilities and other personal characteristics which make the behaviors possible would be identified. Finally, it would be determined whether the definition and/or measure of the characteristic (e.g., test) can be made into a statewide standard. Such a standard would be job-related and defensible to the extent that the link between it and one or more core selection task groups can be demonstrated and documented.

COMPLAINTS/INCIDENTS

This section of the data file has important implications for training. It documents the types of incidents and complaints to which officers in Michigan respond. It also specifies, with regard to 129 types of complaints/incidents, whether the officer typically: (1) makes a log entry only; (2) conducts a preliminary investigation and writes a report; (3) conducts a complete investigation and writes a report; or (4) is not called upon to respond to the specific type of incident/complaint. The implications of these data for training are fairly obvious. Officers should be

taught to correctly respond to the complaints/incidents which they will be typically called upon to handle. Also, these data will assist curriculum designers to structure training based upon the degree to which officers typically get involved in each type of complaint/incident.

EQUIPMENT AND TRANSPORTATION CHECKLIST

In the course of doing their jobs, officers can be called upon to operate a wide range of equipment and vehicles. Certain types of equipment and vehicles are sufficiently complex and difficult to operate that they require specialized skills and/or knowledges. For example, if officers are typically called upon to operate boats, knowledge of and experience in boating might be required of applicants (assuming it was not feasible to provide this knowledge and experience during regular academy training). This section of the data file provides documentation concerning the use by officers of 92 types of vehicles and equipment. These data have important implications for the design of both employee selection and training programs.

SOURCES OF INFORMATION

This component of the data base will assist the MLEOTC to make decisions primarily with regard to selection standards. The Sources of Information section of the survey was designed to identify which of the 30 different types of reading material officers in Michigan are actually required to read as part of their job. The ultimate purpose of these data is to determine the level of reading difficulty of the materials which officers read. Based upon the results of this analysis, the MLEOTC can develop a job-related reading ability test which will help to ensure that candidates selected for law enforcement positions have sufficient reading ability to successfully perform on the job.

NON-CORE AND AGENCY-SPECIFIC TASKS

In addition to information about core tasks, there is also information in the data file concerning over 100 non-core and agency-specific tasks. These data will assist local agencies in making decisions about local selection and training needs. Local agencies will be able to evaluate, based upon this Report, the extent to which their agencies share in the core entry-level job. They will also be provided data concerning non-core tasks which may be important enough to their agencies to warrant local selection and training standards beyond those developed by the MLEOTC. The data file contains a wealth of reliable information for this type of local decision-making.

OTHER POTENTIAL USES OF THE DATA BASE

The total number and types of analyses that could be performed on a data base the size of the one described in this Report are impossible to list. Even with the considerable number of analyses which have been done to date, the MLEOTC has only scratched the surface in terms of extracting the potential worth from the job analysis data file. The major analyses done to date and the initial conclusions drawn from the data have already been described. Discussed below are several additional applications for which the data is readily amenable.

Assessment of Change in Job Content

Undoubtedly, the question will arise concerning whether changes in the job have occurred over time which have reduced or eliminated the job-relatedness of the selection and training standards. It is a legitimate question and should be addressed. The MLEOTC, by virtue of its involvement in the job analysis project, has at its disposal the survey methodology and existing data base to make periodic assessments of changes in job content. Since the law enforcement job will probably remain invariant in Michigan for a number of years to come, the capability of documenting the stability in job content will ensure the applicability of currently developed selection and training standards in the foreseeable future.

Portability

Portability is one possible characteristic of a selection or training standard. A standard (e.g., a test) is portable to the extent that it can be shown to be valid in a situation or job other than the one for which it was originally developed. For example, consider the situation of a newly created law enforcement agency in Michigan. Can the new agency use selection and training standards that were developed before the new agency's existence (i.e., are the existing standards portable to the new agency?)? The question can be answered by comparing the content of the job performed in the new agency with the content of the job on which the standards were based. The MLEOTC survey capabilities and data base will make such comparisons possible.

Performance Appraisal

Performance appraisal systems and employee selection systems have in common their importance to an agency's effectiveness and their reliance on job analysis data. It would be a relatively simple matter for the MLEOTC to develop a comprehensive, job-related performance appraisal system from the job analysis information already gathered. Such a system could serve many useful purposes. For example, performance data could serve as criteria against which the MLEOTC could validate its planned selection and training standards.

CONCLUSION

A job analysis is only as good as the effectiveness of the decisions that can be made by analyzing the resulting data base. The MLEOTC has established a very extensive and rich store of data that can form the basis for numerous decisions that will improve the quality of law enforcement in Michigan.

APPENDICES

Appendix A
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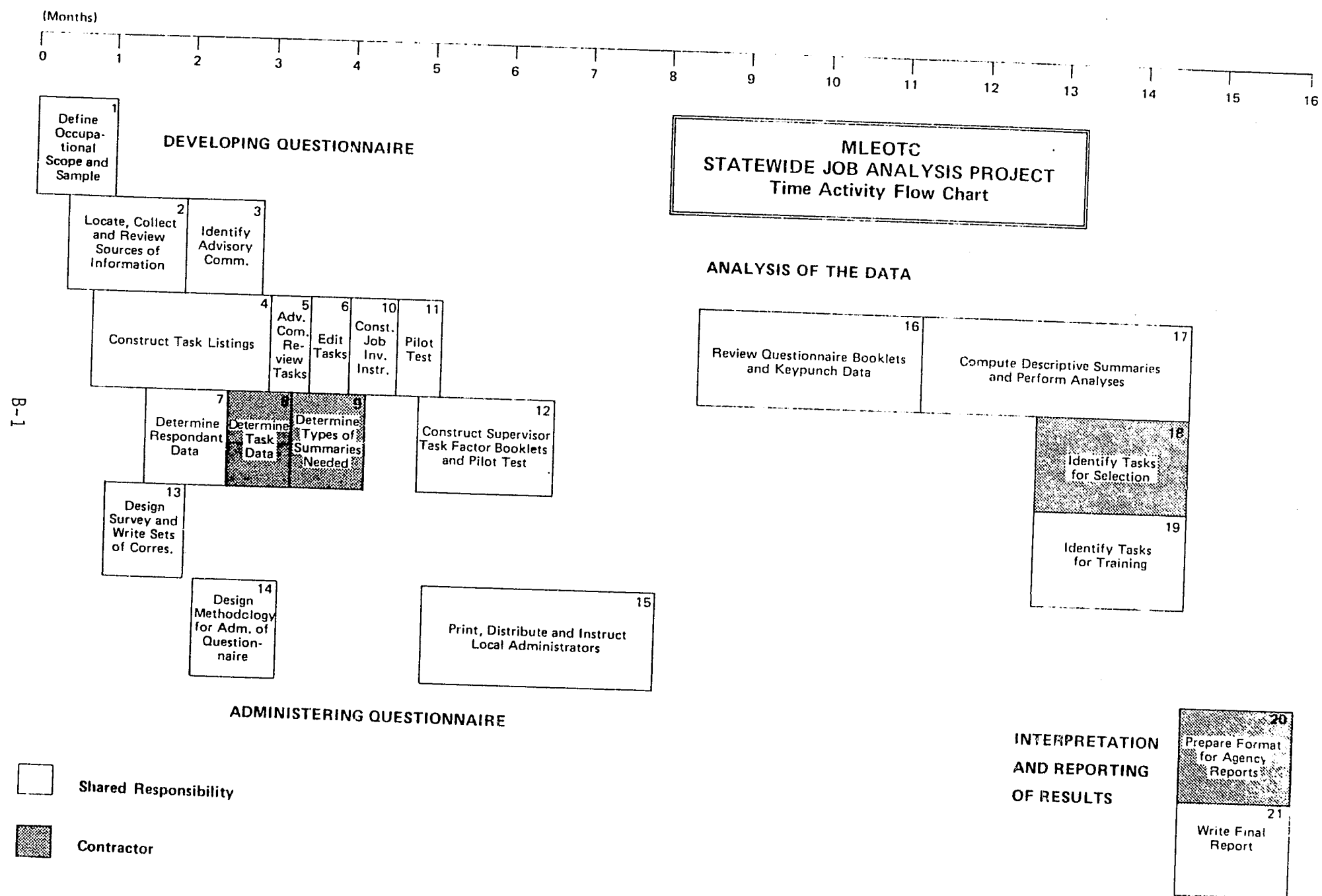
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Appendix B

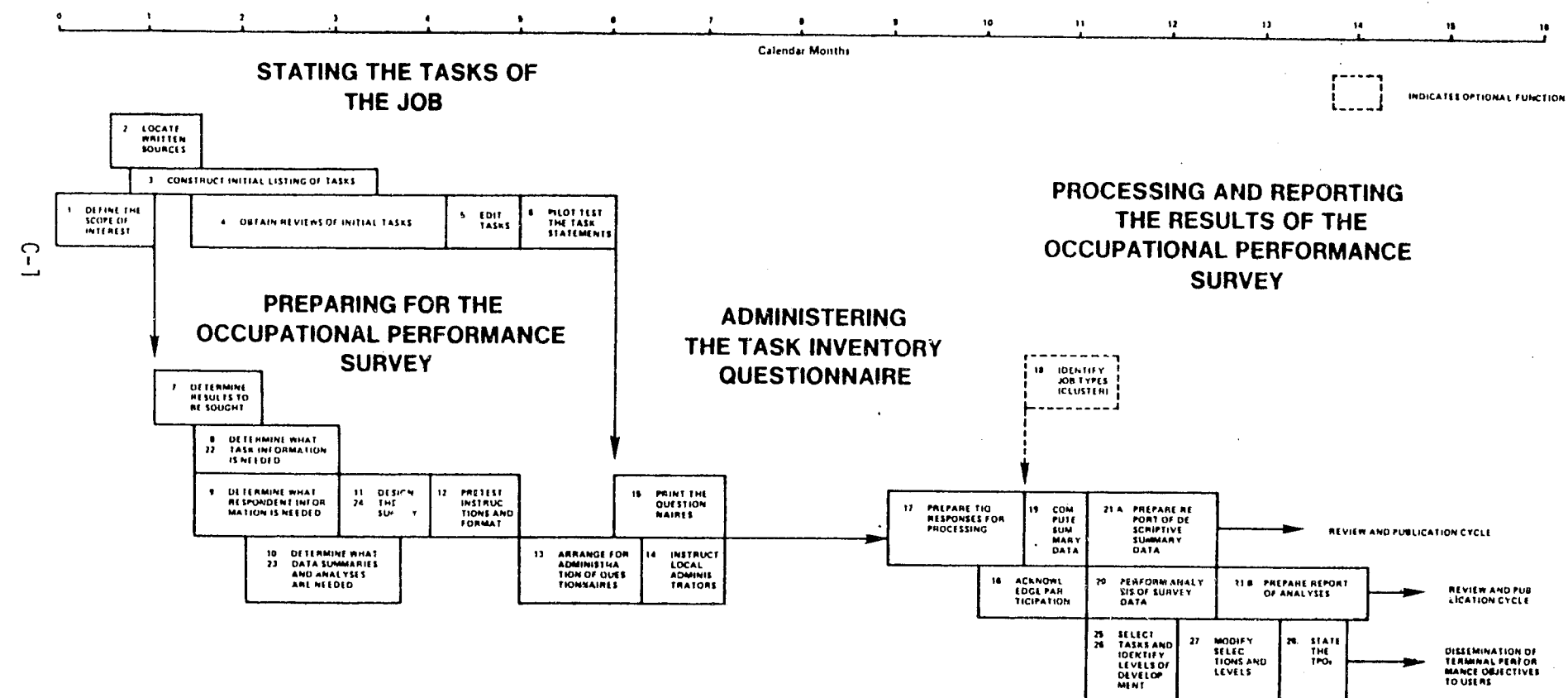
TIME ACTIVITY FLOW CHART



Appendix C

AMMERMAN AND PRATZNER PROCESS

TWENTY-EIGHT STEP TIME ACTIVITY FLOW CHART*



*Harry L. Ammerman and Frank C. Pratzner, Performance Content for Job Training, Vol. 1, Introduction (Columbus, Ohio: The Center for Vocational Education, 1977), p. 30.

AGENCIES SURVEYED IN EACH OF 12 AGENCY
CATEGORIES TO OBTAIN PATROL OFFICER SAMPLE

(1) STATE POLICE

(2) DETROIT

(3) LARGE CITIES/VILLAGES/TOWNSHIPS

ANN ARBOR
FLINT
GRAND RAPIDS
KALAMAZOO
LANSING
LIVONIA
ROYAL OAK
SAGINAW
STERLING HEIGHTS

(4) MEDIUM CITIES/VILLAGES/TOWNSHIPS

ADRIAN	PORT HURON
BATTLE CREEK	REDFORD TWP.
BENTON HARBOR	ROSEVILLE
CLINTON TWP.	SAULT STE. MARIE
HOLLAND	WATERFORD TWP.
JACKSON	WEST BLOOMFIELD TWP.
MARQUETTE	WESTLAND
MIDLAND	WYOMING

(5) SMALL CITIES/VILLAGES/TOWNSHIPS

ALMA	COLON	GRAND BEACH
AUBURN	CONSTANTINE	GROSSE ILE TWP.
BANCROFT	CROSWELL	GROSSE POINTE SHORES
BARAGA	DAVISON TWP.	HANCOCK
BELDING	DECKERVILLE	HARBOR SPRINGS
BELLAIRE	DOUGLAS	HARRISON
BUCHANAN	DURAND	HILL TWP.
BUENA VISTA TWP.	EAST JORDAN	IRA TWP.
BURR OAK	EAST TAWAS	IRONWOOD
CADILLAC	EAU CLAIRE	KALAMAZOO TWP.
CALUMET	ELKTON	KALKASKA
CASPIAN	EMMETT TWP.	KINGSFORD
CEMENT CITY	FENNVILLE	L'ANSE
CHARLOTTE	FENTON	LENNON
CLAY TWP.	FLINT TWP.	LEXINGTON
COLOMA TWP.	GAYLORD	LUDINGTON

Appendix D

AGENCIES SURVEYED IN EACH OF 12 AGENCY
CATEGORIES TO OBTAIN PATROL OFFICER SAMPLE

(5) SMALL CITIES/VILLAGES/TOWNSHIPS (cont'd)

MACKINAC ISLAND	NORTON SHORES	SOMERSET TWP.
MACKINAW CITY	OTISVILLE	SOUTH RANGE
MANISTEE	OWOSSO	SWARTZ CREEK
MANISTIQUE	OXFORD	SYLVAN LAKE
MATTAWAN	PENTWATER	TECUMSEH
MENOMINEE	PORT AUSTIN	THREE OAKS
MIDLAND TWP.	PORT HOPE	TRAVERSE CITY
MONTROSE	QUINCY	WALTON
MORRICE	RICHFIELD TWP.	WEBBERVILLE
NASHVILLE	RICHLAND	WEST BRANCH
NEW BALTIMORE	ST. IGNACE	WHITE CLOUD
NEWBERRY	SANFORD	WOLVERINE LAKE
NEW LOTHROP	SEBEWAING	WOODHAVEN
		VAN BUREN TWP.

(6) LARGE SHERIFF DEPARTMENTS

ALLEGAN CO.
 CALHOUN CO.
 GENESEE CO.
 INGHAM CO.
 LAPEER CO.
 LENAWEЕ CO.
 MACOMB CO.
 MUSKEGON CO.
 WASHTENAW CO.
 WAYNE CO.

(7) SMALL SHERIFF DEPARTMENTS

ALPENA CO.
 BARRY CO.
 CHEBOYGAN CO.
 CLARE CO.
 GLADWIN CO.
 HILLSDALE CO.
 IRON CO.
 ISABELLA CO.
 KALKASKA CO.
 LAKE CO.
 MACKINAC CO.
 MENOMINEE CO.

(8) UNIVERSITY/COLLEGE POLICE

CENTRAL MICHIGAN UNIVERSITY DPS
 DELTA COLLEGE DPS
 EASTERN MICHIGAN UNIVERSITY DPS
 FERRIS STATE COLLEGE
 GRAND VALLEY STATE COLLEGE
 LANSING COMMUNITY COLLEGE DPS
 MACOMB COMMUNITY COLLEGE DPS
 MICHIGAN STATE UNIVERSITY DPS
 MICHIGAN TECHNICAL UNIVERSITY DPS
 NORTHERN MICHIGAN UNIVERSITY
 OAKLAND UNIVERSITY DPS
 SAGINAW VALLEY STATE COLLEGE DPS
 WAYNE STATE UNIVERSITY DPS
 WESTERN MICHIGAN UNIVERSITY DPS

(9) AIRPORT POLICE

CAPITAL CITY AIRPORT
 DELTA CO. AIRPORT
 DETROIT METROPOLITAN AIRPORT
 HOUGHTON CO. MEMORIAL AIRPORT
 KALAMAZOO MUNICIPAL AIRPORT
 MUSKEGON CO. AIRPORT
 TRI-COUNTY AIRPORT
 TWIN CITIES AIRPORT

(10) RAILROAD POLICE

CHESSIE SYSTEM RR
 CONRAIL RR
 DETROIT TERMINAL RR
 DETROIT TOLEDO & Ironton RR
 GRAND TRUNK & WESTERN RR
 NORFOLK & WESTERN RR

(11) DEPARTMENT OF NATURAL RESOURCES

(12) LOCAL PARK POLICE

LANSING PARKS & RECREATION
 GENESEE CO. PARKS & RECREATION
 HURON/CLINTON METROPOLITAN AUTHORITY
 KALAMAZOO CO. PARKS & RECREATION

Appendix E
SURVEY BOOKLETS

STATEWIDE JOB ANALYSIS OF THE POLICE PATROL OFFICER POSITION

PATROL OFFICER TASK INVENTORY



MICHIGAN LAW ENFORCEMENT
OFFICERS TRAINING COUNCIL

7426 NORTH CANAL ROAD, LANSING, MICHIGAN 48913
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PATROL OFFICER TASK INVENTORY



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Law Enforcement Officers Training Council
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E-2

JANUARY 1979
E-3

INTRODUCTION

Q. WHAT IS THE PURPOSE OF THIS STATEWIDE JOB ANALYSIS SURVEY?

A. It is to collect facts regarding what a patrol officer does and what abilities must be possessed to do the job adequately. These facts must be collected in such a manner that they will be accepted as evidence in court. Your answers to this survey will form the factual basis for the selection and training of future officers.

Q. WHO IS ASKING ALL THESE QUESTIONS?

A. The Michigan Law Enforcement Officers Training Council (MLEOTC) under Public Act 203 of 1965 is the agency charged with establishing minimum employment standards for entry-level patrol officers.

Q. WHAT IS A JOB ANALYSIS?

- A. 1. It identifies:
- a. all of the tasks Michigan patrol officers perform AND
 - b. the proportion of the time they spend on these tasks.
2. It provides information for:
- a. training new officers for duties they will actually perform AND
 - b. selecting new officers who can perform on the job.

Q. WHY ME?

A. Your agency was selected because it is representative of other agencies of similar size. YOU were selected because you are a patrol officer. YOUR responses will ensure that the survey outcome reflects true field conditions faced by a patrol officer.

Q. WHO ELSE GOT THIS THING?

A. Approximately 3,000 Michigan patrol officers representing 200 agencies are participating in the survey. Your fellow officers represent a broad range of law enforcement agencies. Municipal, township, county and state agencies are participating as well as airport, railroad, conservation and park police agencies.

Q. WHAT HAPPENS TO MY ANSWERS?

A. All responses will be grouped for statistical analysis. The grouped information will be used to develop occupational profiles of Michigan patrol officers by size and type of agency. No individual responses will be reported.

Q. OK, HOW DO I ANSWER THE QUESTIONS?

A. The survey is divided into three sections: 1) background information, 2) checklists of equipment you use, how you receive job information, and the types of calls to which you respond, and 3) the types of tasks you perform. Detailed instructions are provided at the beginning of each section. Work from the beginning, section by section and respond to the items with your best professional judgment.

Q. WELL, IS ALL THIS REALLY NECESSARY?

A. You bet! This is the opportunity for you to tell MLEOTC what you do as a patrol officer. The information you provide will be the basis for the development of mandatory statewide job-related employment standards.

Q. HOW LONG DO I HAVE TO COMPLETE THE SURVEY?

A. Your department coordinator should have indicated to you the deadline for the completed survey. It is important that you complete the booklet as promptly as possible so that your responses will be included in the final survey report.

Q. WHAT DO I DO WITH THE SURVEY WHEN I'M FINISHED?

A. Place the survey in the envelope provided, seal it, and turn it into your agency coordinator. It will only be opened by MLEOTC personnel.

SECTION ONE
BACKGROUND INFORMATION

Do not write in this space.

JOB NO.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	1-4
POP	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	5-8
MET NO.	<input type="text"/>	<input type="text"/>	<input type="text"/>		9-11
STATE CODE	<input type="text"/>	<input type="text"/>			12-13
	<input type="text"/>	<input type="text"/>			14-15

(Please print information)

NAME

NAME OF YOUR AGENCY

LOCATION OF YOUR AGENCY HEADQUARTERS

LOCATION OF YOUR WORK ASSIGNMENT

TELEPHONE NUMBER WHERE YOU WORK ()

DIRECTIONS: Write the appropriate response in the blocks to the right of each question.

1. YOUR PRESENT AGE: 16-17

2. YOUR SEX: Male 1 18
Female 2

3. YOUR EQUAL EMPLOYMENT OPPORTUNITY COMMISSION CATEGORY (Write the number in the box):

American Indian 1
Black 2
Caucasian (white) 3
Oriental 4
Spanish Surname 5
Other (specify) 6 <input type="text"/>

4. YOUR AGENCY IS (write the numbers in the boxes):

Municipal 01
Township 02
Sheriff 03
State Police 04
Railroad 05
Airport 06
Housing Authority 07
Local/County Park 08
Dept. Natural Res. 09 <input type="text"/>
University/College 10 <input type="text"/>

5. YOUR PRESENT JOB TITLE IS:

6. WHAT TYPE OF PATROL AREA DO YOU WORK IN? Urban = inner city (high population density); suburban = residential (moderate population density); rural = agricultural/forest (low population density). (Write the number that best describes your patrol area in the box.)

Urban 1
Suburban 2
Rural 3
Urban/Suburban 4
Suburban/Rural 5
Urban/Rural 6 <input type="text"/>
Urban/Suburban/Rural 7

Preceding page blank

7. INDICATE YOUR PRESENT RANK:
(Write the numbers in the box)
Patrol Officer 01
Trooper 02
Deputy 03
Public Safety Officer 04
Park Ranger 05
Conservation Officer 06
Security Officer 07
Corporal 08
Sergeant 09
Other (specify) 10
23-24

8. MONTHS OF EXPERIENCE IN PRESENT RANK (write in total months):
Years Months 25-27

9. MONTHS OF EXPERIENCE WITH PRESENT AGENCY (write in total months):
Years Months 28-30

10. TOTAL MONTHS OF EXPERIENCE IN LAW ENFORCEMENT (write in total months):
Years Months 31-33

11. TOTAL MONTHS OF EXPERIENCE IN PATROL (write in total months):
Years Months 34-36

12. HOW MANY MONTHS IS YOUR DEPARTMENT'S PROBATION PERIOD? (write in total months):
Years Months 37-38

13. HAVE YOU COMPLETED PROBATION? (Write the number in the box):
Yes 1
No 2 39

14. YOUR PRESENT TYPE OF PATROL ASSIGNMENT IS (write the number in the box):
One Person Vehicle 1
Two Person Vehicle 2
Motorcycle 3
Foot 4
Other (specify) 5 40

15. WHAT SHIFT ARE YOU WORKING TODAY? (write the number in the box):
Days 1
Afternoons 2
Midnights 3
Other (specify) 4 41

16. PERCENT OF TIME YOU SPEND WORKING BY YOURSELF ON PATROL (write in the percent):
% 42-44

17. CHECK THE BOX(ES) THAT DESCRIBE YOUR PRIMARY RESPONSIBILITY(IES) IN THE LAST SIX MONTHS:
Patrol 45
Criminal Investigation 46
Traffic Enforcement 47
Accident Investigation 48
Community Relations 49
Warrant Service 50
Evidence & Property Control 51
Civil Processes 52
Dispatching 53
Identification 54
Bailiff/Court Officer 55
Vice Investigation 56
Narcotics Investigation 57
Other (specify) 58

18. HAVE YOU COMPLETED A CERTIFIED MICHIGAN RECRUIT POLICE TRAINING PROGRAM? (write the number in the box):
Yes 1
No 2 59

19. HIGHEST GRADE YOU COMPLETED BEFORE YOU WERE EMPLOYED AS A POLICE OFFICER. (Write the numbers in the boxes)
High School 09 10 11 12
Undergraduate 13 14 15 16
Masters 17 18
Ph.D. 19 20
60-61

20. HIGHEST GRADE YOU HAVE COMPLETED AT THE PRESENT TIME. (Write the numbers in the boxes):
High School 09 10 11 12
Undergraduate 13 14 15 16
Masters 17 18
Ph.D. 19 20
62-63

21. HOW OFTEN ARE YOU REQUIRED TO PERFORM TASKS NORMALLY PERFORMED BY SOMEONE IN THE RANK ABOVE YOU? (Write the number in the box):
Never 1
Seldom 2
Occasionally 3
Frequently 4
Very Frequently 5 64

22. YOUR LAW ENFORCEMENT EXPERIENCE BEFORE YOUR PRESENT EMPLOYMENT (Check as many as needed):
Forest or Park Ranger 65
Game Warden 66
Security Guard 67
Military Police 68
Municipal/Township Police 69
Police Reserve 70
Private Investigation 71
Sheriff's Department 72
State Police 73
Railroad 74
Airport 75
Other (specify) 76
None 77 C-0

The following relate to your overall feelings about your job in general.

23. I find my job:
Very dull 1
Fairly dull 2
So-So 3
Fairly interesting 4
Very interesting 5 5

24. My job utilizes my natural talents:
Not at all 1
Very little 2
Fairly well 3
Quite well 4
Very well 5 6

25. The basic training I received in law enforcement prepared me to perform important tasks at my job site:
Very little 1
Fairly well 2
Quite well 3
Very well 4
Not applicable (did not attend basic training) 5 7

26. HOW LONG DID IT TAKE YOU TO COMPLETE THIS BOOKLET: (Answer this question only after you have completed the entire booklet)
Hours Minutes 8-10

NOTE: Go back over each set of responses. You should have recorded a response for every question.

CONTINUED

1 OF 5

SECTION TWO
CHECKLISTS

INSTRUCTIONS

RESPONSE TO COMPLAINTS/INCIDENTS

You are to identify the complaints and/or incidents which YOU HAVE answered and the course of action taken by you. Read each statement and place the number from the following scale that best describes the action you take most often for the complaint/incident. Use only one number to describe your response for each statement. If you have NEVER answered a particular complaint/incident, leave the space provided blank.

Use the following guidelines to determine your response.

- 1

Make Log
Entry Only

When the only record required is a notation on an official daily activity sheet or in your personal notebook.
- 2

Conduct Preliminary
Investigation and
Write Report

When a complaint/incident requires an investigator or specialist to follow up on your information and/or initiate further actions.
- 3

Conduct Complete
Investigation and
Write Report

When you have the authority to complete all the actions to close a complaint/incident, take it to court or, to determine that no further action or investigation is to be taken.

RESPONSE TO COMPLAINT/INCIDENT SCALE		
WHEN I RESPOND TO THIS COMPLAINT/INCIDENT I:		
1	2	3
Make Log Entry Only	Conduct Preliminary Investigation and Write Report	Conduct Complete Investigation and Write Report

Abandoned house or building	_____	11
Abandoned Vehicle	_____	12
Accidents involving chemicals	_____	13
Activated alarm	_____	14
Air and water pollution	_____	15
Aircraft accident	_____	16
Aircraft hijacking	_____	17
Airport or airline security violations	_____	18
Animal control violation (loose animals, barking dogs)	_____	19
Arson	_____	20
Assault (felony)	_____	21
Assault (misdemeanor)	_____	22
Auto theft	_____	23
Auto train accident	_____	24
Bad check	_____	25
Begging	_____	26
Bicycle theft	_____	27
Boat accident	_____	28
Bombing	_____	29
Bomb threat	_____	30
Breaking and entering	_____	31
Building code violation	_____	32

RESPONSE TO COMPLAINT/INCIDENT SCALE
WHEN I RESPOND TO THIS COMPLAINT/INCIDENT I:

1	2	3
Make Log Entry Only	Conduct Preliminary Investigation and Write Report	Conduct Complete Investigation and Write Report

Business or peddler license violation	33
Check law violation (e.g., forgery, NFS, etc.)	34
Check on welfare of citizen	35
Child abuse	36
Child custody	37
Child neglect	38
Citizen locked out	39
Civil rights	40
Complaints about government service (e.g., trash collection, roads, non-police)	41
Complaints against officer	42
Concealed weapon	43
Conspiracy to commit a crime	44
Contributing to delinquency of a minor	45
Controlled substance act	46
Counterfeit money	47
Credit card theft or misuse	48
Criminal sexual conduct	49
Cruelty to animals	50
Curfew	51
Dead body	52
Defrauding an innkeeper	53
Desertion or AWOL	54
Disorderly public conduct	55
Downed wires	56
Dredge and fill	57
Drowning	58
Drug overdose	59
Drunk in public	60
Embezzlement	61
Eviction	62
Explosion	63
Extortion	64
False fire alarm	65
Family fight	66
Fireworks violation	67
Fishing and hunting	68
Forgery	69
Found property	70
Gambling	71
Hit and run traffic accident	72

RESPONSE TO COMPLAINT/INCIDENT SCALE
WHEN I RESPOND TO THIS COMPLAINT/INCIDENT I:

1	2	3
Make Log Entry Only	Conduct Preliminary Investigation and Write Report	Conduct complete Investigation and Write Report *

Homicide	73
Hostage	74
Illegal alien	75
Illegal burning	76
Illegal conduct of a public official	77 C-02
Illegal weapon (firearm)	5
Illegal weapon (other than firearm)	6
Impersonating an officer or other official	7
Indecent exposure	8
Invalid or elderly person needing assistance	9
Jail break	10
Kidnapping	11
Labor/management dispute	12
Landlord tenant dispute	13
Larceny/Felony	14
Larceny/misdemeanor	15
Licensing violations	16
Liquor law	17
Littering	18
Loitering	19
Lost child	20
Loud party	21
Malicious destruction of property	22
Mentally ill person	23
Michigan Occupational Safety and Health Act (MIOSHA) violation	24
Misconduct of a public official	25
Missing person	26
Motor vehicle hijacking	27
Motor vehicle theft	28
Negligent homicide	29
Non-traffic injury	30
Obscene, harassing, or threatening phone call	31
Obscene material	32
Occupational Safety and Health Act (OSHA) violation	33
Organized crime	34
Parking	35
Parole or probation	36
Perimeter control at fire	37
Pollution complaint	38
Pornographic material	39

RESPONSE TO COMPLAINT/INCIDENT SCALE
WHEN I RESPOND TO THIS COMPLAINT/INCIDENT I:
1 Make Log Entry Only
2 Conduct Preliminary Investigation and Write Report
3 Conduct Complete Investigation and Write Report

Postal
Prostitution
Prowling
Radiological incident
Receiving stolen property
Recovering stolen property
Repossession dispute
Riot
Robbery
Rowdy juvenile
Ruptured water or gas line
Sabotage
Shots fired
Sniper
Stolen aircraft or aircraft parts
Suicide attempt
Suspicious object (bomb, package)
Suspicious person or vehicle
Tampering with equipment
Thrown object at moving vehicle
Traffic accident
Train derailment
Trespassing
Unlawful possession or use of explosive
Unlawful train riding
Unlawful use of firearm
Wanted person

INSTRUCTIONS
SOURCES OF INFORMATION

The following is a list of materials that assist law enforcement officers in performing their job. Write in the space provided the appropriate number from the 3-point scale that best describes how you primarily receive job information from these materials. Do not use more than one number for each source of information. Leave the space blank if knowledge of this material is not required for your job.

SOURCES OF INFORMATION
PLEASE CHOOSE THE NUMBER FROM THIS SCALE WHICH INDICATES HOW YOU PRIMARILY RECEIVE INFORMATION FROM THIS MATERIAL.
1 I receive verbal instructions relating to this material. I am not required by my agency to read anything relating to this material.
2 I am required by my agency to read training bulletins, orders, or memos relating to this material, but I am not required to read the material itself.
3 I am required by my agency to read this material.

Airport field conditions report
Case law
Changes in legislation
Code of civil procedures
Court decisions
Criminal Law and Procedures Manual
Department manuals
FAA bulletins and regulations
Field guides (e.g., NATB book, Physicians Desk Reference)
First aid manual
Fish and game code
Harbor and navigation statutes
Health and safety statutes
In-depth narrative reports
Interoffice memos
Interstate Commerce Commission rules
Legal interpretations
Legal transcripts
Local ordinances
Michigan Aeronautics Code
Michigan Compiled Law 1970, Volumes 1-6
Michigan Criminal Law and Procedures, Volumes 1-4
Michigan Liquor Control Act
Michigan Vehicle Code
Professional law enforcement publications
Teletype messages
Training bulletins
U.S. Constitution
Wanted bulletins
Weather forecasts and bulletins

INSTRUCTIONS

EQUIPMENT AND TRANSPORTATION CHECKLIST

If you use, drive, or operate any of the following types of equipment in the course of your duties, place a check (✓) in the column next to the item.

Aircraft	67	Fire protective clothing	30
Alarm monitor	68	Fire truck	31
All terrain vehicle	69	First aid kit	32
Ambulance	70	Flare gun	33
Animal control equipment (noose, gloves, ne.)	71	Flares	34
Audio-visual equipment	72	Flashlight	35
Automatic traffic volume counter	73	Gas mask	36
Automobile	74	Handcuffs	37
Axe	75	Hand-held police radio (walkie-talkie)	38
Base station police radio	76	Horse	39
Baton (night stick)	77 C-03	Illuminated traffic baton	40
Battery jumper cables	5	Ladder	41
Bicycle	6	LEIN terminal	42
Binoculars	7	Machine gun	43
Blackjack or sap	8	Manual traffic control device ..	44
Boat	9	Metal detector	45
Body armor (hidden vest, exterior vest)	10	Motorcycle	46
Bomb technical equipment	11	Paddy wagon	47
Breathalyzer	12	Photocopier (e.g., xerox machine)	48
Bus	13	Photographic equipment	49
Business directory	14	Police car radio	50
Call box	15	Pneumatic tool for extricating trapped person (e.g., jaws of life, portapower)	51
Canine	16	Pry bar	52
Car door lock opening device .	17	Public address system	53
Chain	18	Pylons	54
Chain saw	19	Radar unit	55
Chemical mace	20	Radio car computer terminal ..	56
Crisscross directory	21	Rescue truck	57
Decelerometer	22	Revolver	58
Dictating machine	23	Revolver speed loader	59
Drug and narcotic identification field kit	24	Rifle	60
Dynamite	25	Riot shield	61
Evidence processing kit (fingerprint, moulage)	26	Riot baton	62
Fire extinguisher — agents	27	Rope	63
Fire hose	28	Scrambler radio	64
Fire nozzles	29	Self-contained air pack (Scott air pack)	65

EQUIPMENT AND TRANSPORTATION CHECKLIST (Continued)

If you use, drive, or operate any of the following equipment in the course of your duties, place a check (✓) in the column next to the item.

Semi-automatic pistol	<input type="checkbox"/>	66	Tear gas gun	<input type="checkbox"/>	76
Shotgun	<input type="checkbox"/>	67	Telescopic gun sight	<input type="checkbox"/>	77 C-04
Skis	<input type="checkbox"/>	68	Teletype	<input type="checkbox"/>	5
Snowmobile	<input type="checkbox"/>	69	Three-wheeled vehicle	<input type="checkbox"/>	6
Snowshoes	<input type="checkbox"/>	70	Tow truck	<input type="checkbox"/>	7
Spotlight	<input type="checkbox"/>	71	Tranquilizer gun	<input type="checkbox"/>	8
Stationary computer terminal ..	<input type="checkbox"/>	72	Traps	<input type="checkbox"/>	9
Strolometer/walker/walking	<input type="checkbox"/>		Typewriter	<input type="checkbox"/>	10
stick (to measure distances) ...	<input type="checkbox"/>	73	Facsimile Transmission	<input type="checkbox"/>	
Tape recorder	<input type="checkbox"/>	74	Equipment (fingerprints)	<input type="checkbox"/>	11
Tear gas grenade	<input type="checkbox"/>	75	Winch	<input type="checkbox"/>	12

SECTION THREE
TASK STATEMENTS

INSTRUCTIONS

The following pages contain tasks that are performed by patrol officers. The tasks have been sorted into major duty fields (patrol contact, accident investigation, etc). Please rate the tasks in terms of the FREQUENCY with which you have performed them in the last twelve months or since your employment as a patrol officer, if less than twelve months. Use the 9-point scale to assign FREQUENCY ratings and enter the number in the column to the right of the task statement. IF YOU HAVE NEVER PERFORMED A TASK, LEAVE THE SPACE IN THE FREQUENCY RATING COLUMN BLANK.

FREQUENCY SCALE								
DURING THE LAST TWELVE MONTHS, I HAVE PERFORMED THIS TASK ON THE AVERAGE OF:								
1	2	3	4	5	6	7	8	9
Have done	Once	Several	Monthly	Several	Weekly	Several	Daily	More than
this task	in the	times		times		times		once per
but not in	last	per year		per month		per week		day
past year	year							

Remember you are to describe only your own experiences. Tasks which YOU have not performed, but which are generally performed in your agency, will be identified by other officers in the survey. Therefore, do not be concerned that an important task will be omitted from further consideration if you do not rate it.

If a task occurs with an AVERAGE frequency somewhere between two scale positions (e.g., between several times a year and monthly) choose the scale value which is closer to the actual frequency.

EXAMPLE: In the following example, the officer assigned a frequency rating of 4 (Monthly) to the first task. Since this task was performed approximately 15 times during the past twelve months a rating of 4 was the most appropriate because it averaged almost once a month. The second task was left blank because the officer never performed the task. The third task was rated an 8 (Daily) since seldom a day goes by that a narrative report of some kind is not written. The fourth task was rated a 2 (Once a year) since this task has been performed only once this year.

1. Assist stranded motorists
2. Stamp serial numbers on bicycles
3. Write narrative reports
4. Evacuate persons from a dangerous area

Frequency Rating
4
8
2

NOTE: At the end of the task statements for each duty field, there are several blank spaces. If there are tasks that you perform, which are not listed, use the spaces to WRITE IN AND RATE those tasks.

PLEASE TURN THE PAGE AND READ EACH TASK STATEMENT. IF YOU HAVE PERFORMED THE TASK, INDICATE THE APPROXIMATE FREQUENCY RATING IN THE SPACE PROVIDED.

FREQUENCY SCALE								
DURING THE LAST TWELVE MONTHS I HAVE PERFORMED THIS TASK ON THE AVERAGE OF								
1	2	3	4	5	6	7	8	9
Have done this task but not in past year	Once in the last year	Several times per year	Monthly	Several times per month	Weekly	Several times per week	Daily	More than once per day

DUTY FIELD A: ADMINISTRATIVE

Analyze crime and accident statistics	5
Answer inquiries regarding the progress of a case	6
Attend in-service training	7
Collect vehicle impoundment fees	3
Compile crime statistics	9
Compile traffic accident statistics	10
Conduct background investigations on applicants for licenses (e.g., liquor, pawn dealer)	11
Control access to departmental records	12
Describe persons to other officers (e.g., suspects, missing persons)	13
Design training materials	14
Dispose of unclaimed property	15
Distribute subpoenas to officers	16
Enter data on cards for filing	17
Estimate property values of stolen or recovered goods	18
Evaluate citizen complaints regarding tickets or other minor offenses	19
Evaluate college internship students	20
Evaluate officers in basic or in-service training	21
Evaluate officers in on-the-job training (student-coach)	22
Exchange necessary information with other law enforcement officials	23
File documents in records system (e.g., fingerprint cards, reports, etc.)	24
Fill out surveys (other than this survey)	25
Fingerprint persons for non-criminal reasons (e.g., professional licensing)	26
Instruct in classroom setting	27
Instruct on-the-job training	28
Interview police officer applicants	29
Investigate and report on police applicant's background	30
Issue bicycle licenses/registrations	31
Issue departmental equipment	32
Issue pick-up or wanted notices	33
Issue supplies	34
Locate documents and information in records system	35
Make major vehicle repairs (e.g., beyond general maintenance)	36
Notify public agencies or utilities of damage to their equipment	37
Operate LEIN terminal to check persons and property	38
Operate LEIN terminal to update data	39
Operate telephone console or switchboard	40
Order supplies and equipment	41
Participate in firearms training	42
Participate in military style drill (e.g., parades, honor guards, color guards)	43

FREQUENCY SCALE								
DURING THE LAST TWELVE MONTHS I HAVE PERFORMED THIS TASK ON THE AVERAGE OF								
1	2	3	4	5	6	7	8	9
Have done this task but not in past year	Once in the last year	Several times per year	Monthly	Several times per month	Weekly	Several times per week	Daily	More than once per day
Participate in required physical exercise program								44
Plan training schedules								45
Prepare documents for filing (e.g., label, alphabetize, place in chronological order, etc.)								46
Prepare list of wanted persons for department use								47
Receive and evaluate telephone requests for police service								48
Remove reports from records systems								49
Request equipment repair								50
Request verification of warrants before service								51
Review other officers' incident reports for completeness and accuracy								52
Schedule work assignments for other officers								53
Sort and distribute mail								54
Stamp serial numbers on bicycles								55
Summarize total shift activities in departmental logbook								56
Test and evaluate police equipment								57
Train police dogs								58
Transmit messages on teletype								59
Type incident reports								60
Update directory of businesses in jurisdiction								61
Update dispatch records of officers on calls								62
Update inventory of supplies and equipment								63
Update maintenance records on individual police cars								64
Update records of warrants served								65
Update spot/pin maps								66
Write contract specifications for services or equipment								67
Write interoffice memos								68
Write letters on behalf of the department								69
Write performance evaluation reports on other officers (e.g., peer ratings)								70
Write policy material for department manuals								71
Write reports to suggest changes in the law								72
Write speeches								73

DUTY FIELD B: ARREST, SEARCH, AND SEIZURE

Advise persons of constitutional rights	74
Apprehend juvenile offenders	75
Arrest persons with a warrant	76
Arrest persons without a warrant	77 C-E
Conduct field search of arrested persons	5

FREQUENCY SCALE
DURING THE LAST TWELVE MONTHS, I HAVE PERFORMED THIS TASK ON THE AVERAGE OF:
1 2 3 4 5 6 7 8 9
Have done Once Several Monthly Several Weekly Several Daily More than
this task in the times times times times times times times times
but not in last per year per month per week once per
past year year day

Table with 2 columns: Task Description, Frequency Rating. Tasks include: Conduct frisk or pat down, Discharge firearm at person, Draw weapon, Handcuff suspects or prisoners, Impound property, Issue citations for non-traffic offenses, Obtain search warrants and/or make proper return, Participate in raids, Plan strategy for conducting searches, Plan strategy for making arrests, Request bystanders to assist in an apprehension, Search movable automobile under independent probable cause, Search premises or property incident to arrest, Search premises or property in hot pursuit situations, Search premises or property with consent, Search premises or property with warrant, Seize contraband, Take into custody person detained by citizen.

DUTY FIELD C: PATROL FUNCTIONS

Table with 2 columns: Task Description, Frequency Rating. Tasks include: Advise property owners or agents of potentially hazardous conditions, Assist elderly or disabled persons with mobility problems, Check condition and status of assigned patrol equipment and vehicle, Check for wants/warrants on persons through LEIN, Check homes of persons on vacation, Check individuals/businesses for compliance with licensing requirements, Check parks and school grounds, Check parking lots, Check railroad crossing for signal violations, Check stolen status on property through LEIN, Check vehicles for proper registration, Clean and dry fire-fighting equipment, Clean and inspect weapons, Collect money from and maintain parking meters, Collect incident reports by checking off boxes or filling in blanks.

FREQUENCY SCALE
DURING THE LAST TWELVE MONTHS, I HAVE PERFORMED THIS TASK ON THE AVERAGE OF:
1 2 3 4 5 6 7 8 9
Have done Once Several Monthly Several Weekly Several Several Daily More than
this task in the times times times times times times times times
but not in last per year per month per week once per
past year year day

Table with 2 columns: Task Description, Frequency Rating. Tasks include: Confront, in a riot formation, groups of agitated people, Destroy animals, Dictate reports into recording devices, Drag from a boat to retrieve body or evidence, Engage in high speed driving in congested area, Engage in high speed pursuit or response driving off road, Engage in high speed pursuit or response driving on open road, Escort emergency vehicles, Escort money, valuables or people to provide security, Escort processions, Escort vehicles or persons through picket lines, Flag down trains, Flush fuel spills, Follow suspicious vehicles, Identify wanted vehicles or persons, Inform dispatcher by radio as to your status, Inspect chemical treatment of waterways for violations, Inspect patrol vehicle for weapons and contraband, Investigate air and water pollution complaints, Investigate complaints of illegal border crossings, Investigate unusual odors, Investigate unusual sounds, Make entries in individual patrol log, Operate fire truck pump controls, Operate fire truck turret and fire hose handlines, Operate vehicle in driving rain, Operate vehicle on dirt covered road, Operate vehicle on ice covered road, Operate vehicle on snow covered road, Participate in large scale area search parties, Participate in meetings with other officers, Patrol area containing labor pickets, marchers or demonstrators, Patrol freeways, Patrol locations on beat which are potentially physically hazardous to citizens, Patrol on foot, Patrol riot stricken or civil disturbance areas, Perform first line maintenance on fire truck, Perform first line maintenance on patrol vehicle, Perform weather watch service.

FREQUENCY SCALE								
DURING THE LAST TWELVE MONTHS, I HAVE PERFORMED THIS TASK ON THE AVERAGE OF								
1	2	3	4	5	6	7	8	9
Have done this task but not in past year	Once in the last year	Several times per year	Monthly	Several times per month	Weekly	Several times per week	Daily	More than once per day

- Physically examine and test doors and windows of dwellings and businesses
- Prepare clothing and personal equipment to satisfy inspection requirements
- Prepare list of wanted persons or stolen vehicles for own use
- Refill fire extinguishers
- Report violations of school, college, or university rules and regulations to proper authority
- Request back-up assistance
- Review information on criminal activity in area
- Search unlocked businesses and dwellings for signs of illegal entry
- Secure house or property (e.g., lock, close doors and windows, etc.)
- Secure vehicles
- Track persons from scene (e.g., footprints in snow or mud)
- Transcribe field notes for reports
- Transport animals
- Transport injured persons
- Transport mental patients
- Transport persons needing assistance
- Transport prisoners
- Write narrative reports

FREQUENCY RATING

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DUTY FIELD D: PATROL CONTACT

- Accept bond on the street
- Advise victims of the procedures to prosecute
- Comfort emotionally upset persons
- Communicate with management and labor over strike disturbances
- Conduct parent-juvenile conferences
- Control hostile groups (e.g., demonstrators, rioters, or bar patrons)
- Control non-violent crowds
- Counsel juveniles
- Deliver emergency messages (e.g., injuries, death)
- Direct actions of officer(s) arriving to assist
- Direct actions of public service personnel arriving to assist
- Enforce court issued order (e.g., writs)
- Establish field contacts (e.g., bar owners, taxi drivers, etc.)
- Evacuate persons from dangerous area
- Explain arrest action to onlookers
- Explain demonstration permit to demonstrators
- Explain nature of complaints to offenders
- Fight aircraft fires

FREQUENCY SCALE								
DURING THE LAST TWELVE MONTHS I HAVE PERFORMED THIS TASK ON THE AVERAGE OF								
1	2	3	4	5	6	7	8	9
Have done this task but not in past year	Once in the last year	Several times per year	Monthly	Several times per month	Weekly	Several times per week	Daily	More than once per day

- Fight grass and forest fires
- Fight structural fires
- Fight vehicle fires
- Fill out field interrogation card
- Give street directions
- Identify ownership of livestock
- Impound vehicles
- Interview suspicious persons
- Investigate suspicious vehicle
- Locate and observe crowd agitators
- Mediate civil disputes
- Mediate family disputes
- Notify citizens of damage to their property
- Place children in protective custody (e.g., child abuse)
- Recruit confidential informants
- Refer persons to agencies providing social services
- Search for bombs
- Secure accident and disaster scenes
- Stop recreational vehicles
- Stop vehicles to investigate, cite or arrest occupants
- Talk with people on the beat to establish rapport
- Warn offenders in lieu of arrest or citation
- Watch for illegal activity at labor disputes

FREQUENCY RATING

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DUTY FIELD E: RAILROAD POLICE FUNCTIONS (Please read each task. Many officers are responsible for some of these tasks.)

- Cite persons for railroad safety violations
- Check fuel levels in refrigeration cars
- Check trucks for hot boxes
- Conduct liability and claims investigations
- Cross state lines to enforce railroad laws
- Determine location of high value loads from yard list
- Drive off road to escort train
- Escort train through high crime areas
- Guard strategic locations during civil disorders and strikes
- Identify and record expected arrival times of trains
- Identify and record train identification number (lead engine number)
- Identify and record train locations
- Identify and record train movements
- Identify contents of railroad cards for possible hazardous cargo

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77 C-6

FREQUENCY SCALE								
DURING THE LAST TWELVE MONTHS, I HAVE PERFORMED THIS TASK ON THE AVERAGE OF:								
1	2	3	4	5	6	7	8	9
Have done this task but not in past year	Once in the last year	Several times per year	Monthly	Several times per month	Weekly	Several times per week	Daily	More than once per day

Inspect for damage and theft of railroad cargo	_____	5
Inspect for and remove obstructions on railroad right of way	_____	6
Inspect railroad cars for defects	_____	7
Investigate employee theft	_____	8
Investigate railroad derailments	_____	9
Investigate switch and rail malfunctions	_____	10
Locate downed railroad communication wires	_____	11
Observe for law violations on railroad property	_____	12
Patrol passenger train	_____	13
Patrol railroad yards on foot	_____	14
Recommend disciplinary actions for railroad employees	_____	15
Record locations of cargo inspections	_____	16
Record proof of lading	_____	17
Secure cargo	_____	18
Start cooling units on refrigeration cars	_____	19
Walk and locate high value railroad cars in yard	_____	20

DUTY FIELD F: CIVIL PROCESS (Please read each task. Many officers are responsible for some of these tasks.)

Attach property under court order	_____	21
Collect fees for serving civil process	_____	22
Collect money for sales of levied property	_____	23
Determine exempt and nonexempt property for levy purposes	_____	24
Distribute and collect election supplies	_____	25
Issue trustee sales notices	_____	26
Pick up children as directed by court in custody matters (e.g., divorce proceedings)	_____	27
Plan route for civil process and subpoena service	_____	28
Post probate notices, warnings, sale of property notices, etc.	_____	29
Prepare advertisements and notices of the sale of property	_____	30
Record disposition of civil papers	_____	31
Record payments made in response to suit papers being served	_____	32
Review return of civil process papers	_____	33
Seize property in civil claims	_____	34
Serve civil process papers	_____	35
Serve probate orders (e.g., mentals, juveniles, adult offenders)	_____	36
Update master index dockets and case description for civil cases	_____	37

FREQUENCY SCALE								
DURING THE LAST TWELVE MONTHS, I HAVE PERFORMED THIS TASK ON THE AVERAGE OF								
1	2	3	4	5	6	7	8	9
Have done this task but not in past year	Once in the last year	Several times per year	Monthly	Several times per month	Weekly	Several times per week	Daily	More than once per day

DUTY FIELD G: COMMUNITY RELATIONS

Conduct community relations programs (e.g., safety programs, crime prevention, tours, C.B. watch)	_____	38
Distribute printed material for public relations	_____	39
Explain department recruitment policies	_____	40
Hold property upon request for safekeeping	_____	41
Mark valuables for persons	_____	42
Organize neighborhood watch groups	_____	43
Provide information to persons participating in ride-along program	_____	44
Request publicity from news media	_____	45
Respond to general information questions from the public	_____	46
Teach driver's education classes	_____	47

DUTY FIELD H: CRIMINAL INVESTIGATION

Analyze and compare incidents for similarity of modus operandi (M.O.)	_____	48
Cast impressions at crime scene (e.g., plaster casts, silicone, etc.)	_____	49
Collect evidence and personal property from crime scenes	_____	50
Conduct intelligence activities on known or suspected offenders	_____	51
Conduct on-the-scene suspect identifications (e.g., show-ups)	_____	52
Conduct surveillance of individuals or locations	_____	53
Confer with juvenile probation officer	_____	54
Determine need for specialized assistance at a crime scene	_____	55
Determine whether incidents are criminal or civil matters	_____	56
Determine whether recovered property is linked with a previous crime	_____	57
Diagram crime scenes	_____	58
Dispose of evidence no longer needed	_____	59
Document chain of custody for evidence	_____	60
Dust and lift latent fingerprints	_____	61
Establish modus operandi (M.O.) of a suspect	_____	62
Examine dead bodies for wounds and injuries	_____	63
Examine evidence and personal property from crime scenes	_____	64
Instruct and direct civilians in undercover operations	_____	65
Interrogate suspects	_____	66
Interrogate suspect or witness with use of polygraph results	_____	67
Interview complainants, witnesses, etc.	_____	68
Interview medical personnel to obtain specific information	_____	69
Locate witnesses to crime	_____	70
Organize and conduct photo line-ups	_____	71
Organize and conduct station-house line-ups	_____	72

FREQUENCY SCALE								
DURING THE LAST TWELVE MONTHS, I HAVE PERFORMED THIS TASK ON THE AVERAGE OF:								
1	2	3	4	5	6	7	8	9
Have done this task but not in past year	Once in the last year	Several times per year	Monthly	Several times per month	Weekly	Several times per week	Daily	More than once per day

Organize surveillance of individuals or locations	_____	73
Package evidence or personal property	_____	74
Participate in investigations with other law enforcement agencies	_____	75
Photograph crime scene	_____	76
Photograph latent fingerprints	_____	77 C-9
Photograph line-up	_____	5
Prepare criminal case summary sheet for prosecutor	_____	6
Prepare felony complaint forms for warrant authorization	_____	7
Prepare misdemeanor complaint forms for warrant authorization	_____	8
Prepare paperwork to file on extradition warrants	_____	9
Prepare witnesses for court testimony	_____	10
Recommend the issuance of an arrest warrant	_____	11
Record confessions in writing	_____	12
Record location of physical evidence at scene	_____	13
Recover and inventory stolen property	_____	14
Release confiscated property	_____	15
Review crime lab reports to guide investigation	_____	16
Review with medical examiner circumstances relating to a death	_____	17
Review records and pictures to identify suspects	_____	18
Search crime scenes for physical evidence	_____	19
Search dead bodies for personal property	_____	20
Search fire debris for evidence relating to the cause of the fire	_____	21
Serve as deputy medical examiner	_____	22
Summarize in writing the statements of witnesses and complainants	_____	23
Swear out complaints or warrants	_____	24
Tag evidence and confiscated properties	_____	25
Take custody of lost and found property	_____	26
Take statements of witnesses	_____	27
Talk with families of adult suspects or defendants (advise, inform, notify counsel)	_____	28
Talk with families of juvenile suspects or defendants (advise, inform, notify, counsel)	_____	29
Trace stolen goods	_____	30
Transport property or evidence	_____	31
Utilize department records to assist in investigation	_____	32
Verify reliability and credibility of witnesses	_____	33
Verify the identity of deceased persons	_____	34
Witness autopsies	_____	35

FREQUENCY SCALE								
DURING THE LAST TWELVE MONTHS, I HAVE PERFORMED THIS TASK ON THE AVERAGE OF:								
1	2	3	4	5	6	7	8	9
Have done the task but not in past year	Once in the last year	Several times per year	Monthly	Several times per month	Weekly	Several times per week	Daily	More than once per day

DUTY FIELD 1: AIRPORT POLICE OPERATIONS (Please read each task. Many officers are responsible for some of these tasks.)

Advise persons of alternatives to carrying prohibited items onto an aircraft	_____	36
Arrest persons for violations of laws relating to airport operations	_____	37
Assist people to evacuate aircraft in emergency	_____	38
Brief private security personnel on changes in airport security procedures	_____	39
Check aircraft tiedowns in severe weather and notify owners of problems	_____	40
Check baggage for long storage items	_____	41
Check gates in airport perimeter	_____	42
Check ramp for overdue aircraft	_____	43
Check registrations on aircraft	_____	44
Close down airport security screening in emergency situations	_____	45
Coordinate services for airport tenants (e.g., snow removal)	_____	46
Enforce airport rules and regulations	_____	47
Escort juvenile offenders onto and off aircraft	_____	48
Escort non radio equipped vehicles onto airfield	_____	49
Inform persons of legal requirements relating to airport security	_____	50
Inspect airport runway conditions	_____	51
Insure isolation of aircraft in appropriate emergency situations	_____	52
Investigate complaints about suspicious baggage at airport security checkpoint	_____	53
Investigate complaints about suspicious persons and activity at airport security checkpoint	_____	54
Investigate complaints of injuries in airport terminal	_____	55
Issue notice to airmen ("NOTAM")	_____	56
Issue operational area identification cards	_____	57
Issue safety permits for vehicles dispensing fuels in air operational area (AOA)	_____	58
Log and pass on information about nonfunctioning runway lights	_____	59
Observe hand carried baggage being run through airport security devices	_____	60
Observe persons being screened through airport security devices	_____	61
Receive and transmit on airport operations radio frequency	_____	62
Receive and transmit on aviation ground control radio	_____	63
Record air field landing activity for billing purposes	_____	64
Release aircarrier baggage to owners	_____	65
Seize a pilot's license	_____	66
Take decelerometer readings on airport runway braking conditions	_____	67
Witness inspection of baggage or cargo on request of airline	_____	68
Write report on airfield conditions	_____	69
Write tiedown list of aircraft parked on ramps	_____	70

FREQUENCY SCALE								
DURING THE LAST TWELVE MONTHS, I HAVE PERFORMED THIS TASK ON THE AVERAGE OF:								
1	2	3	4	5	6	7	8	9
Have done this task but not in past year	Once in the last year	Several times per year	Monthly per month	Several times per month	Weekly per week	Several times per week	Daily	More than once per day

DUTY FIELD J: PHYSICAL ACTIVITIES

Break through doors using force		71
Climb through openings (e.g., windows)		72
Climb up or over obstacles		73
Crawl in confined areas (e.g., attics)		74
Drag or pull heavy objects or persons		75
Jump across obstacles		76
Jump down from elevated surfaces		77 & 10
Jump over obstacles		5
Lift heavy objects or persons		6
Perform duties while wearing heavy equipment (other than gun belt)		7
Physically push movable objects		8
Physically restrain crowds		9
Pickup and carry heavy objects or persons		10
Pull self through openings		11
Pull self up over obstacles		12
Run after fleeing suspects		13
Run up stairs		14
Stand continuously for more than one-half of the work shift (e.g., guard duty or point control)		15
Subdue attacking persons		16
Subdue subject resisting arrest		17
Swim to rescue and search		18
Wade through marshes, swamp land or waterways		19
Walk continuously for more than one-half of the work shift (e.g., foot beat)		20

DUTY FIELD K: DETENTION AND CUSTODY PROCEDURES (Please read each task. Many officers are responsible for some of these tasks.)

Administer medication to prisoners		21
Aid prisoners to contact bondsman		22
Aid prisoners to contact legal counsel		23
Answer inquiries concerning prisoners		24
Approve passes into detention facilities		25
Arrange for professional assistance for prisoner's personal problems		26
Assign inmates to work details		27
Attend prisoner's disciplinary hearing		28
Audit funds in inmate trust account		29
Book prisoners by completing arrest forms		30
Calculate good time status of prisoners		31

FREQUENCY SCALE								
DURING THE LAST TWELVE MONTHS, I HAVE PERFORMED THIS TASK ON THE AVERAGE OF:								
1	2	3	4	5	6	7	8	9
Have done this task but not in past year	Once in the last year	Several times per year	Monthly per month	Several times per month	Weekly per week	Several times per week	Daily	More than once per day

	FREQUENCY RATING	
Change dressings and bandages on injured prisoner		32
Check identity of prisoners leaving facility		33
Check individual making bond for wants or warrants		34
Check legal status of the case of prisoners		35
Check weapons in and out of detention facility		36
Classify inmates according to age, sex, and offense		37
Collect and distribute inmate mail		38
Collect interim bond		39
Collect orders from prisoners for purchasing personal items		40
Compare photographs or fingerprints to verify identity of prisoners		41
Complete documents for transfer of prisoner to county jail		42
Complete documents for transfer of prisoner to state prison		43
Conduct facility inspection		44
Conduct prisoner roll call		45
Confer with physicians regarding prisoner's medical condition		46
Counsel prisoners concerning personal problems		47
Distribute hygiene supplies to prisoners		48
Distribute money draw slips to prisoners		49
Escort prisoners to medical appointments		50
Examine physical condition of prisoners		51
Feed prisoners		52
Fingerprint prisoners		53
Guard prisoners detained outside jail		54
Inform bonding agent of condition for bonding		55
Inspect identification of visitors		56
Instruct prisoners in facility rules and regulations		57
Issue prisoner clothing and bedding		58
Inventory prisoners' personal property		59
Investigate injuries to prisoners		60
Operate cell block controls		61
Patrol cell blocks and secured areas		62
Perform library services		63
Photograph prisoners		64
Place holds on prisoners and notify department holding warrant		65
Prepare hold cards		66
Process evidence seized at custodial search		67
Process prisoners for release		68
Process probation applicants		69
Receive and act on court-orders (e.g., habeas corpus)		70
Receive money for prisoner's trust account		71
Record changes in bonds		72
Record injuries to prisoners		73

FREQUENCY SCALE
DURING THE LAST TWELVE MONTHS, I HAVE PERFORMED THIS TASK ON THE AVERAGE OF:
1 2 3 4 5 6 7 8 9
Have done this task but not in past year Once in the last year Several times per year Monthly per month Several times per month Weekly per week Several times per week Daily More than once per day

Record prisoner's phone calls 74
Respond to prisoner's written questions 75
Review arrest documents before accepting prisoner 76
Review bond applications 77 C-11
Return prisoner's property 5
Schedule visitors for prisoners 6
Search property left for prisoners 7
Search visitors 8
Shakedown cell blocks and tanks 9
Shakedown prisoners 10
Strip search prisoners 11
Supervise prisoner work details 12
Update information on bail bonding agencies 13
Update roster of current prisoners 14

DUTY FIELD L: EMERGENCY AID ACTIVITIES

Administer cardio-pulmonary resuscitation (CPR) 15
Administer mouth-to-mouth resuscitation 16
Administer oxygen using oxygen supply device other than resuscitator 17
Administer oxygen using resuscitator 18
Apply first aid to control bleeding 19
Apply first aid to treat for abrasions 20
Apply first aid to treat for amputations 21
Apply first aid to treat for animal bites 22
Apply first aid to treat for broken bones 23
Apply first aid to treat for burns 24
Apply first aid to treat for chemical burns 25
Apply first aid to treat for convulsions 26
Apply first aid to treat for diabetic reaction 27
Apply first aid to treat for electric shock 28
Apply first aid to treat for eye injuries 29
Apply first aid to treat for frostbite 30
Apply first aid to treat for gunshot wounds 31
Apply first aid to treat for heart attack 32
Apply first aid to treat for heat prostration 33
Apply first aid to treat for heat stroke 34
Apply first aid to treat for lacerations 35
Apply first aid to treat for overdose 36
Apply first aid to treat for poisoning 37

FREQUENCY SCALE
DURING THE LAST TWELVE MONTHS, I HAVE PERFORMED THIS TASK ON THE AVERAGE OF:
1 2 3 4 5 6 7 8 9
Have done this task but not in past year Once in the last year Several times per year Monthly per month Several times per month Weekly per week Several times per week Daily More than once per day

Apply first aid to treat for puncture wounds 38
Apply first aid to treat for seizure 39
Apply first aid to treat for shock 40
Apply first aid to treat for sprains and strains 41
Apply first aid to treat for stroke 42
Deliver babies 43

DUTY FIELD M: PARKS AND WILDLIFE MANAGEMENT (Please read each task. Many officers are responsible for some of these tasks.)

Accept deposits on recreational equipment 44
Arrest or cite persons for importing illegal animals or plants 45
Arrest or cite persons for unlawful use of recreational vehicles or watercraft 46
Arrest or cite persons for violations of environmental laws or regulations 47
Arrest persons for removing trees or plant life from state land 48
Assign jobs to forest fire fighters 49
Certify furs after trapping seasons 50
Cite or warn persons for swimming violations 51
Clean, repair, and restock park facilities 52
Collect park use fees (e.g., golf fees, park rentals, etc.) 53
Collect rabid animals 54
Complete a Habitat Impact Report 55
Conduct background investigations for fish and game license vendor applicants 56
Conduct field surveillance for poachers 57
Conduct wildlife observations 58
Destroy or relocate animals for area game management 59
Determine approximate age, sex, or species of animals 60
Extricate persons trapped in damaged watercraft 61
Identify plant species 62
Impound recreational vehicles 63
Inspect campfires 64
Inspect deer shiners for firearms 65
Inspect dredge, drilling, and dumping sites for compliance with environmental rules and regulations 66
Inspect free standing waterfowl blinds 67
Inspect frozen waterways for safety (e.g., ice fishing, ice-skating) 68
Inspect ice shanties 69
Inspect marine safety devices for safety 70
Inspect off road vehicles 71
Inspect park boundaries for land encroachment 72
Inspect park use permits 73

FREQUENCY SCALE
DURING THE LAST TWELVE MONTHS, I HAVE PERFORMED THIS TASK ON THE AVERAGE OF:
1 2 3 4 5 6 7 8 9
Have done Once Several Monthly Several Weekly Several Daily More than
this task in the times times times times times times times once per
but not in last per year per month per week once per
past year year day

Table with 2 columns: Task Description, Frequency Rating. Tasks include: Inspect refuse, septic and industrial waste haulers, Inspect shooting preserves, Inspect species collection permits, Inspect traps and trappers for regulatory compliance, Install equipment on patrol vehicles, Investigate land use violations, Issue permits allowing toxic substances to be placed in waterways, Issue permits for salvage operations, Issue permits for special use of public land and waterways, Issue pet possession permits for wild animals, Make campground security inspections, Make fire inspections of woodlands, Measure weather conditions with instruments, Notify boaters of hazardous weather conditions, Observe persons for fishing violations, Observe persons for hunting violations, Operate dam controls, Operate marine pumping equipment, Patrol waterways, Patrol wilderness areas on foot, Perform as lifeguard, Place buoy and channel markers, Plan group controls, Pursue vehicles off road at high speeds, Pursue watercraft at high speeds, Recommend wildlife management plans, Register campers, Remove damaged vehicles from woodland areas, Remove water hazards (e.g., sunken boats, fallen trees), Request specialized assistance to neutralize environmental spills, Restore free flow of waterway, Select and train civilian conservation volunteers, Serve as prosecutor in court, Transport injured persons on skis, Transport injured persons on snowmobiles, Trap pest animals.

FREQUENCY SCALE
DURING THE LAST TWELVE MONTHS, I HAVE PERFORMED THIS TASK ON THE AVERAGE OF:
1 2 3 4 5 6 7 8 9
Have done Once Several Monthly Several Weekly Several Daily More than
this task in the times times times times times times times once per
but not in last per year per month per week once per
past year year day

DUTY FIELD N: COURT PROCEDURES

Table with 2 columns: Task Description, Frequency Rating. Tasks include: Act as court bailiff, Act as department court officer, Appear in court without testifying, Arraign defendant in court, Assemble potential juror list, Attend bail bond hearings, Collect fines, Confer with prosecutor or city attorney prior to testimony regarding case, Confer with prosecutor or city attorney regarding warrant authorization, Discuss cases with prosecutors or city attorneys following legal proceedings, Instruct suspect on process for obtaining an attorney, Mail jury duty notices, Notify witnesses to appear without subpoena, Present evidence in legal proceedings, Review other officers' cases to be presented to prosecutor, Review reports and notes for court testimony, Review warrants for completeness and accuracy, Serve subpoenas, Testify in civil cases, Testify in criminal cases, Testify in liquor board hearings, Testify in parole or probation hearings, Testify in Secretary of State implied consent hearings.

DUTY FIELD O: TRAFFIC ACCIDENT INVESTIGATION

Table with 2 columns: Task Description, Frequency Rating. Tasks include: Calculate vehicle speed using mathematical formulas, Collect physical evidence from accident scenes, Complete the standard traffic accident report form (UD-10), Determine contributing factors to an accident, Determine fault in a traffic accident, Determine status of auto insurance, Diagram accident scenes, Direct activities at scenes of accident investigations, Follow-up extent of personal injuries resulting from traffic accident, Identify owner of vehicles involved in accident, Identify persons involved in traffic accident, Inform driver of towed vehicle's location, Inspect vehicle for fresh damage.

FREQUENCY SCALE
DURING THE LAST TWELVE MONTHS, I HAVE PERFORMED THIS TASK ON THE AVERAGE OF:
1 2 3 4 5 6 7 8 9
Have done Once Several Monthly Several Weekly Several Daily More than
this task in the times times times times times times times
but not in last per month per month per week per week
past year year

Table with 2 columns: Task description and Frequency Rating. Tasks include: Instruct persons involved in an accident to exchange necessary information, Interview persons involved in traffic accident, Interview tow truck operators or mechanics for relevant traffic accident information, Investigate off road vehicle accidents, Investigate traffic accident scene to identify point(s) of impact, Issue citation(s) in traffic accident, Locate witnesses to traffic accidents, Measure skid marks, Photograph accident scenes, Protect traffic accident physical evidence for collection, Remove debris from accident scene, Request emergency assistance for traffic accident (e.g., wrecker, ambulance, salt truck), Review accidents with accident investigators, Search accident scenes for physical evidence, Set priorities for action at accident scene, Take coordinate measures of traffic accident scenes (e.g., triangulation), Take precautions to prevent additional accidents at accident scene, Test operating condition of accident vehicle equipment.

DUTY FIELD P: TRAFFIC PATROL

Table with 2 columns: Task description and Frequency Rating. Tasks include: Administer roadside sobriety test, Advise appropriate agency of traffic engineering needs, Advise parents of children's violation of traffic laws, Advise vehicle owners to remove abandoned vehicles, Arrange for obtaining blood or urine samples for sobriety tests, Arrest DUI suspects, Assist stranded motorists, Cite or arrest reckless drivers, Clock speed of vehicles using speedometer, Clock vehicles using radar, Complete DUI arrest reports, Complete operators license re-examination form, Count traffic flow using automatic devices, Direct pedestrian traffic, Direct traffic using barriers, Direct traffic using flare pattern or traffic cone patterns, Direct traffic using flashlight or illuminated baton, Direct traffic using hand signals.

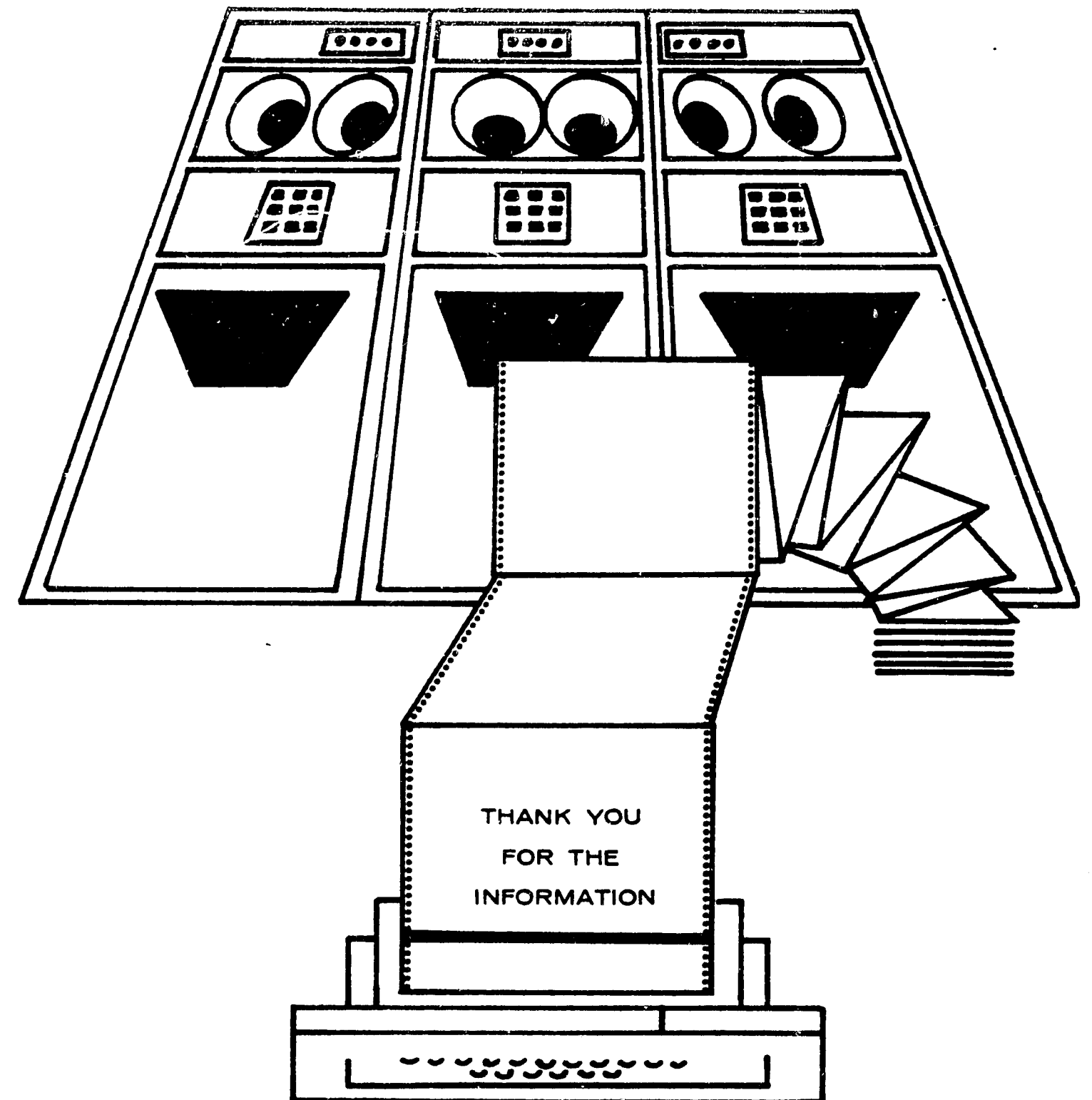
FREQUENCY SCALE
DURING THE LAST TWELVE MONTHS, I HAVE PERFORMED THIS TASK ON THE AVERAGE OF:
1 2 3 4 5 6 7 8 9
Have done Once Several Monthly Several Weekly Several Daily More than
this task in the times times times times times times times
but not in last per year per month per week per week
past year year

Table with 2 columns: Task description and Frequency Rating. Tasks include: Evaluate driver's capability to operate vehicle, Explain legal procedures to traffic violators, Explain state vehicle laws and procedures to citizens, Follow suspect vehicle to observe traffic violations, Inspect commercial vehicles for code compliance, Inspect for vehicle identification number, Inspect operator's license, Inspect private vehicle for conformance with vehicle code, Investigate damage to roadway, Issue traffic citations to pedestrians, Issue moving traffic citations to bicycle riders, Issue parking citations, Issue traffic citations, Issue verbal warnings to traffic violators, Issue warning tickets, Make custodial traffic arrest (physical arrest), Manually count traffic flow, Monitor traffic for violations, Move disabled vehicles with patrol car, Observe accident potential at assigned locations, Observe traffic control device to determine if functioning properly, Operate "breathalyzer" instrument to test blood alcohol content, Operate traffic signals manually, Plan traffic detours, Plan traffic patrol tactics, Record circumstances regarding traffic citation, Record pedestrian flow, Remove vehicles obstructing traffic, Remove hazards from roadway (e.g., dead animals, debris, etc.), Request citizens to assist in traffic control in an emergency, Verify vehicle title information, Visually estimate speed of vehicles, Void citation upon compliance (e.g., no registration, no insurance, no operators license), Work vehicle inspection lane.

IMPORTANT

After Step 2

Return to Section One, Background Information, and complete Item 26.



STATEWIDE JOB ANALYSIS OF THE POLICE PATROL OFFICER POSITION

SUPERVISOR'S RATING OF THE
CONSEQUENCES OF INADEQUATE
TASK PERFORMANCE



MICHIGAN LAW ENFORCEMENT
OFFICERS TRAINING COUNCIL

7426 NORTH CANAL ROAD, LANSING, MICHIGAN 48913
PHONE: (517) 322-1946

CONSEQUENCES OF
INADEQUATE PERFORMANCES



JANUARY 1979

INTRODUCTION

The information you provide in this booklet will be extremely important to the law enforcement profession in Michigan. Your responses will help the Michigan Law Enforcement Officers Training Council (MLEOTC) meet its statutory responsibility of establishing mandatory minimum selection and training standards for the entry-level patrol officer position.

A representative statewide sample of police agencies has been identified so that supervisors from every size and type of department will be surveyed. You are one of approximately 700 police supervisors who will be completing survey booklets.

You are being asked to provide information in this booklet concerning the nature of tasks that your patrol officers perform. Your responses will be grouped with those of other supervisors from across the state and will be used to make critical decisions about:

- 1. the mandated curriculum for the recruit training program.
- 2. selection criteria for police officer candidates.

This booklet is divided into two sections: Background Information and Task Factor Ratings. The Background Information section will allow you to describe yourself and your department. From this information MLEOTC will develop profiles of agencies by size and type. The Task Factor Ratings section contains a list of patrol officer tasks and specific instructions for completing this section.

It is important that you complete the booklet as promptly as possible so that your responses will be included in the final survey report. Your department coordinator should have indicated to you the deadline for completing the survey.

When you have completed the survey, place the booklet in the envelope provided, seal it, and turn it in to your agency coordinator. It will only be opened by MLEOTC personnel.

The Michigan Law Enforcement Officers Training Council is grateful for your participation in this survey. MLEOTC needs the benefit of your knowledge and experience to make the decisions necessary to develop job-related selection and training standards.

THIS BOOKLET IS TO BE COMPLETED ONLY BY AN IMMEDIATE SUPERVISOR OF PATROL OFFICERS.

SECTION ONE
BACKGROUND INFORMATION

Do not write in this space.

JOB NO.

POP

MET NO.

STATE CODE

1-4

5-8

9-11

12-13

14-15

NAME

first

middle

last

NAME OF YOUR AGENCY

LOCATION OF YOUR AGENCY HEADQUARTERS

city/twp

county

LOCATION OF YOUR WORK ASSIGNMENT

city/twp

county

TELEPHONE NUMBER WHERE YOU WORK ()

YOUR PRESENT JOB TITLE IS:

BRIEFLY DESCRIBE YOUR JOB ASSIGNMENT:

DIRECTIONS: Write the appropriate response in the block to the right of each question.

1. YOUR TYPE OF AGENCY (write the numbers in the boxes):

Municipal

Township

Sheriff

State Police

Railroad

Airport

Housing Authority

Local/County Park

Dept. Natural Res.

University/College

01

02

03

04

05

06

07

08

09

10

16-17

2. YOUR SEX: (Write the number in the box)

Male

Female

1

2

18

3. YOUR EQUAL EMPLOYMENT OPPORTUNITY COMMISSION CATEGORY (Write the number in the box):

American Indian

Black

Caucasian (white)

Oriental

Spanish Surname

Other (specify)

1

2

3

4

5

6

19

SECTION TWO
TASK STATEMENTS

HOW TO REPORT CONSEQUENCES OF INADEQUATE PERFORMANCE RATING

This booklet will enable you to give ratings concerning the consequences of inadequate performance of tasks performed by officers in your agency. **Rate only those tasks that patrol officers in your agency perform.**

EXPLANATION

When a patrol officer fails to perform a task satisfactorily, the consequences are measured in terms of wasted manhours and money; loss of property; damaged equipment; escape of subjects; injury to self/others and/or loss of life, etc.

Some tasks performed by officers will result in disastrous consequences if not performed satisfactorily, while for other tasks, inadequate performance will result in minimal or slight consequences. Other tasks will fall between these extremes.

Your Role

You are being asked to assess the Consequences of Inadequate Performance for the tasks performed by your patrol officers. You will use the following 7-point scale to make your ratings.

CONSEQUENCES OF INADEQUATE PERFORMANCE SCALE						
THE CONSEQUENCES OF INADEQUATE PERFORMANCE FOR THIS TASK ARE:						
1	2	3	4	5	6	7
Minimal	Not Very	Fairly	Serious	Very	Extremely	Disastrous
	Serious	Serious		Serious	Serious	

Example

In the following example, the supervisor used the scale to rate the Consequences of Inadequate Performance for the tasks performed by patrol officers. The supervisor rated the first task a 6 (Extremely Serious) because the consequences of failing to properly dust and lift a latent print may result in the inability to prosecute a dangerous individual. The second task was rated a 2 (Not Very Serious) indicating the consequences of inadequate performance of this task are not very damaging. The third task was not given a rating because the supervisor determined that patrol officers in that agency do not perform the task. The fourth task was rated a 4 (Serious) indicating the consequences of inadequately diagraming an accident scene are serious in nature.

1. Dust and lift latent fingerprints	6
2. Dictate reports into recording devices	2
3. Dispose of unclaimed property	
4. Diagram accident scene	4

What You Are To Do:

- Re-read the Explanation and Scale so that you become very familiar with them.
- Without making any ratings, read the first couple of pages of tasks in this section until you get a feel for the range of the consequences of inadequate performance.
- When you believe you have a workable knowledge of the scale, return to the first page of the task statements and begin your ratings. Do not hesitate to use the extremes of the scale whenever you feel consequences of inadequate performance are either minimal or disastrous.
- At the end of the task statements for each duty field, there are several blank spaces. If there are tasks that are performed which are not listed, use the spaces to write in and rate those tasks.

4. YOUR EXPERIENCE WITH PRESENT AGENCY
(Write in total years and months): 20-22
Years Months

5. YOUR EXPERIENCE IN LAW ENFORCEMENT
(Write in total years and months): 23-25
Years Months

6. THE TIME YOU SERVED AS A PATROL OFFICER
(Write in total years and months): 26-28
Years Months

7. YOUR EXPERIENCE IN SUPERVISING THE WORK OF OFFICERS
ASSIGNED TO PATROL TYPE DUTIES (Write in the total years and months): 29-31
Years Months

8. ARE YOU PRESENTLY SUPERVISING THE WORK OF OFFICERS ASSIGNED TO
PATROL TYPE DUTIES? (Write the number in the box): Yes1 No2 ☐ 32

78-79 C-1

CONSEQUENCES OF INADEQUATE PERFORMANCE SCALE						
THE CONSEQUENCES OF INADEQUATE PERFORMANCE FOR THIS TASK ARE:						
1	2	3	4	5	6	7
Minimal	Not Very Serious	Fairly Serious	Serious	Very Serious	Extremely Serious	Disastrous

DUTY FIELD A: ADMINISTRATIVE

Analyze crime and accident statistics	_____	5
Answer inquiries regarding the progress of a case	_____	6
Attend in-service training	_____	7
Collect vehicle impoundment fees	_____	8
Compile crime statistics	_____	9
Compile traffic accident statistics	_____	10
Conduct background investigations on applicants for licenses (e.g., liquor, pawn dealer)	_____	11
Control access to departmental records	_____	12
Describe persons to other officers (e.g., suspects, missing persons)	_____	13
Design training materials	_____	14
Dispose of unclaimed property	_____	15
Distribute subpoenas to officers	_____	16
Enter data on cards for filing	_____	17
Estimate property values of stolen or recovered goods	_____	18
Evaluate citizen complaints regarding tickets or other minor offenses	_____	19
Evalute college internship students	_____	20
Evaluate officers in basic or in-service training	_____	21
Evaluate officers in on-the-job training (student-coach)	_____	22
Exchange necessary information with other law enforcement officials	_____	23
File documents in records system (e.g., fingerprint cards, reports, etc.)	_____	24
Fill out surveys (other than this survey)	_____	25
Fingerprint persons for non-criminal reasons (e.g., professional licensing)	_____	26
Instruct in classroom setting	_____	27
Instruct on-the-job training	_____	28
Interview police officer applicants	_____	29
Investigate and report on police applicant's background	_____	30
Issue bicycle licenses/registrations	_____	31
Issue departmental equipment	_____	32
Issue pick-up or wanted notices	_____	33
Issue supplies	_____	34
Locate documents and information in records system	_____	35
Make major vehicle repairs (e.g., beyond general maintenance)	_____	36
Notify public agencies or utilities of damage to their equipment	_____	37
Operate LEIN terminal to check persons and property	_____	38
Operate LEIN terminal to update data	_____	39
Operate telephone console or switchboard	_____	40
Order supplies and equipment	_____	41
Participate in firearms training	_____	42
Participate in military style drill (e.g., parades, honor guards, color guards)	_____	43

NOTE: THE REMAINDER OF THIS TASK LISTING IS IDENTICAL TO THE TASK LISTING IN THE PATROL OFFICER BOOKLET.

STATEWIDE JOB ANALYSIS OF THE POLICE PATROL OFFICER POSITION

SUPERVISOR'S RATING OF
TASK TRAINING PRIORITY



MICHIGAN LAW ENFORCEMENT
OFFICERS TRAINING COUNCIL

7426 NORTH CANAL ROAD, LANSING, MICHIGAN 48913
PHONE: (517) 322-1946

TRAINING PRIORITY
RATINGS



JANUARY 1979

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THIS BOOKLET IS TO BE COMPLETED ONLY BY AN IMMEDIATE SUPERVISOR OF PATROL OFFICERS.

SECTION ONE BACKGROUND INFORMATION

Do not write in this space.	JOB NO.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	1-4
	POP	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	5-8
	MET NO.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	9-11
	STATE CODE	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	12-13
		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	14-15

NAME first _____ middle _____ last _____

NAME OF YOUR AGENCY _____

LOCATION OF YOUR AGENCY HEADQUARTERS _____
city/twp _____ county _____

LOCATION OF YOUR WORK ASSIGNMENT _____
city/twp _____ county _____

TELEPHONE NUMBER WHERE YOU WORK () _____

YOUR PRESENT JOB TITLE IS: _____

BRIEFLY DESCRIBE YOUR JOB ASSIGNMENT: _____

DIRECTIONS: Write the appropriate response in the block to the right of each question.

1. YOUR TYPE OF AGENCY (write the numbers in the boxes):

Municipal	01	
Township	02	
Sheriff	03	
State Police	04	
Railroad	05	
Airport	06	
Housing Authority	07	
Local/County Park	08	
Dept. Natural Res.	09	
University/College	10	<input type="checkbox"/> <input type="checkbox"/>

16-17

2. YOUR SEX: (Write the number in the box)

Male	1	
Female	2	<input type="checkbox"/>

18

3. YOUR EQUAL EMPLOYMENT OPPORTUNITY COMMISSION
CATEGORY (Write the number in the box):

American Indian	1	
Black	2	
Caucasian (white)	3	
Oriental	4	
Spanish Surname	5	
Other (specify) _____	6	<input type="checkbox"/>

19

4. YOUR EXPERIENCE WITH PRESENT AGENCY (Write in total years and months):		<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	20-22
		Years Months	
5. YOUR EXPERIENCE IN LAW ENFORCEMENT (Write in total years and months):		<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	23-25
		Years Months	
6. THE TIME YOU SERVED AS A PATROL OFFICER (Write in total years and months):		<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	26-28
		Years Months	
7. YOUR EXPERIENCE IN SUPERVISING THE WORK OF OFFICERS ASSIGNED TO PATROL TYPE DUTIES (Write in the total years and months):		<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	29-31
		Years Months	
8. ARE YOU PRESENTLY SUPERVISING THE WORK OF OFFICERS ASSIGNED TO PATROL TYPE DUTIES? (Write the number in the box):		Yes1 No2	<input type="checkbox"/> 32

78-79 C-1

SECTION TWO TASK STATEMENTS

HOW TO REPORT TASK TRAINING PRIORITY RATINGS

This booklet will enable you to give Training Priority Ratings on tasks performed by officers in your agency. **Rate only those tasks that patrol officers in your agency perform.**

When making your ratings, use the patrol officers that you supervise as the point of reference. Indicate what priority should be placed on this task for inclusion in the recruit training program based on the needs of your patrol officers. Do NOT base your judgement on what your training needs were when you performed the patrol function.

EXPLANATION

Task Training Priority relates to the urgency, necessity, and order of importance placed upon a task for inclusion in a recruit training program. It is not feasible from either a learning or an economical point of view to include everything in a basic recruit training program. Therefore, the instruction must be concentrated upon those tasks that have the highest training priority.

Your Role

You are to (1) identify the tasks performed by patrol officers in your agency during their first year of employment, and (2) assign a training priority to each of these tasks. THERE ARE TWO SEPARATE STEPS YOU MUST FOLLOW TO COMPLETE THIS BOOKLET CORRECTLY.

STEP 1

On the next page begins an extensive listing of tasks performed by patrol officers. Read each statement. If officers in your agency perform this task during their first year on the job, place a check (✓) in the first space to the right of the task statement. Don't check tasks that are not performed during the first year of employment.

It is important that you complete this step before proceeding to Step 2. By reading all of the tasks and checking those that are performed by patrol officers during their first year, you will form a better mental picture of their job. This will prepare you for Step 2.

TURN TO THE NEXT PAGE AND COMPLETE STEP 1 FOR ALL TASKS.

Priority means establishing something by order of importance or urgency. In this instance, you will be establishing the order of importance or urgency for training recruit officers to perform the tasks you checked.

TRAINING PRIORITY SCALE						
THE PRIORITY FOR PLACING THIS TASK IN A RECRUIT TRAINING PROGRAM IS:						
1	2	3	4	5	6	7
Very Low Priority	Low	Fairly Low	Average	Fairly High	High	Very High Priority

In the following example, the supervisor used the scale to rate the Training Priority of Tasks performed by patrol officers. The supervisor rated the first task a 6 (High) because this task is a part of a patrol officer's day-to-day job and it should be given a high priority for inclusion in a training program. The second task was rated a 1 (Very Low) indicating immediate performance of this task by a new officer is not critical and can be learned on the job using the department's dictating equipment. The third task was not given a rating because the supervisor determined that patrol officers in that agency do not perform the task. The fourth task was rated a 4 (Average) indicating the inclusion of this task in a training program should be given only an average training priority.

NOTE: At the end of the task statements for each duty field, there are several blank spaces. If there are tasks that are performed which are not listed, use the spaces to **write in and rate** those tasks.

STEP 1

**RESPOND ONLY TO THE
TASKS PERFORMED BY
OFFICERS IN YOUR
AGENCY DURING THEIR
FIRST YEAR**

STEP 2

TRAINING PRIORITY SCALE

THE PRIORITY FOR PLACING THIS TASK IN A RECRUIT TRAINING PROGRAM IS:

1	2	3	4	5	6	7
Very Low Priority	Low	Fairly Low	Average	Fairly High	High	Very High Priority

Analyze crime and accident statistics

Answer inquiries regarding the progress of a case

Attend in-service training

Collect vehicle impoundment fees

Compile crime statistics

Compile traffic accident statistics

Conduct background investigations on applicants for licenses
(e.g., liquor, pawn dealer)

Control access to departmental records

Describe persons to other officers (e.g., suspects, missing persons)

Design training materials

Dispose of unclaimed property

Distribute subpoenas to officers

Enter data on cards for filing

Estimate property values of stolen or recovered goods

Evaluate citizen complaints regarding tickets or other minor offenses

Evaluate college internship students

Evaluate officers in basic or in-service training

Evaluate officers in on-the-job training (student-coach)

Exchange necessary information with other law enforcement officials

File documents in records system (e.g., fingerprint cards, reports, etc.)

Fill out surveys (other than this survey)

Fingerprint persons for non-criminal reasons (e.g., professional licensing)

Instruct in classroom setting

Instruct on-the-job training

Interview police officer applicants

Investigate and report on police applicant's background

Issue bicycle licenses/registrations

Issue departmental equipment

Issue pick-up or wanted notices

Issue supplies

Locate documents and information in records system

Make major vehicle repairs (e.g., beyond general maintenance)

Notify public agencies or utilities of damage to their equipment

Operate LEIN terminal to check persons and property

Operate LEIN terminal to update data

Operate telephone console or switchboard

Order supplies and equipment

Participate in firearms training

Participate in military style drill (e.g., parades, honor guards,
color guards)

[illegible]

NOTE: THE REMAINDER OF THIS TASK
LISTING IS IDENTICAL TO THE TASK
LISTING IN THE PATROL OFFICER BOOKLET.

STATEWIDE JOB ANALYSIS OF THE POLICE PATROL OFFICER POSITION

**SUPERVISOR'S RATING OF
TASK LEARNING DIFFICULTY**



MICHIGAN LAW ENFORCEMENT
OFFICERS TRAINING COUNCIL

7426 NORTH CANAL ROAD, LANSING, MICHIGAN 48913
PHONE: (517) 322-1946

TASK LEARNING DIFFICULTY



JANUARY 1979

E-65

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INTRODUCTION

The information you provide in this booklet will be extremely important to the law enforcement profession in Michigan. Your responses will help the Michigan Law Enforcement Officers Training Council (MLEOTC) meet its statutory responsibility of establishing mandatory minimum selection and training standards for the entry-level patrol officer position.

A representative statewide sample of police agencies has been identified so that supervisors from every size and type of department will be surveyed. You are one of approximately 700 police supervisors who will be completing survey booklets.

You are being asked to provide information in this booklet concerning the nature of tasks that your patrol officers perform. Your responses will be grouped with those of other supervisors from across the state and will be used to make critical decisions about:

1. the mandated curriculum for the recruit training program.
2. selection criteria for police officer candidates.

This booklet is divided into two sections: Background Information and Task Factor Ratings. The Background Information section will allow you to describe yourself and your department. From this information MLEOTC will develop profiles of agencies by size and type. The Task Factor Ratings section contains a list of patrol officer tasks and specific instructions for completing this section.

It is important that you complete the booklet as promptly as possible so that your responses will be included in the final survey report. Your department coordinator should have indicated to you the deadline for completing the survey.

When you have completed the survey, place the booklet in the envelope provided, seal it, and turn it in to your agency coordinator. It will only be opened by MLEOTC personnel.

The Michigan Law Enforcement Officers Training Council is grateful for your participation in this survey. MLEOTC needs the benefit of your knowledge and experience to make the decisions necessary to develop job-related selection and training standards.

THIS BOOKLET IS TO BE COMPLETED ONLY BY AN IMMEDIATE SUPERVISOR OF PATROL OFFICERS.

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E-67

Do not write in this space.	JOB NO.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	1-4
	POP	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	5-8
	MET NO.	<input type="text"/>	<input type="text"/>	<input type="text"/>		9-11
	STATE CODE	<input type="text"/>	<input type="text"/>			12-13
		<input type="text"/>	<input type="text"/>			14-15

NAME OF YOUR AGENCY _____

TELEPHONE NUMBER WHERE YOU WORK () —

YOUR PRESENT JOB TITLE IS: _____

BRIEFLY DESCRIBE YOUR JOB ASSIGNMENT: _____

1. YOUR TYPE OF AGENCY (write the numbers in the boxes):

Municipal	01
Township	02
Sheriff	03
State Police	04
Railroad	05
Airport	06
Housing Authority	07
Local/County Park	08
Dept. Natural Res.	09
University/College	10

☐☐

16-17

2. YOUR SEX: (Write the number in the box)

Male 1 ☐ 18
Female 2

3. YOUR EQUAL EMPLOYMENT OPPORTUNITY COMMISSION CATEGORY (Write the number in the box):

American Indian 1
Black 2
Caucasian (white) 3
Oriental 4
Spanish Surname 5
Other (specify) 6

4. YOUR EXPERIENCE WITH PRESENT AGENCY
(Write in total years and months):

YearsMonths

20-22

5. YOUR EXPERIENCE IN LAW ENFORCEMENT
(Write in total years and months):

YearsMonths

23-25

6. THE TIME YOU SERVED AS A PATROL OFFICER
(Write in total years and months):

YearsMonths

26-28

7. YOUR EXPERIENCE IN SUPERVISING THE WORK OF OFFICERS
ASSIGNED TO PATROL TYPE DUTIES (Write in the total years and months):

YearsMonths

29-31

8. ARE YOU PRESENTLY SUPERVISING THE WORK OF OFFICERS ASSIGNED TO
PATROL TYPE DUTIES? (Write the number in the box):

Yes1

No2

32

78-79 C-1

SECTION TWO
TASK STATEMENTS

HOW TO REPORT TASK LEARNING DIFFICULTY RATINGS

This booklet will enable you to give Task Learning Difficulty ratings on tasks performed by officers in your agency. Rate only those tasks that patrol officers in your agency perform.

When making your ratings, use the patrol officers that you supervise as the point of reference. Determine the time it takes your officers to learn to perform a task satisfactorily. Avoid basing your judgment on how long it took you to perform the task.

EXPLANATION

Task Learning Difficulty refers to the time required for an officer to learn to satisfactorily perform a task. You know from experience that patrol officers can learn to perform certain tasks in a very short period of time. For some tasks, long periods of time are required to learn to perform the tasks correctly. Finally for other tasks, the time to learn to perform will fall between these extremes.

Your Role

You are being asked to assess the time required for patrol officers to learn to perform each task satisfactorily. You will use the following 7-point scale to make your ratings:

TASK LEARNING DIFFICULTY SCALE						
THE TIME REQUIRED FOR AN OFFICER TO LEARN TO SATISFACTORILY PERFORM THIS TASK IS:						
1	2	3	4	5	6	7
Very Short	Short	Fairly Short	Average	Fairly Long	Long	Very Long

Example

In the following example, the supervisor used the scale to rate the Task Learning Difficulty of tasks performed by patrol officers. The supervisor rated the first task, write narrative reports, a 6 (Long) because it takes new officers a long time to learn what is "essential information" and how to report facts accurately and concisely. The second task was rated a 3 (Fairly Short) indicating officers can learn to perform this task somewhat faster than an average task. The third task was not given a rating because the supervisor determined that patrol officers in that agency do not perform the task. The fourth task was rated a 1 (Very Short) indicating that issuing parking citations can be learned quickly.

1. Write narrative reports	6
2. Conduct frisk or pat down search	3
3. Dispose of unclaimed property	
4. Issue parking citations	1

What You Are To Do:

- a. Re-read the Explanation and Scale so that you become very familiar with them.
- b. Without making any ratings, read the first couple of pages of tasks in this section until you get a feel for the range of the time required for an officer to learn to satisfactorily perform the tasks.
- c. When you believe you have a workable knowledge of the scale, return to the first page of the task statements and begin your ratings. Do not hesitate to use the extremes of the scale whenever you feel that the time required to learn to perform a task is either very short or very long.
- d. At the end of the task statements for each duty field, there are several blank spaces. If there are tasks that are performed which are not listed, use the spaces to write in and rate those tasks.

STATEWIDE JOB ANALYSIS OF THE POLICE PATROL OFFICER POSITION

SUPERVISOR'S RATING OF
TASK DELAY TOLERANCE



MICHIGAN LAW ENFORCEMENT
OFFICERS TRAINING COUNCIL

7426 NORTH CANAL ROAD, LANSING, MICHIGAN 48913
PHONE: (517) 322-1946

TASK DELAY

TOLERANCE



JANUARY 1979

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F-76

SECTION ONE BACKGROUND INFORMATION

Do not write in this space.	JOB NO.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	1-4
	POP	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	5-8
	MET NO.		<input type="text"/>	<input type="text"/>	<input type="text"/>	9-11
	STATE CODE			<input type="text"/>	<input type="text"/>	12-13
				<input type="text"/>	<input type="text"/>	14-15

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1. the mandated curriculum for the recruit training program.
2. selection criteria for police officer candidates.

This booklet is divided into two sections: Background Information and Task Factor Ratings. The Background Information section will allow you to describe yourself and your department. From this information MLEOTC will develop profiles of agencies by size and type. The Task Factor Ratings section contains a list of patrol officer tasks and specific instructions for completing this section.

It is important that you complete the booklet as promptly as possible so that your responses will be included in the final survey report. Your department coordinator should have indicated to you the deadline for completing the survey.

When you have completed the survey, place the booklet in the envelope provided, seal it, and turn it in to your agency coordinator. It will only be opened by MLEOTC personnel.

The Michigan Law Enforcement Officers Training Council is grateful for your participation in this survey. MLEOTC needs the benefit of your knowledge and experience to make the decisions necessary to develop job-related selection and training standards.

THIS BOOKLET IS TO BE COMPLETED ONLY BY AN IMMEDIATE SUPERVISOR OF PATROL OFFICERS.

NAME _____
first middle last

NAME OF YOUR AGENCY _____

LOCATION OF YOUR AGENCY HEADQUARTERS _____
city/twp _____ county _____

LOCATION OF YOUR WORK ASSIGNMENT _____

TELEPHONE NUMBER WHERE YOU WORK () —

YOUR PRESENT JOB TITLE IS: _____

BRIEFLY DESCRIBE YOUR JOB ASSIGNMENT: _____

DIRECTIONS: Write the appropriate response in the block to the right of each question.

1. YOUR TYPE OF AGENCY (write the numbers in the boxes):

Municipal	01
Township	02
Sheriff	03
State Police	04
Railroad	05
Airport	06
Housing Authority	07
Local/County Park	08
Dept. Natural Res.	09
University/College	10

16-17

2. YOUR SEX: (Write the number in the box)

Male	1	<input type="checkbox"/>	18
Female	2		

3. YOUR EQUAL EMPLOYMENT OPPORTUNITY COMMISSION
CATEGORY (Write the number in the box):

American Indian	1
Black	2
Caucasian (white)	3
Oriental	4
Spanish Surname	5
Other (specify)	
.....	6

☐

19

4. YOUR EXPERIENCE WITH PRESENT AGENCY
(Write in total years and months):

YearsMonths

20-22

5. YOUR EXPERIENCE IN LAW ENFORCEMENT
(Write in total years and months):

YearsMonths

23-25

6. THE TIME YOU SERVED AS A PATROL OFFICER
(Write in total years and months):

YearsMonths

26-28

7. YOUR EXPERIENCE IN SUPERVISING THE WORK OF OFFICERS
ASSIGNED TO PATROL TYPE DUTIES (Write in the total years and months):

YearsMonths

29-31

8. ARE YOU PRESENTLY SUPERVISING THE WORK OF OFFICERS ASSIGNED TO
PATROL TYPE DUTIES? (Write the number in the box):

Yes1

No2

32

78-79 C-1

SECTION TWO
TASK STATEMENTS

HOW TO REPORT TASK DELAY TOLERANCE RATINGS

This booklet will enable you to give Task Delay Tolerance ratings on tasks performed by officers in your agency. **Rate only those tasks that patrol officers in your agency perform.**

When making your ratings, use the patrol officers that you supervise as the point of reference. Indicate how much delay in performing a task is acceptable.

EXPLANATION

The delay tolerance of a task is a measure of how much time can be allowed between the time the officer becomes aware the task is to be performed and the time the officer must begin performing it. In other words, delay tolerance is the time which may pass without adversely affecting the successful completion of a task.

For some tasks encountered by patrol officers, no delay can **ever** be tolerated between the time the need for performance of the task becomes evident and the time actual performance must begin. The officer who encounters the task must be able to do it then and there, without any delay to learn how to do the task or to seek advice. For many tasks, more delay can be tolerated while the officer gets advice, checks departmental procedures, etc. Other tasks are even more tolerant of delay.

Your Role

You are being asked to assess the Task Delay Tolerance of the tasks performed by your patrol officers. You will use the following 7-point scale to make your ratings:

TASK DELAY TOLERANCE SCALE						
WHEN THE OFFICER RESPONSIBLE FOR DOING THIS TASK BECOMES AWARE OF THE NEED TO PERFORM IT, THE AMOUNT OF DELAY THAT CAN BE TOLERATED BEFORE PERFORMANCE BEGINS IS:						
1	2	3	4	5	6	7
Very Low	Low	Fairly Low	Average	Fairly High	High	Very High
(must do immediately)						(indefinite delay)

Example

In the following example, the supervisor used the scale to rate the Delay Tolerance of tasks performed by patrol officers. The supervisor rated the first task a 6 (High) because writing narrative reports can be delayed, even to the end of a shift. The second task was rated a 1 (Very Low) because an officer must conduct a frisk as soon as it becomes apparent his safety may be endangered. The third task was not rated because the supervisor determined that patrol officers in that agency do not perform the task. The fourth task was rated a 3 (Fairly Low) since an officer may become aware of this task and related tasks at the same time and must prioritize the sequence in which they will be performed.

1. Write narrative reports	6
2. Conduct frisk or pat down search	1
3. Dispose of unclaimed property	
4. Measure skid marks	3

What You Are To Do:

- Re-read the Explanation and Scale so that you become very familiar with them.
- Without making any ratings, read the first couple of pages of tasks in this section until you get a feel for the range of the delay that can be tolerated before the task must be performed.
- When you believe you have a workable knowledge of the scale, return to the first page of the task statements and begin your ratings. **Do not hesitate to use the extremes of the scale whenever you feel that tolerance of delay is either very low or very high.**
- At the end of the task statements for each duty field, there are several blank spaces. If there are tasks that are performed which are not listed, use the spaces to **write in and rate** those tasks.

Appendix F

BACKGROUND CHARACTERISTICS OF PATROL OFFICER
RESPONDENTS FROM EACH AGENCY TYPE

AGENCY TYPE ABBREVIATIONS

S.P. - Michigan State Police
D.P. - Detroit Police Department
L.C. - Large Cities/Villages/Townships
M.C. - Medium Cities/Villages/Townships
S.C. - Small Cities/Villages/Townships
L.S. - Large County Sheriffs' Departments
S.S. - Small County Sheriffs' Departments
U.C. - Universities/Colleges
A.P. - Airports
R.R. - Railroads
N.R. - State Department of Natural Resources
L.P. - Local Parks

BACKGROUND CHARACTERISTICS OF PATROL OFFICER RESPONDENTS FROM EACH AGENCY TYPE

[illegible]

Appendix G
TRAINING TASK GROUP DEFINITIONS

TRAINING TASK GROUP DEFINITIONS

Arrest and Detain

Tasks that involve the planning of arrests, the effecting of arrests with and without a warrant, and advising offenders of their constitutional rights.

Case Prosecution

Tasks that involve the preparation of complaints, requests for warrants and conferring with prosecuting officials regarding case prosecution.

Civil Disorders

Tasks that involve surveillance of and confrontations with groups of individuals, both violent and nonviolent.

Civil Process

Tasks that involve the service of subpoenas and service and enforcement of court orders.

Collection and Preservation of Evidence

Tasks that involve the examination and collection of evidence at crime scenes, (including diagramming, photographing, etc.), documenting the chain of custody and release of confiscated property.

Conflict Mediation

Tasks that involve the mediation of civil and family disputes.

Court Functions

Tasks that involve working with the court to obtain search warrants, arraign defendants and preparing witnesses to testify in criminal proceedings.

Crime Prevention

Tasks that involve performing community relations activities including tours, crime prevention and safety programs.

Crime Scene Search

Tasks that involve the planning and effecting of raids and searches and searching techniques to locate physical evidence from persons, objects and/or places.

Criminal Investigation

Tasks that involve the surveillance of individuals or locations, identification of witnesses and suspects (including conducting line-ups and show-ups) analyzing the Modus Operandi of suspects, reviewing department records and expert reports (medical examiner and crime lab reports), cooperating with and utilizing resources of other agencies and the recruiting of informants.

Driving

Tasks that involve the driving of a patrol vehicle in emergency and pursuit situations and under adverse conditions (including rain, snow, ice and heavy traffic).

DUIL Enforcement

Tasks that involve the identification and arrest of DUIL suspects, the administration of various tests to determine intoxication and testifying in implied consent hearings.

Emergency Preparedness - Disaster Control

Tasks that involve the search, evacuation and securing of accident and disaster scenes (including the search for bombs).

Field Notetaking and Report Writing

Tasks that involve the writing and transcription of field notes, completion of general incident reports (check-off and narrative formats) and the preparation of DUIL and prosecutor case summary report forms.

Fingerprinting and Palmprinting

Tasks that involve fingerprinting of prisoners.

Firearms Training

Tasks that involve participating in firearms training, weapons maintenance and the drawing and discharging of firearms at persons.

First Aid

Tasks that involve the application of first aid techniques and procedures in emergency situations.

Interview and Interrogation

Tasks that involve the interviewing of witnesses, interrogation of suspects and recording of statements and confessions.

Jail Operations

Tasks that involve the booking, searching and processing of prisoners (including collecting bond, examining and documenting the condition of prisoners, inventorying property and guarding of prisoners outside of a jail facility).

Juvenile Process

Tasks that involve the apprehension of juvenile offenders, counseling of juveniles and parents and the placement of children in protective custody.

Latent Prints

Tasks that involve the dusting and lifting of latent fingerprints.

Miscellaneous

Tasks that involve the testing, evaluation and repair of police equipment and the evaluation of complaints about tickets.

Motor Vehicle Accident Investigation

Tasks that involve the investigation and reporting of traffic accidents including interviewing drivers and witnesses, photographing and diagramming accident scenes, collecting physical evidence, determining fault and completing required accident report forms.

Office and Clerical

Tasks that involve the preparation of wanted persons lists, review of incident reports and scheduling of work assignments, and handling of lost and found property.

Patrol Operations

Tasks that involve the inspection of public and private places and facilities, the investigation of suspicious persons, vehicles and events, assistance to citizens involving non-criminal matters, warning offenders in lieu of arrest or citation and preparation of equipment and records for patrol.

Physical Training and Defensive Tactics

Tasks that involve noncombative physical activity (running, climbing, dragging, etc) and combative activities including handcuffing prisoners and subduing attacking or resisting subjects.

Police Communications

Tasks that involve the operation of police communication equipment to check the status of persons and property through a crime information system and to interact with the dispatcher regarding general police activity.

G-4

Search and Seizure

Tasks that involve the frisk or search of persons under field conditions, searches of automobiles, search of property with or without a warrant and the seizure of property and contraband.

Testifying in Court and Administrative Hearings

Tasks that involve the preparation and presentation of evidence in legal proceedings and testifying in criminal and non-criminal cases.

Traffic Control

Tasks that involve the directing of pedestrian and vehicular traffic, the monitoring of vehicular traffic for compliance with traffic laws, stopping vehicles to investigate, warn, cite or arrest violators and maintaining the orderly flow of traffic.

Training

Tasks that involve instructing and evaluating officers in a training setting.

Airport Police Operations

Tasks that involve the isolation and evacuation of aircraft in emergencies, checking of gates on airport perimeter and investigation of complaints about suspicious baggage.

Parks and Wildlife Management

Tasks that involve inspection of campgrounds and campfires; citing or arresting for unlawful use of recreational vehicles, violations of environmental laws and for swimming violations; observation for violations of hunting, fishing and poaching, patrol of waterway and pursuit of vehicles off the roadway.

Railroad Police Activities

Tasks that involve the inspection for obstructions on railroad right of ways, investigation of derailments, identification of hazardous cargos and the flagging down of trains.

Appendix H

SELECTION TASK GROUP DEFINITIONS

SELECTION TASK GROUP DEFINITIONS

Arresting

Tasks involving the apprehension and arrest of offenders (with or without warrant).

Chemical Test

Tasks involving roadside and/or laboratory testing for the presence of significant alcohol levels.

Citation

Tasks involving the issuing of traffic or nontraffic citations.

Conferring

Tasks involving consultation and exchange of information with others (investigators, prosecutors, field contacts, etc.).

Decision Making

Tasks involving the gathering, analysis and evaluation of information in order to make proper determinations and take appropriate actions.

Directing

Tasks involving directing the action of others (other officers, citizens, etc.).

Emergency or Difficult Driving

Tasks involving operation of a motor vehicle in pursuit or emergency situations and/or hazardous driving conditions (e.g., ice covered roads).

Equipment Maintenance

Tasks involving the testing and maintaining of equipment (police equipment, patrol vehicle, etc.).

Escort and Transportation

Tasks involving the transporting or escorting of persons or property.

Evaluating

Tasks involving review and evaluation of the performance of other officers on-the-job or in training.

H-2

Explaining/Advising/Informing

Tasks that involve notifying, advising, counseling and otherwise informing persons or agencies with respect to a particular incident or circumstance (explain laws, answer inquiries, counsel juveniles, warn offenders, etc.).

Fingerprinting

Tasks involving the rolling of fingerprints.

Firefighting

Tasks involving the flushing of fuel spills and the fighting of fires.

First Aid

Tasks involving the application of first aid techniques and procedures in emergency situations.

Guarding

Tasks involving the guarding of persons outside of a detention facility (defendants at arraignments, children placed in protective custody, etc.).

Inspecting

Tasks involving the close-up inspection of persons, objects, vehicles, dwellings or businesses to examine evidence, check for damage, verify personal or vehicular identification, check suspicious circumstances, etc.

Interviewing

Tasks involving the interviewing of suspicious persons, witnesses, suspects and other persons.

Investigating

Tasks involving the investigation of suspicious, unusual, illegal or otherwise significant events or circumstances that require explanation.

Line-up

Tasks that involve conducting on-the-scene or photo line-up suspect identification.

Mediating

Tasks involving the control of crowds and/or the mediation of disputes between individuals or groups.

H-3

Observation and Surveillance

Tasks involving stationary or moving surveillance to observe for suspicious or wanted persons or vehicles, vehicle code violations, etc.

Paperwork - Custody

Tasks involving the collection or return of prisoner property and the review and/or completion of documents associated with the processing and incarceration of prisoners (arrest documents, inventory logs, etc.).

Paperwork - Other

Tasks involving the generation, review, storage and retrieval of written information, such as, lists, files, warrants, subpoenas, etc.

Physical Activity

Noncombative tasks that involve physical activity, such as climbing, crawling, jumping, carrying, dragging, running, etc.

Planning/Scheduling/Organizing

Tasks involving the planning, scheduling or organizing of one's own activities and/or the activities of others.

Public Relations

Tasks that involve informing and/or assisting the public in order to provide general citizen assistance (help disabled persons, stranded motorists, etc.), improve police - community relations, provide information about law enforcement, etc.

Radio/Telephone

Tasks that involve communicating via police radio or telephone (requesting information, reporting one's status, responding to inquiries, etc.).

Review and Recall

Tasks involving the review and/or recall of pertinent information (wanted vehicles or persons, criminal activity in area, investigative findings, etc.).

Searching

Tasks involving the searching of persons, vehicles, buildings or geographical areas for contraband, evidence, witnesses, missing/wanted persons, etc.

Securing and Protecting

Tasks involving the securing of property, vehicles, buildings or locations (e.g., accident scene) and the protecting/collecting of physical evidence.

H-4

Sketching/Diagramming

Tasks associated with the sketching/diagramming of crime or accident scenes.

Subduing/Restraining

Tasks that involve restraining and/or subduing persons who offer physical resistance.

Testifying

Tasks that involve testifying in court or other legal proceedings (liquor board hearings, parole or probation hearings, etc.).

Traffic Control

Tasks involving the control of vehicular and pedestrian traffic by means of hand signals, flare patterns, etc.

Training

Tasks that involve the providing of on-the-job training.

Weapons

Tasks involving the maintenance and use of firearms (both in required qualifying and on-the-job).

Writing

Tasks that involve recording information and/or describing acts or events in writing (filling out incident reports, taking statements, recording confessions, making entries in patrol log, etc.).

Appendix I

LISTING OF ELIMINATED TASKS

LISTING OF ELIMINATED TASKS

- *A2 Answer inquiries regarding the progress of a case
- *A4 Collect vehicle impoundment fees
- *A6 Compile traffic accident statistics
- *A10 Design training materials
- *A11 Dispose of unclaimed property
- *A14 Estimate property values of stolen or recovered goods
- *A16 Evaluate college internship students
- *A21 Fill out surveys (other than this survey)
- *A27 Issue bicycle licenses/registrations
- *A30 Issue supplies
- *A37 Order supplies and equipment
- A39 Participate in military style drill (e.g., parades, honor guards, color guards)
- *A41 Plan training schedules
- *A50 Sort and distribute mail
- A51 Stamp serial numbers on bicycles
- *A54 Train police dogs
- *A57 Update directory of businesses in jurisdiction
- *A59 Update inventory of supplies and equipment
- *A62 Update spot/pin maps
- *A63 Write contract specifications for services or equipment
- *A67 Write policy material for department manuals

- *C5 Check homes of persons on vacation
- *C8 Check parking lots
- *C14 Collect money from and maintain parking meters
- *C17 Destroy animals
- *C19 Drag from a boat to retrieve body or evidence
- *C25 Escort processions (e.g., parades, oversized trucks, funerals)
- *C32 Inspect chemical treatment of waterways for violations
- *C35 Investigate complaints of illegal border crossings
- *C46 Participate in meetings with other officers (e.g., briefings, departmental staff meetings)
- *C52 Perform first line maintenance on fire truck (e.g., wash, check gauges)
- *C56 Prepare clothing and personal equipment to satisfy inspection requirements
- *C59 Report violations of school, college, or university rules and regulations to proper authority
- *C67 Transport animals

- *D15 Explain arrest action to onlookers
- *D18 Fight aircraft fires
- *D22 Fill out field interrogation card
- *D23 Give street directions
- *D24 Identify ownership of livestock
- *D25 Impound vehicles
- *D34 Refer persons to agencies providing social services
- *D37 Stop recreational vehicles

*Tasks of significance to one or more agency types (see Appendix J)

LISTING OF ELIMINATED TASKS (continued)

- *E1 Cite persons for railroad safety violations
- *E2 Check fuel levels in refrigeration cars
- *E3 Check trucks for hot boxes
- *E4 Conduct liability and claims investigation
- E5 Cross state lines to enforce railroad laws
- *E6 Determine location of high value loads from yard list
- *F7 Drive off road to escort train
- *E8 Escort train through high crime areas
- *E9 Guard strategic locations during civil disorders and strikes
- *E10 Identify and record expected arrival times of trains
- *E11 Identify and record train identification number (lead engine number)
- *E12 Identify and record train locations
- *E13 Identify and record train movements
- *E15 Inspect for damage and theft of railroad cargo
- *E17 Inspect railroad cars for defects
- *E18 Investigate employee theft
- *E20 Investigate switch and rail malfunctions
- *E21 Locate downed railroad communication wires
- E23 Patrol passenger train
- *E24 Patrol railroad yards on foot
- *E25 Recommend disciplinary actions for railroad employees
- *E26 Record locations of cargo inspections
- *E27 Record proof of lading
- *E28 Secure cargo
- *E29 Start cooling units on refrigeration cars
- *E30 Walk and locate high value railroad cars in yard
- *F2 Collect fees for serving civil process
- *F3 Collect money for sales of levied property
- *F4 Determine exempt and nonexempt property for levy purposes
- *F5 Distribute and collect election supplies
- F6 Issue trustee sales notices
- *F8 Plain route for civil process and subpoena service
- *F9 Post probate notices, warnings, sale of property notices, etc.
- *F10 Prepare advertisements and notices of the sale of property
- *F11 Record disposition of civil papers
- F12 Record payments made in response to suite papers being served
- *F13 Review return of civil process papers
- *F14 Seize property in civil claims
- *F15 Serve civil process papers
- F17 Update master index dockets and case description for civil cases
- *G2 Distribute printed material for public relations
- *G4 Hold property upon request for safekeeping
- *G5 Mark valuables for persons
- *G6 Organize neighborhood watch groups
- *G10 Teach driver's education classes
- *H25 Organize and conduct station-house line-ups
- *H35 Prepare paperwork to file on extradition warrants
- *H48 Serve as deputy medical examiner

*Tasks of significance to one or more agency types (see Appendix J)

LISTING OF ELIMINATED TASKS (continued)

- *I1 Advise persons of alternatives to carrying prohibited items onto an aircraft
- *I2 Arrest persons for violations of laws relating to airport operations
- *I4 Brief private security personnel on changes in airport security procedures
- *I5 Check aircraft tiedowns in severe weather and notify owners of problems
- *I6 Check baggage for long storage items
- *I8 Check ramp for overdue aircraft
- *I9 Check registrations on aircraft
- I11 Coordinate services for airport tenants (e.g., snow removal)
- *I12 Enforce airport rules and regulations
- I13 Escort juvenile offenders onto and off aircraft
- *I14 Escort non radio equipped vehicles onto airfield
- *I15 Inform persons of legal requirements relating to airport security
- *I16 Inspect airport runway conditions
- *I20 Investigate complaints of injuries in airport terminal
- *I21 Issue notice to airmen ("NOTAM")
- *I22 Issue operational area identification cards
- I23 Issue safety permits for vehicles dispensing fuels in air operational area (AOA)
- *I24 Log and pass on information about nonfunctioning runway lights
- *I25 Observe hand carried baggage being run through airport security devices
- *I26 Observe persons being screened through airport security devices
- *I27 Receive and transmit on airport operations radio frequency
- *I28 Receive and transmit on aviation ground control radio
- I29 Record air field landing activity for billing purposes
- *I30 Release aircarrier baggage to owners
- *I31 Seize a pilot's license
- *I32 Take decelerometer readings on airport runway braking conditions
- *I33 Witness inspection of baggage or cargo on request of airline
- *I34 Write report on airfield conditions
- I35 Write tiedown list of aircraft parked on ramps
- *J21 Swim to rescue and search
- *K2 Aid prisoners to contact bondsman
- *K5 Approve passes into detention facilities
- *K7 Assign inmates to work details
- *K8 Attend prisoner's disciplinary hearing
- *K9 Audit funds in inmate trust account
- *K11 Calculate good time status of prisoners
- *K12 Change dressings and bandages on injured prisoner
- K18 Collect and distribute inmate mail
- *K20 Collect orders from prisoners for purchasing personal items
- *K23 Complete documents for transfer of prisoner to state prison
- *K27 Counsel prisoners concerning personal problems
- *K28 Distribute hygiene supplies to prisoners

*Tasks of significance to one or more agency types (see Appendix J)

LISTING OF ELIMINATED TASKS (continued)

- *K29 Distribute money draw slips to prisoners
- *K35 Inform bonding agent of condition for bonding
- *K37 Instruct prisoners in facility rules and regulations
- *K38 Issue prisoner clothing and bedding
- K43 Perform library services
- *K49 Process probation applications
- *K51 Receive money for prisoner's trust account
- *K52 Record changes in bonds
- *K55 Respond to prisoner's written questions
- *K57 Review bond applications
- *K59 Schedule visitors for prisoners
- *K65 Supervise prisoner work details
- K66 Update information on bail bonding agencies
- *L29 Deliver babies
- M1 Accept deposits on recreational equipment
- *M2 Arrest or cite persons for importing illegal animals or plants
- *M5 Arrest persons for removing trees or plant life from state land
- *M6 Assign jobs to forest fire fighters
- *M7 Certify furs after trapping seasons
- *M9 Clean, repair, and restock park facilities
- *M10 Collect park use fees (e.g., golf fees, park rentals, etc.)
- *M11 Collect rabid animals
- *M12 Complete a Habitat Impact Report
- *M13 Conduct background investigations for fish and game license vendor applicants
- M15 Conduct wildlife observations
- M16 Destroy or relocate animals for area game management
- M17 Determine approximate age, sex, or species of animals
- *M18 Extricate persons trapped in damaged watercraft
- *M19 Identify plant species
- *M20 Impound recreational vehicles
- *M23 Inspect dredge, drilling, and dumping sites for compliance with environmental rules and regulations
- M24 Inspect free standing waterfowl blinds
- M26 Inspect ice shanties
- *M27 Inspect marine safety devices for safety
- *M28 Inspect off road vehicles
- *M29 Inspect park boundaries for land encroachment
- *M30 Inspect park use permits
- *M31 Inspect refuse, septic and industrial waste haulers
- *M32 Inspect shooting preserves
- M33 Inspect species collection permits
- *M34 Inspect traps and trappers for regulatory compliance
- *M35 Install equipment on patrol vehicles
- *M36 Investigate land use violations
- *M37 Issue permits allowing toxic substances to be placed in waterways
- M38 Issue permits for salvage operations

*Tasks of significance to one or more agency types (see Appendix J)

LISTING OF ELIMINATED TASKS (continued)

- *M39 Issue permits for special use of public land and waterways
- M40 Issue pet possession permits for wild animals
- *M41 Make campground security inspections
- *M42 Make fire inspections of woodlands
- M43 Measure weather conditions with instruments
- *M45 Observe persons for fishing violations
- M47 Operate dam controls
- M48 Operate marine pumping equipment
- *M50 Patrol wilderness areas on foot
- *M51 Perform as lifeguard
- M52 Place buoy and channel markers
- *M53 Plan group controls
- M56 Recommend wildlife management plans
- *M57 Register campers
- *M58 Remove damaged vehicles from woodland areas
- *M59 Remove water hazards (e.g., sunken boats, fallen trees)
- M61 Restore free flow of waterway
- *M62 Select and train civilian conservation volunteers
- *M63 Serve as prosecutor in court
- M64 Transport injured persons on skis
- *M65 Transport injured persons on snowmobiles
- M66 Trap pest animals
- *N1 Act as court bailiff
- *N3 Appear in court without testifying
- *N5 Assemble potential juror list
- *N6 Attend bail bond hearings
- *N7 Collect fines
- *N12 Mail jury duty notices
- *O12 Inform driver of towed vehicle's location
- *O14 Instruct persons involved in an accident to exchange necessary information
- *O16 Interview tow truck operators or mechanics for relevant traffic accident information
- *P4 Advise vehicle owners to remove abandoned vehicles
- *P13 Count traffic flow using automatic devices
- *P27 Investigate damage to roadway
- *P28 Issue traffic citations to pedestrians
- *P30 Issue parking citations
- *P35 Manually count traffic flow
- *P41 Operate traffic signals manually
- *P45 Record pedestrian flow
- *P51 Void citation upon compliance (e.g., no registration, no insurance, no operators license)
- *P52 Work vehicle inspection lane

*Tasks of significance to one or more agency types (see Appendix J)

Appendix J

INFORMATION FOR ELIMINATED TASKS OF
SIGNIFICANCE TO ONE OR MORE AGENCY TYPES

AGENCY TYPE ABBREVIATIONS

S.P. - Michigan State Police
D.P. - Detroit Police Department
L.C. - Large Cities/Villages/Townships
M.C. - Medium Cities/Villages/Townships
S.C. - Small Cities/Villages/Townships
L.S. - Large County Sheriffs' Departments
S.S. - Small County Sheriffs' Departments
U.C. - Universities/Colleges
A.P. - Airports
R.R. - Railroads
N.R. - State Department of Natural Resources
L.P. - Local Parks

CIP AND PERCENT PERFORMING
INFORMATION FOR ELIMINATED TASKS OF SIGNIFICANCE TO ONE OR MORE AGENCY TYPES

TASKS	AGENCIES PERFORMING*											
	TRADITIONAL AGENCIES								SPECIALIZED AGENCIES			
	S.P.	D.P.	L.C.	M.C.	S.C.	L.S.	S.S.	U.C.	A.P.	R.R.	N.R.	L.P.
A2 Answer inquiries regarding the progress of a case	2.95/87	2.77/43		2.78/59	3.26/79	3.20/62	2.75/87	3.28/57		3.60/44	3.00/91	2.50/65
A4 Collect vehicle impoundment fees					3.00/11	3.66/01				3.00/01		
A6 Compile traffic accident statistics			3.16/02			3.37/09	3.00/10	4.33/07		4.00/03		3.00/15
A10 Design training materials		3.40/02	4.00/04			3.50/08		3.00/13		3.00/04		
A11 Dispose of unclaimed property	2.83/25	3.00/06			2.50/28	3.50/05					3.64/43	
A14 Estimate property values of stolen or recovered goods		2.56/52		2.50/70	2.56/79	2.50/77		3.08/84		3.28/63	3.11/27	3.00/58
A16 Evaluate college internship students	3.00/18							3.00/11			3.81/25	
A21 Fill out surveys (other than this survey)		2.50/29									2.58/76	3.66/33
A27 Issue bicycle licenses/registrations					3.15/35	2.53/39						
A30 Issue supplies					2.73/38	3.25/01						3.00/30
A37 Order supplies and equipment				3.00/09	3.00/18	3.33/09				3.00/10	3.20/46	3.00/20
A41 Plan training schedules		3.20/03	4.20/02	3.00/04		3.00/04		3.66/10		4.00/03		4.00/03
A50 Sort and distribute mail												4.00/23
A54 Train police dogs	5.50/03				6.00/02						4.00/33	
A57 Update directory of businesses in jurisdiction			3.00/13	3.44/23		3.11/13	6.00/08		3.00/06	3.00/03	3.00/02	
A59 Update inventory of supplies and equipment						3.42/10	3.00/17				3.11/56	3.00/25
A62 Update spot/pin maps						3.00/02	3.00/12					
A63 Write contract specifications for services or equipment		3.50/01		3.00/01	4.33/05	3.75/02		3.50/05			4.00/02	3.00/03
A67 Write policy material for department manuals	4.25/01		3.20/02	3.75/02	4.00/07	5.00/02		4.00/07			4.50/02	5.00/05
C5 Check homes of persons on vacation	3.29/90	3.04/94		3.47/87	3.72/95	2.72/90	3.00/97	2.90/53				
C8 Check parking lots	2.66/88	2.61/94			3.23/95	2.69/95		3.00/96	2.50/69			4.00/90
C14 Collect money from and maintain parking meters								3.25/20				
C17 Destroy animals					2.86/49	2.70/47					3.29/93	
C19 Drag from a boat to retrieve body or evidence	3.15/07	3.00/03	3.56/03	3.50/03	4.00/05	3.70/10	3.33/18				3.25/21	
C25 Escort processions (e.g., parades, oversized trucks, funerals)	2.52/36	2.57/28	2.55/47	2.62/62	2.87/74	2.52/47		2.60/30	3.00/20			
C32 Inspect chemical treatment of waterways for violations					5.00/03	3.33/03	4.00/03				3.92/50	
C35 Investigate complaints of illegal border crossings	3.40/04		4.00/02	6.00/07	4.33/01	3.80/05				4.50/20	4.00/05	
C46 Participate in meetings with other officers (e.g., briefings, departmental staff meetings)	2.77/92	2.72/47	3.47/71	2.73/82	3.35/75	3.19/86	2.60/77	3.41/83		3.66/41	2.68/95	
C52 Perform first line maintenance on fire truck (e.g., wash, check gauges)					5.33/05				3.00/39		3.00/05	
C56 Prepare clothing and personal equipment to satisfy inspection requirements		3.05/84	2.82/85	2.60/81	3.14/64	3.25/81	2.50/58	2.75/74	2.50/43	3.28/59	2.50/89	2.50/48

*Performing = CIP ≥ 3.0 and % performing > 0 or 2.5 < CIP < 3.0 and % performing ≥ 25; % performing data are displayed beneath CIP data.

CIP AND PERCENT PERFORMING

INFORMATION FOR ELIMINATED TASKS OF SIGNIFICANCE TO ONE OR MORE AGENCY TYPES

TASKS	AGENCIES PERFORMING											
	TRADITIONAL AGENCIES								SPECIALIZED AGENCIES			
	S.P.	D.P.	L.C.	M.C.	S.C.	L.S.	S.S.	U.C.	A.P.	R.R.	N.R.	L.P.
C59 Report violations of school, college, or university rules and regulations to proper authority					2.88/25			3.72/81		5.00/01		3.00/13
C67 Transport animals											2.88/93	
D15 Explain arrest action to onlookers	2.57/40	2.81/39	3.00/51	3.00/51		2.73/41	2.66/30	2.55/37	3.00/10	3.40/05	3.28/56	
D18 Fight aircraft fires					7.00/01	5.28/01			6.00/24			
D22 Fill out field interrogation card			3.20/43	2.90/44	3.69/29	3.22/29		3.12/54		3.00/43	3.00/18	3.00/35
D23 Give street directions												3.00/93
D24 Identify ownership of livestock					3.00/24							4.00/18
D25 Impound vehicles	2.95/92	3.30/94	2.73/93	2.94/98	3.25/92	2.73/96	2.80/82		3.00/22		3.28/49	4.50/83
D34 Refer persons to agencies providing social services	2.80/62	3.18/79	2.81/83	2.66/85	3.47/70	2.80/75		2.66/43				3.00/38
D37 Stop recreational vehicles			2.81/50		2.93/73	2.59/74	3.00/78	2.80/30			3.62/98	
E1 Cite persons for railroad safety violations	4.25/04	4.00/04		3.50/06	6.00/04					4.25/41		
E2 Check fuel levels in refrigeration cars										2.83/33		
E3 Check trucks for hot boxes					4.00/02					4.12/64	5.00/01	
E4 Conduct liability and claims investigations										3.40/38		
E6 Determine location of high value loads from yard list										4.70/99		
E7 Drive off road to escort train										3.33/71		
E8 Escort train through high crime areas										4.70/75		
E9 Guard strategic locations during civil disorders and strikes	4.66/01	4.50/03	4.20/01	6.00/01	4.66/01	4.50/01				4.70/58		
E10 Identify and record expected arrival times of trains										3.44/86		
E11 Identify and record train identification number (lead engine number)			3.00/04			3.33/04		3.00/06		3.30/90	3.00/02	
E12 Identify and record train locations				3.00/03		5.00/02				3.40/85	3.00/01	
E13 Identify and record train movements										3.30/84		
E15 Inspect for damage and theft of railroad cargo	5.00/02		3.33/11	3.00/08	4.00/05	3.00/05				5.40/98		
E17 Inspect railroad cars for defects					6.00/01					3.37/61		
E18 Investigate employee theft	3.00/03		3.66/03	4.00/05		3.33/01		4.50/01		4.90/85		
E20 Investigate switch and rail malfunctions	7.00/03		5.00/02	5.00/05	4.50/05	4.00/04				4.44/69		
E21 Locate downed railroad communication wires										3.25/33		
E24 Patrol railroad yards on foot										4.50/99		
E25 Recommend disciplinary actions for railroad employees										3.57/24		
E26 Record locations of cargo inspections										4.10/88		
E27 Record proof of lading										3.28/56		
E28 Secure cargo										4.77/91		
E29 Start cooling units on refrigeration cars										3.66/14		
E30 Walk and locate high value railroad cars in yard										4.30/96		

CONTINUED

2 OF 5

CIP AND PERCENT PERFORMING
INFORMATION FOR ELIMINATED TASKS OF SIGNIFICANCE TO ONE OR MORE AGENCY TYPES

TASKS	AGENCIES PERFORMING											
	TRADITIONAL AGENCIES								SPECIALIZED AGENCIES			
	S.P.	D.P.	L.C.	M.C.	S.C.	L.S.	S.S.	U.C.	A.P.	R.R.	N.R.	L.P.
F2 Collect fees for serving civil process					4.00/09							
F3 Collect money for sales of levied property	4.00/01						3.50/63					
F4 Determine exempt and nonexempt property for levy purposes							3.00/07					
F5 Distribute and collect election supplies		3.44/25	3.00/04		4.33/08							
F8 Plan route for civil process and subpoena service	3.00/03											3.00/08
F9 Post probate notices, warnings, sale of property notices, etc.											3.66/11	
F10 Prepare advertisements and notices of the sale of property							3.00/05					
F11 Record disposition of civil papers			4.50/01				3.00/22					
F13 Review return of civil process papers				3.00/01							3.50/05	
F14 Seize property in civil claims						3.77/06					6.00/03	
F15 Serve civil process papers			5.00/02	3.00/03		3.30/29	2.80/68				5.00/15	
G2 Distribute printed material for public relations					3.22/32	2.73/29	2.60/38					3.50/40
G4 Hold property upon request for safe-keeping	3.00/24	2.78/44	3.25/50	2.58/43	3.90/49	2.92/33					3.14/12	2.50/30
G5 Mark valuables for persons	2.81/30				2.90/38	3.25/15				5.00/05	3.25/07	
G6 Organize neighborhood watch groups		3.75/05	3.00/02	3.00/01	4.00/07	3.25/04						
G10 Teach driver's education classes	3.66/01				6.00/02	3.56/03					5.00/01	
H25 Organize and conduct station-house line-ups	4.07/07		4.75/02	3.80/02	5.10/09	4.10/04	4.00/02	5.00/01				
H35 Prepare paperwork to file on extradition warrants	4.83/10	7.00/02	4.33/02	4.40/02	5.12/05	4.28/02	3.66/02					
H48 Serve as deputy medical examiner	5.14/03		5.00/01	4.00/01	4.50/03	4.40/11	4.00/07					
I1 Advise persons of alternatives to carrying prohibited items onto an aircraft									4.40/98			
I2 Arrest persons for violations of laws relating to airport operations	3.00/01					3.25/04			5.20/59			
I4 Brief private security personnel on changes in airport security procedures						3.50/01			4.50/67			
I5 Check aircraft tie-downs in severe weather and notify owners of problems				3.00/01					3.50/43		6.00/01	
I6 Check baggage for long storage items									4.00/22			
I8 Check ramp for overdue aircraft	3.66/04				3.00/06				3.50/51			
I9 Check registrations on aircraft	3.00/50								2.70/35			
I12 Enforce airport rules and regulations							3.00/10		4.80/94			
I14 Escort non radio equipped vehicles onto airfield						3.66/02			3.60/73			
I15 Inform persons of legal requirements relating to airport security									4.40/80			
I16 Inspect airport runway conditions	4.00/01					4.00/02			4.00/51			

CIP AND PERCENT PERFORMING

INFORMATION FOR ELIMINATED TASKS OF SIGNIFICANCE TO ONE OR MORE AGENCY TYPES

TASKS	AGENCIES PERFORMING*											
	TRADITIONAL AGENCIES								SPECIALIZED AGENCIES			
	S.P.	D.P.	L.C.	N.C.	S.C.	L.S.	S.S.	U.C.	A.P.	R.R.	N.R.	L.P.
I20 Investigate complaints of injuries in airport terminal			5.00/01	5.00/01	5.00/02	3.00/05	3.00/02		4.40/80			
I21 Issue notice to airmen ("NOTAM")									3.50/33			
I22 Issue operational area identification cards									3.00/31			
I24 Log and pass on information about nonfunctioning runway lights									3.50/47			
I25 Observe hand carried baggage being run through airport security devices				5.00/01					3.80/92			
I26 Observe persons being screened through airport security devices						7.00/01			4.20/98			
I27 Receive and transmit on airport operations radio frequency						3.00/03			4.30/86			
I28 Receive and transmit on aviation ground control radio						4.00/03			4.50/69		6.00/03	
I30 Release aircraft baggage to owners									4.00/22			
I31 Seize a pilot's license	4.00/01								3.00/04			
I32 Take decelerometer readings on airport runway braking conditions									4.00/31			
I33 Witness inspection of baggage or cargo on request of airline			6.00/01			4.00/01			4.80/55			
I34 Write report on airfield conditions									3.50/41		5.00/01	
J21 Swim to rescue and search	5.09/04	4.75/01	5.35/04	5.00/03	5.76/04	4.56/07	4.50/07				4.83/04	4.33/05
K2 Aid prisoners to contact bondsman					3.00/20		2.80/42	3.00/06				3.00/18
K5 Approve passes into detention facilities		3.00/07	4.33/05	5.00/05	4.50/01	3.66/11						
K7 Assign inmates to work details					4.00/01	3.16/08	3.00/27					
K8 Attend prisoner's disciplinary hearing			3.00/02		4.00/05		3.00/05					
K9 Audit funds in inmate trust account					4.00/01	3.40/05	2.66/30					
K11 Calculate good time status of prisoners					4.00/01		3.00/08					
K12 Change dressings and bandages on injured prisoner	3.00/07		6.00/07	3.00/05	6.00/05	3.75/08	3.00/17	6.00/03			3.33/02	
K20 Collect orders from prisoners for purchasing personal items			7.00/02									
K23 Complete documents for transfer of prisoner to state prison			6.00/02		6.00/01	4.25/05	4.00/17					
K27 Counsel prisoners concerning personal problems	4.00/07		3.00/07	3.00/08	5.33/07		3.00/25					
K28 Distribute hygiene supplies to prisoners			3.50/04		4.00/01	3.00/09	3.00/30					
K29 Distribute money draw slips to prisoners			3.00/01		4.00/01							
K35 Inform bonding agent of condition for bonding	5.00/10	5.00/03	3.50/05		4.25/04			4.00/01				3.00/13
K37 Instruct prisoners in facility rules and regulations		3.00/09	3.40/06	3.00/16	5.00/04	3.00/12						5.00/10
K38 Issue prisoner clothing and bedding					4.00/02							
K49 Process probation applicants						3.00/02						
K51 Receive money for prisoner's trust account			3.00/02		4.00/01	3.50/12						

CIP AND PERCENT PERFORMING
INFORMATION FOR ELIMINATED TASKS OF SIGNIFICANCE TO ONE OR MORE AGENCY TYPES

TASKS	AGENCIES PERFORMING											
	TRADITIONAL AGENCIES								SPECIALIZED AGENCIES			
	S.P.	D.P.	L.C.	M.C.	S.C.	L.S.	S.S.	U.C.	A.P.	R.R.	N.R.	L.P.
K52 Record changes in bonds		4.66/07	3.66/02	4.20/07	5.00/02	3.16/07	3.00/20					3.00/08
K55 Respond to prisoner's written questions					3.50/01	3.00/09						
K57 Review bond applications			4.25/02	3.00/03	5.00/01		3.00/05					4.00/05
K59 Schedule visitors for prisoners			3.25/03		3.50/01	3.00/06						6.00/03
K65 Supervise prisoner work details			4.66/02	3.50/01	4.00/01	4.28/08					3.00/01	
L29 Deliver babies		3.60/01	5.00/05	4.20/04	5.93/03	5.94/03		5.28/01				
M2 Arrest or cite persons for importing illegal animals or plants	3.00/01				5.00/02	4.00/02					3.66/15	
M5 Arrest persons for removing trees or plant life from state land	3.33/01					4.50/02	3.00/03	4.00/04			3.37/48	
M6 Assign jobs to forest fire fighters											4.00/10	
M7 Certify furs after trapping seasons											2.88/77	
M9 Clean, repair, and restock park facilities												3.00/28
M10 Collect park use fees (e.g., golf fees, park rentals, etc.)												2.50/40
M11 Collect rabid animals	3.00/03				7.00/01		3.50/03				4.37/10	
M12 Complete a Habitat Impact Report											4.22/34	
M13 Conduct backcountry investigations for fish and game, license vendor applicants											3.68/90	
M18 Extricate persons trapped in damaged watercraft	3.75/01				7.00/01	4.50/02	4.50/03				5.00/04	6.00/08
M19 Identify plant species	3.00/03											3.00/10
M20 Impound recreational vehicles					4.00/13	3.42/21		3.00/01			2.88/47	3.00/38
M23 Inspect dredge, drilling, and dumping sites for compliance with environmental rules and regulations							3.00/05				3.94/99	
M27 Inspect marine safety devices for safety							3.00/27				3.76/98	3.00/23
M28 Inspect off road vehicles	2.87/27					2.77/25	2.80/47				2.64/93	3.00/25
M29 Inspect park boundaries for land encroachment							3.00/05					
M30 Inspect park use permits						4.00/05						3.33/75
M31 Inspect refuse, septic and industrial waste haulers											3.00/82	3.00/10
M32 Inspect shooting preserves												4.00/08
M34 Inspect traps and trappers for regulatory compliance											2.76/99	
M35 Install equipment on patrol vehicles						5.00/13	3.00/10				3.12/93	3.00/33
M36 Investigate land use violations			4.00/01			4.00/06					2.76/94	3.50/23
M37 Issue permits allowing toxic substances to be placed in waterways											4.10/07	
M39 Issue permits for special use of public land and waterways												4.00/13
M41 Make campground security inspections	3.00/19				4.00/07	3.33/11					3.00/74	4.00/55
M42 Make fire inspections of woodlands							6.00/07				2.90/55	4.00/23
M45 Observe persons for fishing violations					3.00/15	3.33/12					3.05/99	4.00/93
M50 Patrol wilderness areas on foot											3.00/86	
M51 Perform as lifeguard											4.50/04	3.00/08
M53 Plan group controls											3.81/28	
M57 Register campers												3.50/40

7-6

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Appendix K

CORE TASKS ARRANGED BY TRAINING TASK GROUP

TASK FACTOR ABBREVIATIONS

C.I.P. - Consequences of Inadequate Performance
T.P. - Training Priority
L.D. - Task Learning Difficulty
T.D.T. - Task Delay Tolerance

Training Group: ARREST & DETAIN - tasks that involve the planning of arrests, the effecting arrests with or without warrant and advising offenders of their constitutional rights.

[illegible]

k-2

k-2

[illegible]

Training Group: CIVIL DISORDERS - Tasks that involve surveillance of and confrontations with groups of individuals, both violent and nonviolent.

K-3

K-4

[illegible]

Training Group: COLLECTION AND PRESERVATION OF EVIDENCE - Tasks that involve the examination and collection of evidence at crime scenes, (including diagramming, photographing, etc.) documenting the chain of custody and release of confiscated property.

K-5

K-6

Training Group: CONFLICT MEDIATION - Tasks that involve the mediation of civil and family disputes.

[illegible]

Training Group: COURT FUNCTIONS - Tasks that involve working with the court to obtain search warrants, arraign defendants and preparing witnesses to testify in criminal proceedings.

[illegible]

K-7

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[illegible]

Training Group: CRIME SCENE SEARCH - Tasks that involve the planning and effecting of raids and searches and searching techniques to locate physical evidence from persons, objects and/or places.

K-9

K-70

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	CORE TASKS		TASK FACTOR RATINGS		
	Mean C.I.P.	Percent Performing	T.P.	L.D.	T.D.T.
H16 Examine dead bodies for wounds and injuries	5.09	60	high	high	low
H60 Verify the identity of deceased persons	5.02	37	med	med	low
H23 Locate witnesses to crime	4.97	79	high	med	very low
H5 Conduct on-the-scene suspect identifications (e.g., show-ups)	4.69	34	high	high	low
H24 Organize and conduct photo line-ups	4.62	12	med	high	med
H43 Review with medical examiner circumstances relating to a death	4.61	31	med	med	low
H4 Conduct intelligence activities on known or suspected offenders	4.58	24	high	high	med
H59 Verify reliability and credibility of witnesses	4.52	40	high	high	med
H15 Establish modus operandi (M.O.) of a suspect	4.50	37	high	high	med
H9 Determine whether incidents are criminal or civil matters	4.46	88	high	med	very low
H44 Review records and pictures to identify suspects	4.36	41	med	med	med
H28 Participate in investigations with other law enforcement agencies	4.34	56	med	med	low
A19 Exchange necessary information with other law enforcement officials	4.30	76	high	low	low
H42 Review crime lab reports to guide investigation	4.26	21	med	med	med
H10 Determine whether recovered property is linked with a previous crime	4.21	65	high	med	low
H56 Trace stolen goods	4.19	39	med	high	med
H6 Conduct surveillance of individuals or locations	4.16	55	high	high	low
H26 Organize surveillance of individuals or locations	4.06	18	med	high	med
H58 Utilize department records to assist in investigation	4.03	68	high	med	med
H1 Analyze and compare incidents for similarity of modus operandi (M.O.)	3.94	45	high	high	med
H54 Talk with families of adult suspects or defendants (advise, inform, notify, counsel)	3.53	64	med	med	med
D33 Recruit confidential informants	3.49	42	high	high	high

Training Group: DRIVING - Tasks that involve the driving of a patrol vehicle in emergency and pursuit situations and under adverse conditions (including rain, snow, ice and heavy traffic).

[illegible]

K-12

Training Group: DUIL ENFORCEMENT - Tasks that involve the identification and arrest of DUIL suspects, the administration of various tests to determine intoxication and testifying in implied consent hearings.

[illegible]

Training Group: EMERGENCY PREPAREDNESS - DISASTER CONTROL - Tasks that involve the search, evacuation and securing of accident and disaster scenes (including the search for bombs).

[illegible]

K-74

K-74

[illegible]

Training Group: FINGERPRINTING AND PALMPRINTING - Tasks that involve fingerprinting of prisoners.

[illegible]

Training Group: FIREARMS TRAINING - Tasks that involve participating in firearms training, weapons maintenance and the drawing and d'scharging of firearms at persons.

[illegible]

Training Group: FIRST AID - Tasks that involve the application of first aid techniques and procedures in emergency situations.

[illegible]

Training Group: INTERVIEW AND INTERROGATION - Tasks that involve the interviewing of witnesses, interrogation of suspects and recording of statements and confessions

[illegible]

Training Group: JAIL OPERATIONS - Tasks that involve the booking and processing of prisoners (including collecting bond, examining and documenting the condition of prisoners, inventorying property and guarding of prisoners outside of a jail facility).

K-19

K-20

K-20

[illegible]

Training Group: LATENT PRINTS - Tasks that involve the dusting and lifting of latent fingerprints.

[illegible]

k-22

k-22

[illegible]

Training Group: **MOTOR VEHICLE ACCIDENT INVESTIGATION** - Tasks that involve the investigation and reporting of traffic accidents including interviewing drivers and witnesses, photographing and diagramming accident scenes, collecting physical evidence, determining fault and completing required accident report forms.

[illegible]

K-24

[illegible]

SUMMARY INFORMATION FOR CORE TASKS PERFORMED BY EIGHT TRADITIONAL AGENCIES (ARRANGED BY TRAINING GROUP)

Training Group: PATROL OPERATIONS - Tasks that involve the inspection of public and private places and facilities, the investigation of suspicious persons, vehicles and events, assistance to citizens involving non-criminal matters, warning offenders in lieu of arrest or citation and preparation of equipment and records for patrol.

[illegible]

K-26

[illegible]

SUMMARY INFORMATION FOR CORE TASKS PERFORMED BY EIGHT TRADITIONAL AGENCIES (ARRANGED BY TRAINING GROUP)

Training Group: POLICE COMMUNICATIONS - Tasks that involve the operation of police communication equipment to check the status of persons and property through a crime information system and to interact with the dispatcher regarding general police activity.

[illegible]

K-28

K-28

[illegible]

SUMMARY INFORMATION FOR CORE TASKS PERFORMED BY EIGHT TRADITIONAL AGENCIES (ARRANGED BY TRAINING GROUP)

Training Group: TESTIFYING IN COURT AND ADMINISTRATIVE HEARINGS - Tasks that involve the preparation and presentation of evidence in legal proceedings and testifying in criminal and non-criminal cases.

[illegible]

K-30

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[illegible]

Training Group: TRAINING - Tasks that involve instructing and evaluating officers in a training setting.

[illegible]

Appendix L

CORE TASKS ARRANGED BY SELECTION TASK GROUP

TASK FACTOR ABBREVIATIONS

C.I.P. - Consequences of Inadequate Performance
T.P. - Training Priority
L.D. - Task Learning Difficulty
T.D.T. - Task Delay Tolerance

Selection Group: ARRESTING - Tasks involving the apprehension and arrest of offenders (with or without warrant).

[illegible]

Selection Group: CHEMICAL TEST - Tasks involving roadside and/or laboratory testing for the presence of significant alcohol levels.

[illegible]

Selection Group: CITATION - Tasks involving the issuing of traffic or non-traffic citations.

[illegible]

1-4

Selection Group: CONFERRING - Tasks involving consultation and exchange of information with others (investigators, prosecutors, field contacts, etc.)

[illegible]

5

Selection Group: DIRECTING - tasks involving directing the action of others (other officers, citizens, etc.).

9-7

[illegible]

Selection Group: EMERGENCY OR DIFFICULT DRIVING - Tasks involving operation of a motor vehicle in pursuit or emergency situations and/or hazardous driving conditions (e.g., ice covered roads).

[illegible]

Selection Group: EQUIPMENT MAINTENANCE - Tasks involving the testing and maintaining of equipment (police equipment, patrol vehicle, etc.).

[illegible]

Selection Group: ESCORT AND TRANSPORTATION - Tasks involving the transporting or escorting of persons or property.

[illegible]

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[illegible]

Selection Group: EXPLAINING/ADVISING/INFORMING - Tasks that involve notifying, advising, counseling and otherwise informing persons or agencies with respect to a particular incident or circumstance (explain laws, answer inquiries, counsel juveniles, warn offenders, etc.).

[illegible]

Selection Group: FINGERPRINTING - Tasks involving the rolling of fingerprints.

[illegible]

Selection Group: FIREFIGHTING - Tasks involving the flushing of fuel spills and the fighting of fires.

[illegible]

Selection Group: FIRST AID - tasks involving the application of first aid techniques and procedures in emergency situations.

L-14

CORE TASKS		Mean C.I.P.	Percent Performing	TASK FACTOR RATINGS		
	T.P.			L.D.	T.D.T.	
L1 Administer cardio-pulmonary resuscitation (CPR)	6.24	26	Very high	Medium	Very low	
L2 Administer mouth-to-mouth resuscitation	6.17	18	Very high	Medium	Very low	
L10 Apply first aid to treat for heart attack	6.16	34	Very high	Medium	Very low	
L7 Apply first aid to treat for amputations	6.08	04	Very high	Medium	Very low	
L5 Apply first aid to control bleeding	5.95	58	Very high	Medium	Very low	
L17 Apply first aid to treat for gunshot wounds	5.74	18	Very high	Medium	Very low	
L4 Administer oxygen using resuscitator	5.71	11	Very high	Medium	Very low	
L14 Apply first aid to treat for electric shock	5.60	04	Very high	Medium	Very low	
L3 Administer oxygen using oxygen supply device other than resuscitator	5.56	14	Very high	Medium	Very low	
L23 Apply first aid to treat for poisoning	5.45	09	High	Medium	Very low	
L26 Apply first aid to treat for shock	5.20	32	Very high	Medium	Very low	
L22 Apply first aid to treat for overdose	5.13	28	Very high	Medium	Very low	
L10 Apply first aid to treat for burns	5.02	10	Very high	Medium	Very low	
L13 Apply first aid to treat for diabetic reaction	5.07	16	Very high	Medium	Very low	
L28 Apply first aid to treat for stroke	5.05	14	Very high	Medium	Very low	
L20 Apply first aid to treat for heat stroke	5.04	06	High	Medium	Very low	
L9 Apply first aid to treat for broken bones	5.04	28	Very high	Medium	Very low	
L24 Apply first aid to treat for puncture wounds	5.01	32	High	Medium	Very low	
L19 Apply first aid to treat for heat prostration	4.99	06	High	Medium	Very low	
L12 Apply first aid to treat for convulsions	4.96	20	Very high	Medium	Very low	
L15 Apply first aid to treat for eye injuries	4.92	11	Very high	Medium	Very low	
L25 Apply first aid to treat for seizure	4.84	23	High	Medium	Very low	
L21 Apply first aid to treat for lacerations	4.45	45	High	Low	Very low	
L6 Apply first aid to treat for abrasions	3.61	46	High	Low	Low	

Selection Group: GUARDING - Tasks involving the guarding of persons outside of a detention facility (defendants at arraignments, children placed in protective custody, etc.).

[illegible]

91-16

91-16

CORE TASKS		Mean C.I.P.	Percent Performing	TASK FACTOR RATINGS		
				T.P.	L.D.	T.D.T.
A16	Check weapons in and out of detention facility	5.49	26	High	Low	Very low
C33	Inspect patrol vehicle for weapons and contraband	5.28	86	High	Low	Low
A16	Examine dead bodies for wounds and injuries	5.09	60	High	Medium	Low
A17	Examine evidence and personal property from crime scenes	4.97	65	High	High	Low
G62	Search unlocked businesses and dwellings for signs of illegal entry	4.44	92	High	Low	Very low
A46	Search dead bodies for personal property	4.36	43	Medium	Medium	Low
C3	Check condition and status of assigned patrol equipment and vehicle	4.30	91	Medium	Low	Low
Q18	Investigate traffic accident scene to identify point(s) of impact	4.19	85	High	Medium	Low
Q11	Identify persons involved in traffic accident	4.10	89	High	Low	Very low
Q31	Test operating condition of accident vehicle equipment	3.91	58	High	Medium	Low
P39	Observe traffic control device to determine if functioning properly	3.71	67	Low	Very low	Low
Q10	Identify owner of vehicles involved in accident	3.67	88	Medium	Low	Low
Q13	Inspect vehicle for fresh damage	3.62	88	Medium	Low	Low
P25	Inspect operator's license	3.60	96	High	Low	Low
P24	Inspect for vehicle identification number	3.44	90	Medium	Low	Low
C55	Physically examine and test doors and windows of dwellings and businesses	3.34	90	Medium	Low	Medium
P26	Inspect private vehicle for conformance with vehicle code	3.19	63	Medium	Low	Low
C11	Check vehicles for proper registration (e.g., snowmobiles, off road vehicles, etc.)	3.14	79	Medium	Low	Low
P49	Verify vehicle title information	3.06	64	Medium	Low	Medium
C7	Check parks and school grounds	2.95	90	Medium	Low	Medium
C6	Check individuals/businesses for compliance with licensing requirements (e.g., hunting, liquor, dance permit, vendors, etc.)	2.77	51	Medium	Medium	Medium
Q6	Determine status of auto insurance	2.76	72	Medium	Low	Medium

Selection Group: INTERVIEWING - Tasks involving the interviewing of suspicious persons, witnesses, suspects and other persons.

[illegible]

Selection Group: INVESTIGATING - Tasks involving the investigation of suspicious, unusual, illegal or otherwise significant events or circumstances that require explanation.

[illegible]

Selection Group: LINE-UP - Tasks that involve conducting on-the-scene or photo line-up suspect identification.

[illegible]

Selection Group: MEDIATING - Tasks involving the control of crowds and/or the mediation of disputes between individuals or groups.

[illegible]

Selection Group: OBSERVATION AND SURVEILLANCE - Tasks involving stationary or moving surveillance to observe for suspicious or wanted persons or vehicles, vehicle code violations, etc.

L-27

Selection Group: PAPERWORK-CUSTODY - Tasks involving the collection or return of prisoner property and the review and/or completion of documents associated with the processing and incarceration of prisoners (arrest documents, inventory logs, etc.).

[illegible]

Selection Group: PAPERWORK-OUTIER - Tasks involving the generation, review, storage and retrieval of written information, such as, list, files, warrants, subpoenas, etc.

[illegible]

Selection Group: PHYSICAL ACTIVITY - Noncombative tasks that involve physical activity, such as climbing, crawling, jumping, carrying, dragging, running, etc.

L-24

[illegible]

Selection Group: PLANNING/SCHEDULING/ORGANIZING - Tasks involving the planning, scheduling or organizing of one's own activities and/or the activities of others.

L-25

L-26

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[illegible]

Selection Group: RADIO/TELEPHONE - Tasks that involve communicating via police radio or telephone (requesting information, reporting one's status, responding to inquiries, etc.).

[illegible]

L-28

L-28

[illegible]

Selection Group: SEARCHING - Tasks involving the searching of persons, vehicles, buildings or geographical areas for contraband, evidence, witnesses, missing/wanted persons, etc.

1-29

L-30

L-30

[illegible]

Selection Group: SKETCHING/DIAGRAMMING - Tasks associated with the sketching/diagramming of crime or accident scenes.

[illegible]

Selection Group: SUBDUING/RESTRAINING - Tasks that involve restraining and/or subduing persons who offer physical resistance.

[illegible]

Selection Group: TESTIFYING - Tasks that involve testifying in court or other legal proceedings (liquor board hearings, parole or probation hearings, etc.).

[illegible]

Selection Group: TRAFFIC CONTROL - Tasks involving the control of vehicular and pedestrian traffic by means of hand signals, flare patterns, etc.

[illegible]

Selection Group: TRAINING - Tasks that involve the providing of on-the-job training.

[illegible]

Selection Group: WEAPONS - Tasks involving the maintenance and use of firearms (both in required qualifying and on-the-job).

[illegible]

Selection Group: WRITING - Tasks that involve recording information and/or describing acts or events in writing (filling out incident reports, taking statements, recording confessions, making entries in patrol log, etc.).

[illegible]

Appendix M

CORE TASKS PERFORMED BY SPECIALIZED AGENCIES
(ARRANGED BY TRAINING GROUP)

TASK FACTOR ABBREVIATIONS

C.I.P. - Consequences of Inadequate Performance
T.P. - Training Priority
L.D. - Task Learning Difficulty
T.D.T. - Task Delay Tolerance

CORE TASKS PERFORMED BY SPECIALIZED AGENCIES (ARRANGED BY TRAINING GROUP)

TRAINING GROUP/TASKS	AIRPORT	RAILROAD	NATURAL RES.	LOCAL PARK
	CIP/% Perf.	CIP/% Perf.	CIP/% Perf.	CIP/% Perf.
ARREST & DETAIN				
B1 Advise persons of constitutional rights	5.50/67	6.20/63	5.68/97	5.50/90
B4 Arrest persons without a warrant	5.00/59	5.30/64	5.75/97	4.50/85
C71 Transport prisoners	4.50/41	6.00/26	5.43/81	6.00/83
B3 Arrest persons with a warrant	5.00/41	5.33/18	5.12/95	3.00/75
B15 Plan strategy for making arrests	3.50/10	4.71/32	4.86/89	3.50/45
B23 Take into custody person detained by citizen	3.00/06	5.33/10	4.75/31	3.00/25
P34 Make custodial traffic arrest (physical arrest)	3.50/08		4.85/19	6.00/85
B16 Request bystanders to assist in an apprehension		3.00/03	4.23/05	
D17 Explain nature of complaints to offenders	2.50/49	3.87/33	3.28/88	3.66/80
B11 Issue citations for non-traffic offenses (e.g., appearance tickets, ordinance violations)	3.00/28		4.00/90	4.33/90
N11 Instruct suspect on process for obtaining an attorney		3.50/10	2.58/40	
CASE PROSECUTION				
H33 Prepare felony complaint forms for warrant authorization	3.00/12	4.66/18	5.11/23	6.00/58
H50 Swear out complaints or warrants	4.00/16	4.00/25	4.38/89	4.00/55
H17 Review warrants for completeness and accuracy			4.53/74	3.50/45
H34 Prepare misdemeanor complaint forms for warrant authorization	3.00/16	3.50/13	5.00/87	5.50/63
N9 Confer with prosecutor or city attorney regarding warrant authorization	3.00/20	4.50/30	4.76/94	5.00/75
H37 Recommend the issuance of an arrest warrant	4.00/10	4.60/14	4.33/85	5.00/45
H8 Confer with prosecutor or city attorney prior to testimony regarding case	3.00/31	3.87/35	4.76/97	3.00/78
H10 Discuss cases with prosecutors or city attorneys following legal proceedings	3.00/20	4.00/21	4.06/84	4.00/55
CIVIL DISORDERS				
C16 Confront... in a riot formation, groups of agitated people		6.50/06	5.50/13	4.50/28
D6 Control hostile groups (e.g., demonstrators, rioters, or bar patrons)	4.00/26	5.00/14	5.18/34	6.00/65
C51 Patrol riot stricken or civil disturbance areas		6.50/04	4.60/10	5.00/20
D28 Locate and observe crowd agitators		5.50/08	4.00/10	3.50/63
D4 Communicate with management and labor over strike disturbances		3.57/23		3.00/63
C47 Patrol area containing labor pickets, marchers or demonstrators	3.00/22	4.55/58		3.00/13
D7 Control non-violent crowds	3.00/43	3.33/25	3.66/54	3.66/78
CIVIL PROCESS				
F16 Serve probate orders (e.g., mentals, juveniles, adult offenders)				1.00/38
D12 Enforce court issued order (e.g., writs)	3.00/08	5.00/08	3.70/35	6.00/33
H18 Serve subpoenas	3.00/10	4.00/03	4.28/70	3.00/50
COLLECTION & PRESERVATION OF EVIDENCE				
H13 Document chain of custody for evidence	4.50/20	5.40/11	4.87/76	5.50/55
H3 Collect evidence and personal property from crime scenes	5.00/28	4.22/59	4.70/93	3.00/45
H39 Record location of physical evidence at scene	3.50/18	4.40/40	4.33/71	5.00/40
H17 Examine evidence and personal property from crime scenes		4.00/29	4.23/81	4.00/53
H29 Photograph crime scene	3.00/06	3.00/15	3.91/70	4.50/40
H2 Cast impressions at crime scene (e.g., plaster casts, silicone, etc.)			3.60/07	
H51 Tag evidence and confiscated properties	4.00/57	4.66/48	4.58/99	4.50/70
H11 Diagram crime scenes	4.00/06	4.50/14	3.25/39	3.00/10
H40 Recover and inventory stolen property	4.00/14	4.60/56	3.66/22	5.00/40
H27 Package evidence or personal property	2.50/28	4.00/33	4.00/86	4.00/40
H57 Transport property or evidence	3.00/29	3.50/60	4.00/93	3.50/40
H61 Witness autopsies				5.00/40
H41 Release confiscated property			3.93/04	1.00/40

CORE TASKS PERFORMED BY SPECIALIZED AGENCIES (ARRANGED BY TRAINING GROUP)

M-2

TRAINING GROUP/TASKS	AIRPORT	RAILROAD	NATURAL RES.	LOCAL PARK
	CIP/% Perf.	CIP/% Perf.	CIP/% Perf.	CIP/% Perf.
CONFLICT MEDIATION				
D30 Mediate family disputes	3.00/26		4.50/07	4.50/70
D29 Mediate civil disputes			4.60/07	5.00/38
COURT FUNCTIONS				
B12 Obtain search warrants and/or make proper return		5.00/06	5.29/66	5.00/23
H36 Prepare witnesses for court testimony		5.33/05	4.58/67	5.00/33
M4 Arraign defendant in court	3.00/16		4.06/85	4.00/68
CRIME PREVENTION				
G1 Conduct community relations programs (e.g., safety programs, crime prevention, tours, C.B. watch)		4.00/06	3.20/74	3.00/25
CRIME SCENE SEARCH				
H45 Search crime scenes for physical evidence	3.50/22	4.22/53	4.33/91	5.00/60
H47 Search fire debris for evidence relating to the cause of the fire	5.00/08	5.00/15	4.20/21	4.00/08
H8 Determine need for specialized assistance at a crime scene		3.71/21	3.28/46	4.00/48
B13 Participate in raids	3.00/02	4.00/09	5.12/69	3.00/13
B14 Plan strategy for conducting searches	3.00/12	4.16/02	4.91/57	3.50/20
H46 Search dead bodies for personal property			4.00/03	5.50/23
C65 Track persons from scene (e.g., footprints in snow or mud)		4.44/70	3.50/91	5.00/55
CRIMINAL INVESTIGATION				
H16 Examine dead bodies for wounds and injuries		4.00/05	5.00/37	4.00/20
H60 Verify the identity of deceased persons		6.00/01	5.50/02	5.00/10
H23 Locate witnesses to crime	3.00/26	4.20/46	4.29/75	5.00/53
H5 Conduct on-the-scene suspect identifications (e.g., show-ups)	4.00/06		4.36/36	3.00/40
H24 Organize and conduct photo line-ups		7.00/01		4.00/13
H43 Review with medical examiner circumstances relating to a death				4.00/15
H4 Conduct intelligence activities on known or suspected offenders		3.66/23	3.71/65	3.00/28
H59 Verify reliability and credibility of witnesses		3.50/15	3.92/71	4.00/36
H15 Establish modus operandi (M.O.) of a suspect		4.00/16	3.00/49	3.00/28
H9 Determine whether incidents are criminal or civil matters	4.00/20	3.67/25	3.57/71	4.00/58
H44 Review records and pictures to identify suspects		4.50/14	3.37/37	5.00/30
H28 Participate in investigations with other law enforcement agencies	3.00/24	3.87/49	3.88/83	3.50/65
A19 Exchange necessary information with other law enforcement officials	3.50/71	4.44/64	4.35/96	5.00/75
H42 Review crime lab reports to guide investigation		4.00/01	3.69/47	3.00/33
H10 Determine whether recovered property is linked with a previous crime		4.25/45	3.50/48	3.00/38
H56 Trace stolen goods		3.50/35	3.33/17	5.00/30
H6 Conduct surveillance of individuals or locations		4.10/69	3.93/91	3.00/50
H26 Organize surveillance of individuals or locations		4.75/34	3.42/70	2.50/25
H58 Utilize department records to assist in investigation		4.42/45	3.00/82	3.50/60
H1 Analyze and compare incidents for similarity of modus operandi (M.O.)		3.33/41	3.00/66	3.00/33
H54 Talk with families of adult suspects or defendants (advise, inform, notify, counsel)		4.00/08	3.21/44	3.00/58
D33 Recruit confidential informants		4.00/26	3.69/78	

CORE TASKS PERFORMED BY SPECIALIZED AGENCIES (ARRANGED BY TRAINING GROUP)

TRAINING GROUP/TASKS	AIRPORT	RAILROAD	NATURAL RES.	LOCAL PARK
	CIP/% Perf.	CIP/% Perf.	CIP/% Perf.	CIP/% Perf.
DRIVING				
C20 Engage in high speed driving in congested area		6.00/24	6.30/33	4.50/65
C22 Engage in high speed pursuit or response driving on open road	4.00/14	6.00/23	6.13/79	6.00/65
C21 Engage in high speed pursuit or response driving off road	4.00/24	6.00/14	5.86/65	4.00/45
C43 Operate vehicle on ice covered road	3.00/61	5.20/94	5.23/99	3.66/99
C44 Operate vehicle on snow covered road	3.00/75	4.90/91	5.00/97	4.50/99
C41 Operate vehicle in driving rain	3.00/67	4.55/93	4.73/98	3.33/93
C23 Escort emergency vehicles	3.50/39	3.00/10	3.90/18	4.00/63
C42 Operate vehicle on dirt covered road	3.00/57	3.80/94	4.64/99	3.00/95
DUII ENFORCEMENT				
P6 Arrest DUII suspects	4.00/12	4.00/04	4.75/40	6.00/80
P40 Operate "breathalyzer" instrument to test blood alcohol content				
N23 Testify in Secretary of State implied consent hearings			6.00/05	5.00/15
P1 Administer roadside sobriety test	3.00/14	4.00/03	4.12/35	5.50/63
P5 Arrange for obtaining blood or urine samples for sobriety tests			4.50/04	5.00/13
EMERGENCY PREPAREDNESS - DISASTER CONTROL				
D35 Search for bombs	5.50/49	5.33/20	5.50/01	5.00/15
D14 Evacuate persons from dangerous area	4.00/26	5.66/14	5.36/14	5.50/38
D36 Secure accident and disaster scenes	4.50/31	5.33/48	4.14/35	5.00/68
FIELD NOTETAKING & REPORT WRITING				
H49 Summarize in writing the statements of witnesses and complainants	4.00/22	4.50/43	4.46/63	4.00/68
H32 Prepare criminal case summary sheet for prosecutor		4.50/09	4.93/90	
C66 Transcribe field notes for reports	3.00/53	4.00/66	3.64/85	3.00/75
C72 Write narrative reports	4.00/71	4.71/65	3.60/96	3.33/85
P11 Complete DUII arrest reports	3.00/10		3.50/18	5.50/75
A56 Type incident reports	2.50/55	3.00/71	4.11/66	
C15 Complete incident reports by checking off boxes or filling in blanks	3.00/16	3.55/09	3.00/15	
FINGERPRINTING & PALMPRINTING				
K33 Fingerprint prisoners				3.00/25
FIREARMS TRAINING				
B7 Discharge firearm at person				7.00/03
B8 Draw weapon	5.50/22	5.33/45	6.00/16	7.00/48
A38 Participate in firearms training	4.50/41	5.11/83	5.13/97	4.00/55
C13 Clean and inspect weapons	4.00/77	5.00/71	4.35/98	5.00/80
FIRST AID				
L1 Administer cardio-pulmonary resuscitation (CPR)	4.50/14		6.18/03	6.00/20
L2 Administer mouth-to-mouth resuscitation	4.50/16	6.00/01	6.33/02	6.00/20
L18 Apply first aid to treat for heart attack	4.50/35		6.07/06	5.50/30
L7 Apply first aid to treat for amputations	5.50/02		6.11/01	7.00/03
L5 Apply first aid to control bleeding	4.00/35	6.00/04	6.13/28	6.33/65
L17 Apply first aid to treat for gunshot wounds		6.50/03	5.85/04	4.00/05
L4 Administer oxygen using resuscitator				5.00/25
L14 Apply first aid to treat for electric shock	4.00/02			4.00/03
L3 Administer oxygen using oxygen supply device other than resuscitator	4.00/18			
L23 Apply first aid to treat for poisoning				5.50/08

CORE TASKS PERFORMED BY SPECIALIZED AGENCIES (ARRANGED BY TRAINING GROUP)

M-4

TRAINING GROUP/TASKS	AIRPORT	RAILROAD	NATURAL RES.	LOCAL PARK
	CIP/% Perf.	CIP/% Perf.	CIP/% Perf.	CIP/% Perf.
FIRST AID (Continued)				
L26 Apply first aid to treat for shock	4.00/18	6.00/04	5.21/13	5.66/48
L22 Apply first aid to treat for overdose	4.00/08		4.91/01	6.00/38
L10 Apply first aid to treat for burns	3.50/20	5.00/01	4.61/15	4.00/45
L13 Apply first aid to treat for diabetic reaction	4.00/12		5.63/02	3.00/18
L28 Apply first aid to treat for stroke	4.50/02		5.23/01	3.50/13
L20 Apply first aid to treat for heat stroke	3.50/14		4.92/02	4.00/18
L9 Apply first aid to treat for broken bones	4.00/14	5.00/01	4.66/10	4.00/53
L24 Apply first aid to treat for puncture wounds	4.00/18	5.00/04	4.84/15	4.00/60
L19 Apply first aid to treat for heat prostration	3.50/06		5.07/01	5.00/25
L12 Apply first aid to treat for convulsions	4.00/10		5.27/02	4.33/18
L15 Apply first aid to treat for eye injuries	4.00/29		5.30/08	5.00/28
L25 Apply first aid to treat for seizure	4.00/12		4.83/02	4.50/25
G68 Transport injured persons	3.50/26	4.40/20	5.12/35	5.00/63
L21 Apply first aid to treat for lacerations	3.50/37	4.00/05	4.13/19	4.00/65
L6 Apply first aid to treat for abrasions	3.00/43	5.00/04	3.92/38	3.00/80
INTERVIEW & INTERROGATION				
H19 Interrogate suspects	4.00/33	4.55/50	4.68/94	5.00/65
H21 Interview complainants, witnesses, etc.	3.00/49	4.33/65	4.58/93	4.50/70
H38 Record confessions in writing	4.00/12	5.00/06	4.56/59	5.00/25
H53 Take statements of witnesses	3.00/39	4.70/60	4.75/81	5.00/83
H20 Interrogate suspect or witness with use of polygraph results			4.00/07	
H22 Interview medical personnel to obtain specific information		4.50/23	4.00/15	3.00/48
JAIL OPERATIONS				
K16 Check weapons in and out of detention facility			3.50/16	6.00/08
K34 Guard prisoners detained outside jail			4.33/21	5.00/25
K53 Record injuries to prisoners		4.00/01	3.50/01	5.00/08
K40 Investigate injuries to prisoners			3.50/03	5.00/13
K47 Process evidence seized at custodial search		3.00/05	3.50/11	4.00/33
K45 Place holds on prisoners and notify department holding warrant			4.25/16	4.00/38
K14 Check individual making bond for wants or warrants				4.00/28
K15 Check legal status of the case of prisoners			6.00/12	4.00/15
K58 Return prisoner's property				4.00/35
K39 Inventory prisoners' personal property			3.33/08	5.50/33
K10 Book prisoners by completing arrest forms			3.00/35	3.00/43
K19 Collect interim bond			3.36/64	5.00/40
K4 Answer inquiries concerning prisoners				3.00/60
JUVENILE PROCESS				
D32 Place children in protective custody (e.g., child abuse)				6.00/15
B2 Apprehend juvenile offenders	4.50/35	4.80/91	4.80/95	2.50/88
H55 Talk with families of juvenile suspects or defendants (advise, inform, notify, counsel)		4.00/39	3.66/72	3.50/85
D8 Counsel juveniles	3.50/12	3.00/40	3.58/59	3.00/78
D5 Conduct parent-juvenile conferences	3.00/08	3.20/20	3.70/49	3.00/48
H7 Confer with juvenile probation officer		3.31/30	3.06/68	4.00/28
P3 Advise parents of children's violation of traffic laws	3.00/19		3.00/21	2.66/53

CORE TASKS PERFORMED BY SPECIALIZED AGENCIES (ARRANGED BY TRAINING GROUP)

TRAINING GROUP/TASKS	AIRPORT	RAILROAD	NATURAL RES.	LOCAL PARK
	CIP/% Perf.	CIP/% Perf.	CIP/% Perf.	CIP/% Perf.
LATENT PRINTS				
H14 Dust and lift latent fingerprints		7.00/03	4.00/09	
MISCELLANEOUS				
A51 Test and evaluate police equipment		3.20/13	3.60/31	
A46 Request equipment repair	3.50/57	2.75/66	3.53/96	5.00/88
A15 Evaluate citizen complaints regarding tickets or other minor offenses		3.50/03	3.78/50	
MOOTOR VEHICLE ACCIDENT INVESTIGATION				
Q30 Take precautions to prevent additional accidents at accident scene	3.50/12	4.60/20	4.85/35	5.50/73
Q2 Collect physical evidence from accident scenes	3.00/24	3.83/23	3.60/09	3.50/55
Q25 Request emergency assistance for traffic accident (e.g., wrecker, ambulance, salt truck)	3.00/20	4.28/38	4.92/57	4.66/80
Q4 Determine contributing factors to an accident		4.75/40	3.00/09	4.00/75
Q28 Set priorities for action at accident scene	3.00/12	3.50/18	4.33/08	3.50/68
Q5 Determine fault in a traffic accident		5.33/33	3.00/05	3.50/70
Q3 Complete the standard traffic accident report form (VD-10)	3.00/26	6.50/10	4.00/07	3.33/83
Q23 Protect traffic accident physical evidence for collection	3.00/10	4.60/10	3.66/09	3.50/48
Q7 Diagram accident scenes	3.00/26	4.50/39	4.00/10	4.00/85
Q18 Investigate traffic accident scene to identify point(s) of impact	3.00/22	4.00/36	3.50/03	2.50/78
Q8 Direct activities at scenes of accident investigations		3.80/24	3.33/16	4.50/65
Q27 Search accident scenes for physical evidence	3.00/14	4.00/25	3.00/12	4.00/70
Q29 Take coordinate measures of traffic accident scenes (e.g., triangulation)	4.00/06	4.00/08		3.50/43
Q11 Identify persons involved in traffic accident	3.00/24	4.14/58	3.11/28	4.66/83
Q20 Locate witnesses to traffic accidents	3.00/18	3.80/39	3.75/10	4.50/68
Q22 Photograph accident scenes	3.00/14	4.00/11		5.00/60
Q21 Measure skid marks	3.00/10		4.00/04	4.50/63
Q31 Test operating condition of accident vehicle equipment	3.00/08	4.00/09	3.00/02	4.50/58
Q15 Interview persons involved in traffic accident	3.00/26	4.00/53	3.25/21	3.66/85
Q10 Identify owner of vehicles involved in accident	3.00/24	3.33/53	3.42/29	4.33/85
Q13 Inspect vehicle for fresh damage		3.20/33	3.33/18	2.50/85
Q19 Issue citation(s) in traffic accident				
Q9 Follow-up extent of personal injuries resulting from traffic accident		3.20/36	4.00/02	5.00/78
Q26 Review accidents with accident investigators	3.00/06	3.75/19	3.80/14	3.00/40
Q17 Investigate off road vehicle accidents		3.33/23	3.50/22	3.00/68
Q24 Remove debris from accident scene	3.00/16	3.50/20	3.00/23	3.50/63
OFFICE & CLERICAL				
A29 Issue pick-up or wanted notices			6.00/16	3.00/15
A43 Prepare list of wanted persons for department use			4.75/15	3.00/20
A48 Review other officers' incident reports for completeness and accuracy		4.66/19	3.87/14	4.50/33
H52 Take custody of lost and found property	2.50/73	3.66/39	3.11/34	4.00/76
A49 Schedule work assignments for other officers		4.33/10	4.00/23	5.00/15
P49 Verify vehicle title information	3.00/16	3.00/15	4.33/23	3.50/48
PATROL OPERATIONS				
C33 Inspect patrol vehicle for weapons and contraband	3.00/22	4.00/25	4.50/53	5.00/63
C60 Request back-up assistance	3.50/63	5.52/71	4.86/85	3.00/93
C30 Identify wanted vehicles or persons	3.00/20	5.00/13	5.46/60	5.00/75
C69 Transport mental patients	3.50/24	6.66/06	5.71/03	4.50/25
A9 Describe persons to other officers (e.g., suspects, missing persons)	3.00/71	4.25/68	4.20/90	4.50/85
C62 Search unlocked businesses and dwellings for signs of illegal entry	3.00/35	4.28/46	3.16/38	4.00/68

CORE TASKS PERFORMED BY SPECIALIZED AGENCIES (ARRANGED BY TRAINING GROUP)

M-6

TRAINING GROUP/TASKS	AIRPORT	RAILROAD	NATURAL RES.	LOCAL PARK
	CIP/% Perf.	CIP/% Perf.	CIP/% Perf.	CIP/% Perf.
PATROL OPERATIONS (Continued)				
C28. Flush fuel spills	3.00/31		5.40/11	5.00/10
C3. Check condition and status of assigned patrol equipment and vehicle	3.50/69	4.20/73	4.18/99	4.66/93
D10 Direct actions of officer(s) arriving to assist	3.50/37	4.37/46	4.25/69	5.00/73
C1. Advise property owners or agents of potentially hazardous conditions	3.50/53	5.75/36	3.50/51	3.50/60
C29 Follow suspicious vehicles (e.g., suspect, suspicious person, operator under the influence)	3.00/45	4.00/50	3.93/96	3.66/80
D27 Investigate suspicious vehicle	3.00/61	4.50/81	3.93/96	4.50/90
D26 Interview suspicious persons	3.00/59	4.30/73	3.87/90	4.50/83
C61 Review information on criminal activity in area	3.00/22	4.00/58	3.45/73	3.00/50
D3 Comfort emotionally upset persons	2.50/63	4.00/29	3.63/57	4.00/85
A33 Notify public agencies or utilities of damage to their equipment	3.50/29	4.00/26	3.18/38	4.50/53
C24 Escort money, valuables or people to provide security	3.00/57	3.00/23	3.16/15	4.00/78
C36 Investigate unusual odors	2.50/53	3.62/43	4.00/49	3.50/35
D11 Direct actions of public service personnel arriving to assist	4.00/28	3.85/20	4.90/32	5.00/53
C63 Secure house or property (e.g., lock, close doors and windows, etc.)		3.60/50		5.00/80
C49 Patrol locations on beat which are potentially physically hazardous to citizens (e.g., construction site, attractive nuisance)	3.00/26	4.60/40	4.20/27	4.50/40
C64 Secure vehicles		3.77/54	3.57/38	5.00/80
D2 Advise victims of the procedures to prosecute		3.80/25	2.76/90	2.50/68
C45 Participate in large scale area search parties	3.00/14	5.50/08	3.86/52	3.33/40
D39 Talk with people on the beat to establish rapport		3.00/54	3.13/90	
C53 Perform first line maintenance on patrol vehicle	3.00/31	3.40/39	4.43/83	3.00/50
G9 Respond to general information questions from the public		3.33/28	4.06/90	3.33/65
C37 Investigate unusual sounds	2.50/35	2.87/48	3.11/55	3.00/63
C38 Make entries in individual patrol log	2.50/73	3.80/84	2.53/96	3.00/88
C57 Prepare list of wanted persons or stolen vehicles for own use		3.00/20	2.90/40	
C50 Patrol on foot	2.50/71	3.90/93	3.12/96	
C55 Physically examine and test doors and windows of dwellings and businesses	3.00/59	3.57/71		3.00/93
D13 Establish field contacts (e.g., bar owners, taxi drivers, etc.)		3.50/20	3.53/77	4.00/18
C2 Assist elderly or disabled persons with mobility problems	3.00/75	4.00/11		3.50/73
C70 Transport persons needing assistance		3.50/16	3.35/79	4.50/93
D9 Deliver emergency messages (e.g., injuries, death)	3.00/18	3.50/04	3.40/57	5.50/58
D40 Warn offenders in lieu of arrest or citation	2.50/59	3.55/61	2.60/97	3.00/90
C7 Check parks and school grounds			2.72/62	5.00/86
D31 Notify citizens of damage to their property		3.00/16		4.00/68
C6 Check individuals/businesses for compliance with licensing requirements (e.g., hunting, liquor dance permit, vendors, etc.)			3.50/96	
PHYSICAL TRAINING & DEFENSIVE TACTICS				
J19 Subdue attacking persons	3.50/20	5.71/15	5.53/22	6.50/53
J20 Subdue subject resisting arrest	3.50/33	5.57/26	5.62/49	6.50/68
B9 Handcuff suspects or prisoners	5.50/61	5.30/59	4.94/81	6.50/83
J12 Physically restrain crowds	3.00/18	3.33/08	4.83/23	4.50/65
J16 Run after fleeing suspects	3.00/39	3.33/70	4.00/89	3.66/79
J13 Pickup and carry heavy objects or persons	3.00/57	2.66/70	4.06/90	2.66/73
J9 Lift heavy objects or persons	3.00/53	3.37/68	4.06/99	2.66/78
J1 Break through doors using force	3.00/06	3.00/06	3.36/10	3.00/13
J5 Drag or pull heavy objects or persons	3.00/39	3.00/60	3.75/99	3.00/73
J17 Run up stairs	3.00/59	2.57/36	3.01/43	5.00/58
J7 Jump down from elevated surfaces	3.00/33	3.62/74	3.18/90	3.50/60
J8 Jump over obstacles	3.00/26	3.50/59	3.12/93	2.66/68

CORE TASKS PERFORMED BY SPECIALIZED AGENCIES (ARRANGED BY TRAINING GROUP)

TRAINING GROUP/TASKS	AIRPORT	RAILROAD	NATURAL RES.	LOCAL PARK
	CIP/% Perf.	CIP/% Perf.	CIP/% Perf.	CIP/% Perf.
PHYSICAL TRAINING & DEFENSIVE TACTICS (Continued)				
J22 Wade through marshes, swamp land or waterways		3.50/08	3.43/96	4.00/40
J10 Perform duties while wearing heavy equipment (other than gun belt)	3.00/22	3.25/14	3.75/46	4.00/33
J2 Climb through openings (e.g., windows)	3.00/18	2.83/36	3.07/50	2.50/55
J15 Pull self up over obstacles	3.00/12	3.37/53	2.85/63	
J14 Pull self through openings	3.00/14	3.22/34	3.07/49	
J3 Climb up or over obstacles	3.00/39	3.55/83	2.87/93	2.66/78
J6 Jump across obstacles	3.00/29	3.55/68	2.87/98	3.00/75
J11 Physically push movable objects	3.00/47	3.22/63	3.20/96	3.33/83
J4 Crawl in confined areas (e.g., attics)	3.00/16	3.50/24	3.23/63	3.50/40
J18 Stand continuously for more than one-half of the work shift (e.g., guard duty or point control)	3.00/86		2.50/59	
POLICE COMMUNICATIONS				
A47 Request verification of warrants before service	4.00/14	6.00/09	5.66/70	4.00/53
A44 Receive and evaluate telephone requests for police service	4.00/24	3.75/21	4.50/67	7.00/38
C31 Inform dispatcher by radio as to your status	3.00/71	4.71/70	4.50/99	5.50/88
C4 Check for wants/warrants on persons through LEIN	3.50/69	4.28/59	4.92/63	5.00/85
A36 Operate telephone console or switchboard	4.00/43	3.00/10	4.75/13	
A35 Operate LEIN terminal to update data			5.00/04	
A34 Operate LEIN terminal to check persons and property			7.00/12	
C10 Check stolen status on property through LEIN	3.00/35	3.20/26	3.30/89	4.00/75
SEARCH & SEIZURE				
B5 Conduct field search of arrested persons	5.50/47	6.00/64	5.81/96	5.00/80
B6 Conduct frisk or pat down	5.50/84	6.30/76	5.75/95	6.50/88
B19 Search premises or property in hot pursuit situations		5.33/14	5.18/52	5.00/48
B21 Search premises or property with warrant		4.87/05	4.70/63	6.00/18
B10 Search premises or property incident to arrest	4.50/22	4.44/29	4.62/78	5.00/55
B22 Seize contraband	4.50/55	4.50/23	4.70/90	5.00/78
B17 Search movable automobile under independent probable cause	4.00/08	4.85/26	4.47/95	5.50/78
B20 Search premises or property with consent	4.00/29	4.80/20	4.82/85	3.00/30
B10 Impound property	4.50/47	4.12/43	4.60/92	4.00/80
TESTIFYING IN COURT & ADMINISTRATIVE HEARINGS				
N20 Testify in criminal cases	3.00/41	5.14/40	5.12/88	5.00/68
N14 Present evidence in legal proceedings	3.00/10	5.00/20	5.00/82	5.00/58
N16 Review reports and notes for court testimony	3.00/24	5.00/23	4.33/83	3.50/65
N22 Testify in parole or probation hearings			4.00/06	5.00/03
N21 Testify in liquor board hearings				
TRAFFIC CONTROL				
D38 Stop vehicles to investigate, cite or arrest occupants	3.00/24	4.71/30	5.23/98	4.00/83
P8 Cite or arrest reckless drivers	4.00/10		4.53/32	6.50/75
P19 Evaluate driver's capability to operate vehicle	3.00/16	3.00/09	4.33/42	4.00/68
P17 Direct traffic using flashlight or illuminated baton	3.00/16	4.00/46	3.63/33	2.50/73
P18 Direct traffic using hand signals	3.00/37	3.16/51	3.53/53	3.00/88
P10 Clock vehicles using radar				
P46 Remove vehicles obstructing traffic	3.00/22	3.00/11	3.33/21	3.50/83
P16 Direct traffic using flare pattern or traffic cone patterns	3.00/12	3.80/21		2.50/60
P9 Clock speed of vehicles using speedometer			4.00/56	4.00/90
P39 Observe traffic control device to determine if functioning properly		4.00/20		4.00/35

M-8

	AIRPORT	RAILROAD	NATURAL RES.	LOCAL PARK
	CIP/% Perf.	CIP/% Perf.	CIP/% Perf.	CIP/% Perf.
TRAFFIC CONTROL (Continued)				
P31 Issue traffic citations			3.40/51	5.50/88
P44 Record circumstances regarding traffic citation			4.00/12	3.00/63
P25 Inspect operator's license		3.00/54	3.10/88	3.66/90
P2 Advise appropriate agency of traffic engineering needs				4.00/50
S14 Direct pedestrian traffic	3.00/28		4.00/07	3.00/38
P22 Follow suspect vehicle to observe traffic violations			3.25/56	3.66/80
P24 Inspect for vehicle identification number	3.00/28	3.20/39	3.12/49	4.50/78
P47 Remove hazards from roadway (e.g., dead animals, debris, etc.)	3.00/31	3.66/18	2.88/76	
P7 Assist stranded motorists		3.00/29	3.07/86	4.50/98
P21 Explain state vehicle laws and procedures to citizens			2.57/34	3.00/83
E36 Monitor traffic for violations				4.00/50
P20 Explain legal procedures to traffic violators	3.00/18		3.50/31	
P26 Inspect private vehicle for conformance with vehicle code			3.50/15	3.50/43
C9 Check railroad crossing for signal violations (e.g., going around gates, train blocking crossing)	3.00/02	3.75/79		
C11 Check vehicles for proper registration (e.g., snowmobiles, off road vehicles, etc.)	3.00/35	3.33/26	3.18/98	3.50/95
P32 Issue verbal warnings to traffic violators	3.00/33		2.81/71	5.50/95
P50 Visually estimate speed of vehicles			3.50/27	5.00/83
O6 Determine status of auto insurance			4.33/10	4.00/65
TRAINING				
A18 Evaluate officers in on-the-job training (student-coach)		3.60/13	5.00/40	3.00/13
A24 Instruct on-the-job training		5.33/14	4.77/32	4.33/23
A17 Evaluate officers in basic or in-service training		3.66/10	5.18/40	5.00/03
A3 Attend in-service training	3.00/47	4.00/51	3.33/98	4.33/78

Appendix N

CORE TASKS PERFORMED BY SPECIALIZED AGENCIES
(ARRANGED BY SELECTION GROUP)

TASK FACTOR ABBREVIATIONS

C.I.P. - Consequences of Inadequate Performance
T.P. - Training Priority
L.D. - Task Learning Difficulty
T.D.T. - Task Delay Tolerance

CORE TASKS PERFORMED BY SPECIALIZED AGENCIES (ARRANGED BY SELECTION GROUP)

SELECTION GROUP/TASKS	AIRPORT	RAILROAD	NATURAL RES.	LOCAL PARK
	CIP/% Perf.	CIP/% Perf.	CIP/% Perf.	CIP/% Perf.
ARRESTING				
B4 Arrest persons without a warrant	5.00/59	5.30/64	5.75/97	4.50/88
P6 Arrest DWI suspects	4.00/12	4.00/04	4.75/40	6.00/80
B1 Arrest persons with a warrant	5.00/41	5.33/18	5.12/95	3.00/75
B3B Stop vehicles to investigate, cite or arrest occupants	3.00/24	4.71/30	5.23/98	4.00/83
B2B Take into custody person detained by citizen	3.00/06	5.33/10	4.75/31	3.00/25
B2 Apprehend juvenile offenders	4.50/35	4.90/91	4.80/95	2.50/88
P8 Cite or arrest reckless drivers	4.00/10		4.53/32	6.50/75
P34 Make custodial traffic arrest (physical arrest)	3.50/08		4.85/19	6.00/65
CHEMICAL TEST				
P1 Administer roadside sobriety test	3.00/14	4.00/03	4.12/35	5.50/63
P5 Arrange for obtaining blood or urine samples for sobriety tests			4.50/04	5.00/13
CITATION				
P31 Issue traffic citations			3.40/51	5.50/88
B11 Issue citations for non-traffic offenses (e.g., appearance tickets, ordinance violations)	3.00/28		4.00/99	4.33/90
Q19 Issue citation(s) in traffic accident				
CONFERRING				
H43 Review with medical examiner circumstances relating to a death				4.00/15
H9 Confer with prosecutor or city attorney regarding warrant authorization	3.00/20	4.50/30	4.76/94	5.00/75
H8 Confer with prosecutor or city attorney prior to testimony regarding case	3.00/31	3.87/35	4.76/97	3.00/78
H36 Prepare witnesses for court testimony		5.33/05	4.58/67	5.00/33
H28 Participate in investigations with other law enforcement agencies	3.00/24	3.87/49	3.88/83	3.50/65
A19 Exchange necessary information with other law enforcement officials	3.50/71	4.44/64	4.35/96	5.00/75
A3 Attend in-service training	3.00/47	4.00/51	3.33/98	4.33/78
H61 Witness autopsies				5.00/05
H10 Discuss cases with prosecutors or city attorneys following legal proceedings	3.00/20	4.00/21	4.06/84	4.00/55
D13 Establish field contacts (e.g., bar owners, taxi drivers, etc.)		3.50/20	3.53/77	4.00/18
Q26 Review accidents with accident investigators	3.00/06	3.75/19	3.80/14	3.00/40
H7 Confer with juvenile probation officer		3.33/30	3.06/68	4.00/28
DECISION MAKING				
C60 Request back-up assistance	3.50/63	5.52/71	4.86/85	6.00/93
H8 Determine need for specialized assistance at a crime scene		3.71/21	3.78/46	4.00/48
H59 Verify reliability and credibility of witnesses		3.50/15	3.92/71	4.00/36
P19 Evaluate driver's capability to operate vehicle	3.00/16	3.00/09	4.33/42	4.00/68
H15 Establish modus operandi (M.O.) of a suspect		4.00/16	3.00/49	3.00/28
Q25 Request emergency assistance for traffic accident (e.g., wrecker, ambulance, salt truck)	3.00/20	4.28/38	4.92/57	4.66/80
H9 Determine whether incidents are criminal or civil matters	4.00/28	3.62/25	3.57/71	4.00/58
Q4 Determine contributing factors to an accident		4.75/40	3.00/09	4.00/75
Q28 Set priorities for action at accident scene	3.00/12	3.50/18	4.33/08	3.50/68
Q5 Determine fault in a traffic accident		5.33/33	3.00/05	3.50/70
H37 Recommend the issuance of an arrest warrant	4.00/14	4.60/14	4.33/85	5.00/40
H42 Review crime lab reports to guide investigation		4.00/01	3.69/47	3.00/33
H10 Determine whether recovered property is linked with a previous crime		4.25/45	3.50/48	3.00/38
H1 Analyze and compare incidents for similarity of modus operandi (M.O.)		3.33/41	3.00/66	3.00/33
A15 Evaluate citizen complaints regarding tickets or other minor offenses		3.50/03	3.78/50	

CORE TASKS PERFORMED BY SPECIALIZED AGENCIES (ARRANGED BY SELECTION GROUP)

N-2

SELECTION GROUP/TASKS	AIRPORT	RAILROAD	NATURAL RES.	LOCAL PARK
	CIP/% Perf.	CIP/% Perf.	CIP/% Perf.	CIP/% Perf.
DIRECTING				
D14 Evacuate persons from dangerous area	4.00/26	5.66/14	5.36/14	5.50/38
B16 Request bystanders to assist in an apprehension		3.00/03	4.23/05	
D10 Direct actions of officer(s) arriving to assist	3.50/37	4.37/46	4.75/69	5.00/73
D11 Direct activities at scenes of accident investigations		3.80/24	3.33/16	4.50/65
D12 Enforce court issued order (e.g., writs)	3.00/08	5.00/08	3.70/35	6.00/33
D11 Direct actions of public service personnel arriving to assist	4.00/28	3.85/20	4.90/32	5.00/53
EMERGENCY OR DIFFICULT DRIVING				
C29 Engage in high speed driving in congested area		6.00/24	6.30/33	4.50/65
C22 Engage in high speed pursuit or response driving on open road	4.00/14	6.00/23	6.13/79	6.00/65
C21 Engage in high speed pursuit or response driving off road	4.00/24	6.00/14	5.86/65	4.00/45
C43 Operate vehicle on ice covered road	3.00/61	5.20/94	5.23/99	3.66/99
C44 Operate vehicle on snow covered road	3.00/75	4.90/91	5.00/97	4.50/99
C68 Transport injured persons	3.50/26	4.40/20	5.12/35	5.00/63
C41 Operate vehicle in driving rain	3.00/67	4.55/93	4.73/98	3.33/29
C23 Escort emergency vehicles	3.50/39	3.00/10	3.90/18	4.00/63
C42 Operate vehicle on dirt covered road	3.00/57	3.80/94	4.64/99	3.00/95
EQUIPMENT MAINTENANCE				
A53 Test and evaluate police equipment		3.20/13	3.60/31	
A46 Request equipment repair	3.50/57	2.75/66	3.53/96	5.00/88
C53 Perform first line maintenance on patrol vehicle	3.00/31	3.40/39	4.43/83	3.00/50
ESCORT AND TRANSPORTATION				
C71 Transport prisoners	4.50/41	6.00/26	5.43/81	6.00/83
C69 Transport mental patients	3.50/24	6.66/06	5.71/03	4.50/25
H57 Transport property or evidence	3.00/29	3.50/68	4.00/93	4.50/75
C24 Escort money, valuables or people to provide security	3.00/57	3.00/23	3.16/15	4.00/78
C70 Transport persons needing assistance		3.50/16	3.35/79	4.50/93
EVALUATING				
A18 Evaluate officers in on-the-job training(student-coach)		3.60/13	5.00/40	3.00/13
A17 Evaluate officers in basic or in-service training		3.66/10	5.18/40	5.00/03
A48 Review other officers' incident reports for completeness and accuracy		4.66/19	3.87/14	4.50/33
EXPLAINING /ADVISING /INFORMING				
B1 Advise persons of constitutional rights	5.50/67	6.20/63	5.68/97	5.50/90
C1 Advise property owners or agents of potentially hazardous conditions	3.50/53	5.75/36	3.50/51	3.50/60
D3 Comfort emotionally upset persons	2.50/63	4.00/29	3.63/57	4.00/85
A33 Notify public agencies or utilities of damage to their equipment	3.50/29	4.00/26	3.18/38	4.50/53
H55 Talk with families of juvenile suspects or defendants (advise, inform, notify, counsel)		4.00/39	3.66/72	3.50/85
D17 Explain nature of complaints to offenders	2.50/49	3.87/33	3.28/88	3.66/80
D2 Advise victims of the procedures to prosecute		3.80/25	2.76/90	2.50/68
D8 Counsel juveniles	3.50/12	3.00/40	3.58/59	3.00/78
P2 Advise appropriate agency of traffic engineering needs				4.00/50
H54 Talk with families of adult suspects or defendants (advise, inform, notify counsel)		4.00/08	3.71/44	3.00/58
D5 Conduct parent-juvenile conferences	3.00/08	3.20/20	3.70/49	3.00/48
N11 Instruct suspect on process for obtaining an attorney		3.50/10	2.58/40	
P21 Explain state vehicle laws and procedures to citizens			2.57/34	3.00/83

CORE TASKS PERFORMED BY SPECIALIZED AGENCIES (ARRANGED BY SELECTION GROUP)

SELECTION GROUP/TASKS	AIRPORT CIP/% Perf.	RAILROAD CIP/% Perf.	NATURAL RES CIP/% Perf.	LOCAL PARK CIP/% Perf.
EXPLAINING/ADVISING/INFORMING (Continued)				
P20 Explain legal procedures to traffic violators	3.00/18		3.50/31	
P3 Advise parents of children's violation of traffic laws	3.00/19		3.00/21	2.66/53
D9 Deliver emergency messages (e.g., injuries, death)	3.00/18	3.50/04	3.40/7	5.50/58
D40 Warn offenders in lieu of arrest or citation	2.50/59	3.55/61	2.60/97	3.00/90
K4 Answer inquiries concerning prisoners				2.00/60
P32 Issue verbal warnings to traffic violators	3.00/33		2.81/21	5.50/95
D31 Notify citizens of damage to their property		3.00/16		4.00/68
FINGERPRINTING				
K33 Fingerprint prisoners				3.00/5
FIREFIGHTING				
C28 Flush fuel spills	3.00/31		4.50/11	5.00/10
FIRST AID				
L1 Administer cardio-pulmonary resuscitation (CPR)	4.50/14		6.18/03	6.00/20
L2 Administer mouth-to-mouth resuscitation	4.50/16	6.00/01	6.33/02	6.00/20
L18 Apply first aid to treat for heart attack	4.50/35		6.02/06	5.50/30
L7 Apply first aid to treat for amputations	5.50/02		6.11/01	7.00/03
L5 Apply first aid to control bleeding	4.00/35	6.00/04	6.13/28	6.33/65
L17 Apply first aid to treat for gunshot wounds		6.50/03	5.85/04	4.00/05
L4 Administer oxygen using resuscitator				5.00/25
L14 Apply first aid to treat for electric shock	4.00/02			4.00/03
L3 Administer oxygen using oxygen supply device other than resuscitator	4.00/18			
L23 Apply first aid to treat for poisoning				5.50/08
L26 Apply first aid to treat for shock	4.00/18	6.00/04	5.21/13	5.66/48
L22 Apply first aid to treat for overdose	4.00/08		4.91/01	6.00/38
L10 Apply first aid to treat for burns	3.50/20	5.50/01	4.61/15	4.00/45
L13 Apply first aid to treat for diabetic reaction	4.00/12		5.63/02	3.00/18
L20 Apply first aid to treat for stroke	4.50/02		5.23/01	3.50/13
L20 Apply first aid to treat for heat stroke	3.50/14		4.92/02	4.00/18
L9 Apply first aid to treat for broken bones	4.00/14	5.00/01	4.66/10	4.00/53
L24 Apply first aid to treat for puncture wounds	4.00/18	5.00/04	4.84/15	4.00/60
L19 Apply first aid to treat for heat prostration	3.50/06		5.07/01	5.00/25
L12 Apply first aid to treat for convulsions	4.00/10		5.27/02	4.33/18
L15 Apply first aid to treat for eye injuries	4.00/29		5.30/08	5.00/28
L25 Apply first aid to treat for seizure	4.00/12		4.83/02	4.50/25
L21 Apply first aid to treat for lacerations	3.50/37	4.00/05	4.13/19	4.00/65
L6 Apply first aid to treat for abrasions	3.00/43	5.00/04	3.92/38	3.00/80
GUARDING				
D32 Place children in protective custody (e.g., child abuse)				6.00/15
M4 Arraign defendant in court	3.00/16		4.06/85	4.00/68
INSPECTING				
K16 Check weapons in and out of detention facility			3.50/18	6.00/08
C33 Inspect patrol vehicle for weapons and contraband	3.00/22	4.00/25	4.50/51	6.00/61
M16 Examine dead bodies for wounds and injuries		4.00/05	5.00/37	4.00/20
M17 Examine evidence and personal property from crime scenes		4.00/29	4.23/81	4.00/51
C62 Search unlocked businesses and dwellings for signs of illegal entry	3.00/35	4.28/46	3.16/38	4.00/68
M46 Search dead bodies for personal property			4.00/03	5.50/23
C3 Check condition and status of assigned patrol equipment and vehicle	3.50/68	4.20/23	4.18/99	4.66/91
Q18 Investigate traffic accident scene to identify point(s) of impact	3.00/22	4.00/36	3.50/03	3.50/78

CORE TASKS PERFORMED BY SPECIALIZED AGENCIES (ARRANGED BY SELECTION GROUP)

N-4

SELECTION GROUP/TASKS	AIRPORT	RAILROAD	NATURAL RES	LOCAL PARK
	CIP/% Perf.	CIP/% Perf.	CIP/% Perf.	CIP/% Perf.
INSPECTING (Continued)				
O11 Identify persons involved in traffic accident	3.00/24	4.14/58	3.11/28	4.66/83
O31 Test operating condition of accident vehicle equipment	3.00/08	4.00/09	3.00/02	4.50/58
P39 Observe traffic control device to determine if functioning properly		4.00/20		4.00/38
O10 Identify owner of vehicles involved in accident	3.00/24	3.33/53	3.42/29	4.33/85
O13 Inspect vehicle for fresh damage		3.20/33	3.33/18	2.50/85
P25 Inspect operator's license		3.00/54	3.18/88	3.66/90
P24 Inspect for vehicle identification number	3.00/28	3.20/39	3.14/49	4.50/78
C55 Physically examine and test doors and windows of dwellings and businesses	3.00/59	3.57/71		3.00/93
P26 Inspect private vehicle for conformance with vehicle code			3.50/15	3.50/43
C11 Check vehicles for proper registration (e.g., snowmobiles, off road vehicles, etc.)	3.00/35	3.33/26	3.18/98	3.50/95
P49 Verify vehicle title information	3.00/16	3.00/15	4.33/23	3.50/48
C7 Check parks and school grounds			2.72/62	5.00/86
C6 Check individuals/businesses for compliance with licensing requirements (e.g., hunting, liquor, dance permit, vendors, etc.)			3.50/96	
O6 Determine status of auto insurance			4.33/10	4.00/65
INTERVIEWING				
H19 Interrogate suspects	4.00/33	4.55/50	4.68/94	5.00/65
H21 Interview complainants, witnesses, etc.	3.00/49	4.33/65	4.58/93	4.50/70
H20 Interrogate suspect or witness with use of polygraph results			4.00/07	
H22 Interview medical personnel to obtain specific information		4.50/23	4.00/15	3.00/48
D26 Interview suspicious persons	3.00/59	4.30/23	3.87/90	4.50/83
O15 Interview persons involved in traffic accident	3.00/26	4.00/53	3.25/21	2.66/85
O33 Recruit confidential informants		4.00/26	3.64/78	
INVESTIGATING				
K40 Investigate injuries to prisoners			3.50/03	5.00/13
H56 Trace stolen goods		3.50/35	3.33/17	5.00/30
O27 Investigate suspicious vehicle	3.00/61	4.50/81	3.93/96	4.50/90
C36 Investigate unusual odors	2.50/53	3.62/43	4.00/49	3.50/35
C37 Investigate unusual sounds	2.50/35	2.87/48	3.11/55	3.00/63
O9 Follow-up extent of personal injuries resulting from traffic accident		3.20/36	4.00/02	5.00/78
O17 Investigate off road vehicle accidents		3.33/23	3.50/22	3.00/68
LINE-UP				
H5 Conduct on-the-scene suspect identifications (e.g., show-ups)	4.00/06		4.36/36	3.00/40
H24 Organize and conduct photo line-ups		7.00/01		4.00/13
MEDIATING				
D6 Control hostile groups (e.g., demonstrators, rioters, or bar patrons)	4.00/26	5.00/14	5.18/34	6.00/60
D30 Mediate family disputes	3.00/26		4.50/07	4.50/70
D29 Mediate civil disputes			4.60/07	5.00/38
D4 Communicate with management and labor over strike disturbances		3.57/23		3.00/03
D7 Control non-violent crowds	3.50/43	3.33/25	3.66/54	3.66/78
OBSERVATION AND SURVEILLANCE				
C51 Patrol riot stricken or civil disturbance areas		6.50/04	4.60/10	5.00/20
H9 Conduct intelligence activities on known or suspected offenders		3.66/23	3.71/65	3.00/28
O28 Locate and observe crowd agitators		5.50/08	4.00/10	3.50/63
C29 Follow suspicious vehicles (e.g., suspect, suspicious person, operator under the influence)	3.00/45	4.00/50	3.91/96	3.66/80

CORE TASKS PERFORMED BY SPECIALIZED AGENCIES (ARRANGED BY SELECTION GROUP)

SELECTION GROUP/TASKS	AIRPORT	RAILROAD	NATURAL RES.	LOCAL PARK
	CIP/% Perf.	CIP/% Perf.	CIP/% Perf.	CIP/% Perf.
OBSERVATION AND SURVEILLANCE (Continued)				
H6 Conduct surveillance of individuals or locations		4.10/69	3.97/91	3.00/50
P10 Clock vehicles using radar			4.00/56	4.00/80
P9 Clock speed of vehicles using speedometer				
C49 Patrol locations on beat which are potentially physically hazardous to citizens (e.g., construction site, attractive nuisance)	3.00/26	4.60/40	4.20/27	4.50/40
C47 Patrol area containing labor pickets, marchers or demonstrators	3.00/27	4.55/58	3.25/56	3.00/13
P22 Follow suspect vehicle to observe traffic violations				3.66/80
P36 Monitor traffic for violations				4.00/50
C9 Check railroad crossing for signal violations (e.g., going around gates, train blocking crossing)	3.00/02	3.75/79	3.50/27	5.00/83
P50 Visually estimate speed of vehicles				
PAPERWORK-CUSTODY				
K34 Guard prisoners detained outside jail		4.00/01	4.33/21	5.00/25
K53 Record injuries to prisoners			3.50/01	5.00/08
K45 Place holds on prisoners and notify department holding warrant			4.25/16	4.00/38
K14 Check individual making bond for wants or warrants			6.00/12	4.00/28
K15 Check legal status of the case prisoners				4.00/15
K58 Return prisoner's property				4.00/35
K39 Inventory prisoners' personal property			3.33/08	5.50/33
K10 Book prisoners by completing arrest forms			3.00/35	3.00/43
K19 Collect interim bond			3.36/64	5.00/40
PAPERWORK-OTHER				
H51 Tag evidence and confiscated properties	4.00/57	4.66/48	4.58/99	4.50/78
H40 Recover and inventory stolen property	4.00/14	4.60/56	3.66/22	5.00/45
H17 Review warrants for completeness and accuracy			4.53/74	3.50/45
A29 Issue pick-up or wanted notices			6.00/16	3.00/15
A43 Prepare list of wanted persons for department use			4.75/15	3.00/20
F16 Serve probate orders (e.g., mental, juveniles, adult offenders)				4.00/08
N18 Serve subpoenas	3.00/10	4.00/03	4.28/70	3.00/50
H52 Take custody of lost and found property	2.50/73	3.66/39	3.11/34	4.00/76
H41 Release confiscated property	4.00/12		3.93/94	4.00/53
C57 Prepare list of wanted persons or stolen vehicles for own use		3.00/20	2.90/40	
PHYSICAL ACTIVITY				
J16 Run after fleeing suspects	3.00/39	3.33/70	4.00/89	3.66/70
J9 Lift heavy objects or persons	3.00/53	3.37/68	4.06/99	2.66/78
J12 Pickup and carry heavy objects or persons	3.00/47	2.66/70	4.06/90	2.66/73
J1 Break through doors using force	3.00/05	3.00/06	3.36/10	3.00/13
J5 Drag or pull heavy objects or persons	3.00/39	3.00/60	3.75/99	3.00/73
J17 Run up stairs	3.00/59	2.57/36	3.01/43	5.00/58
P46 Remove vehicles obstructing traffic	3.00/22	3.00/11	3.33/21	3.50/83
J7 Jump down from elevated surfaces	3.00/33	3.62/74	3.18/90	3.50/60
J8 Jump over obstacles	3.00/26	3.50/59	3.12/93	2.66/68
J22 Wade through marshes, swamp land or waterways		3.50/08	3.43/96	4.00/40
J10 Perform duties while wearing heavy equipment (other than gun belt)	3.00/22	3.25/14	3.75/46	4.00/33
J15 Pull self up over obstacles	3.00/12	3.37/53	2.85/63	
J2 Climb through openings (e.g., windows)	3.00/18	2.83/36	3.07/50	2.50/55
J14 Pull self through openings	3.00/14	3.22/34	3.07/49	

CORE TASKS PERFORMED BY SPECIALIZED AGENCIES (ARRANGED BY SELECTION GROUP)

9-N

SELECTION GROUP/TASKS	AIRPORT	RAILROAD	NATURAL RES	LOCAL PARK
	CIP/% Perf.	CIP/% Perf.	CIP/% Perf.	CIP/% Perf.
PHYSICAL ACTIVITY (Continued)				
J3 Climb up or over obstacles	3.00/39	3.55/83	2.87/93	2.66/78
J6 Jump across obstacles	3.00/29	3.55/68	2.87/98	3.00/75
J11 Physically push movable objects	3.00/47	3.22/63	3.20/96	3.33/83
J4 Crawl in confined areas (e.g., attics)	3.00/16	3.50/24	3.23/63	3.50/40
P47 Remove hazards from roadway (e.g., dead animals, debris, etc.)	3.00/31	3.66/18	2.88/76	
C50 Patrol on foot	2.50/71	3.90/93	3.12/96	
J18 Stand continuously for more than one-half of the work shift (e.g., guard duty or point control)	3.00/86		2.50/59	
D24 Remove debris from accident scene	3.00/16	3.50/20	3.00/23	3.50/63
PLANNING/SCHEDULING/ORGANIZING				
B15 Plan strategy for making arrests	3.50/10	4.71/32	4.86/82	3.50/45
B14 Plan strategy for conducting searches	3.00/12	4.16/09	4.91/52	3.50/20
H26 Organize surveillance of individuals or locations		4.25/34	3.42/70	2.50/25
A49 Schedule work assignments for other officers		4.33/10	4.00/23	5.00/15
PUBLIC RELATIONS				
D39 Talk with people on the beat to establish rapport		3.00/54	3.13/90	
G1 Conduct community relations programs (e.g., safety programs, crime prevention, tours, C.B. watch)		4.00/06	3.20/24	3.00/25
G9 Respond to general information questions from the public		3.33/28	4.06/90	3.33/65
P7 Assist stranded motorists		3.00/29	3.07/86	4.50/98
C2 Assist elderly or disabled persons with mobility problems	3.00/75	4.00/11		3.50/73
RADIO/TELEPHONE				
A47 Request verification of warrants before service	4.00/14	6.00/09	5.66/20	4.00/53
A44 Receive and evaluate telephone requests for police service	4.00/24	3.75/21	4.50/67	7.00/38
C31 Inform dispatcher by radio as to your status	3.00/71	4.71/70	4.50/99	5.50/88
C4 Check for wants/warrants on person through LEIN	3.50/69	4.28/59	4.32/63	5.00/85
C10 Check stolen status on property through LEIN	3.00/35	3.20/26	3.30/89	4.00/79
REVIEW AND RECALL				
H60 Verify the identity of deceased persons		6.00/01	5.50/02	5.00/10
C30 Identify wanted vehicles or persons	3.00/20	5.00/13	5.46/60	5.00/75
A9 Describe persons to other officers (e.g., suspects, missing persons)	3.00/71	4.25/68	4.20/90	4.50/85
N16 Review reports and notes for court testimony	3.00/24	5.00/23	4.33/83	3.50/65
H44 Review records and pictures to identify suspects		4.50/14	3.37/32	5.00/30
H58 Utilize department records to assist in investigation		4.42/45	3.00/82	3.50/60
C61 Review information on criminal activity in area	3.00/22	4.00/58	3.45/23	3.00/50
SEARCHING				
B5 Conduct field search of arrested persons	5.50/42	6.00/64	5.81/96	5.00/80
B6 Conduct frisk or pat down	5.50/84	6.30/26	5.75/95	6.50/88
D35 Search for bombs	5.50/49	5.33/20	5.50/01	5.00/15
H45 Search crime scenes for physical evidence	3.50/22	4.22/53	4.33/91	5.00/60
B19 Search premises or property in hot pursuit situations		5.33/14	5.18/52	5.00/48
D21 Search premises or property with warrant		4.87/05	4.70/63	6.00/18
B18 Search premises or property incident to arrest	4.50/22	4.44/29	4.62/78	5.00/55
H23 Locate witnesses to crime	3.00/26	4.20/46	4.29/75	5.00/53
H47 Search fire debris for evidence relating to the cause of the fire	5.00/00	5.00/15	4.20/21	4.00/08

CORE TASKS PERFORMED BY SPECIALIZED AGENCIES (ARRANGED BY SELECTION GROUP)

SELECTION GROUP/TASKS	AIRPORT	RAILROAD	NATURAL RES.	LOCAL PARK
	CIP/% Perf.	CIP/% Perf.	CIP/% Perf.	CIP/% Perf.
SEARCHING (Continued)				
B17 Search movable automobile under independent probable cause	4.00/08	4.85/26	4.47/95	5.50/78
B20 Search premises or property with consent	4.00/29	4.80/20	4.82/85	3.00/30
B13 Participate in raids	3.00/02	4.00/09	5.12/69	3.00/13
C65 Track persons from scene (e.g., footprints in snow or mud)		4.44/70	3.50/91	5.00/55
O27 Search accident scenes for physical evidence	3.00/14	4.00/25	3.00/12	4.00/70
O20 Locate witnesses to traffic accidents	3.00/18	3.80/39	3.75/10	4.50/68
C45 Participate in large scale area search parties	3.00/14	5.50/08	3.86/52	3.33/40
SECURING AND PROTECTING				
H14 Dust and lift latent fingerprints		2.00/03	4.00/09	
D36 Secure accident and disaster scenes	4.50/31	5.33/48	4.14/35	5.00/68
H3 Collect evidence and personal property from crime scenes	5.00/28	4.22/59	4.70/93	3.00/63
B22 Seize contraband	4.50/55	4.50/23	4.70/90	5.00/78
H2 Cast impressions at crime scene (e.g., plaster casts, silicone, etc.)			3.60/07	
K47 Process evidence seized at custodial search		3.00/05	3.50/11	4.00/33
H27 Package evidence or personal property	2.50/28	4.00/33	4.00/86	4.00/70
O2 Collect physical evidence from accident scenes	3.00/24	3.83/23	3.60/09	3.50/55
O23 Protect traffic accident physical evidence for collection	3.00/10	4.60/10	3.66/09	4.50/48
C63 Secure house or property (e.g., lock, close doors and windows, etc.)		3.60/50		5.00/80
B10 Impound property	4.50/47	4.12/43	4.60/92	4.00/80
C64 Secure vehicles		3.77/54	3.57/38	5.00/80
SKETCHING/DIAGRAMMING				
H11 Diagram crime scenes	4.00/06	4.50/14	3.25/39	3.00/35
O7 Diagram accident scenes	3.00/26	4.50/39	4.00/10	4.00/85
O29 Take coordinate measures of traffic accident scenes (e.g., triangulation)	4.00/06	4.00/08		3.50/43
O21 Measure skid marks	3.00/10		4.00/04	4.50/63
SUBDUING/RESTRAINING				
J19 Subdue attacking persons	3.50/20	5.71/15	5.53/22	6.50/53
J20 Subdue subject resisting arrest	3.50/33	5.57/26	5.62/49	6.50/68
C16 Confront in a riot formation, groups of agitated people		6.50/06	5.50/13	4.50/28
B9 Handcuff suspects or prisoners	5.50/61	5.30/59	4.94/81	6.50/83
J12 Physically restrain crowds	3.00/18	3.33/08	4.83/23	4.50/65
TESTIFYING				
N20 Testify in criminal cases	3.00/41	5.14/40	5.12/80	5.00/68
N14 Present evidence in legal proceedings	3.00/10	5.00/20	5.00/82	5.00/58
H50 Swear out complaints or warrants	4.00/16	4.00/25	4.38/89	4.00/50
N22 Testify in parole or probation hearings			4.00/06	5.00/03
N23 Testify in Secretary of State implied consent hearings			6.00/05	5.00/15
N21 Testify in liquor board hearings				
TRAFFIC CONTROL				
O30 Take precautions to prevent additional accidents at accident scene	3.50/12	4.60/20	4.85/35	5.50/73
P17 Direct traffic using flashlight or illuminated baton	3.00/16	4.00/46	3.63/33	2.50/73
P18 Direct traffic using hand signals	3.00/37	3.16/51	3.53/53	3.00/68
P16 Direct traffic using flare pattern or traffic cone patterns	3.00/12	3.80/21		2.50/60
P14 Direct pedestrian traffic	3.00/28		4.00/07	3.00/35

N-8

SELECTION GROUP/TASKS	AIRPORT	RAILROAD	NATURAL RES.	LOCAL PARK
	CIP/% Perf.	CIP/% Perf.	CIP/% Perf.	CIP/% Perf.
TRAINING				
A29 Instruct on-the-job training		5.33/14	4.77/32	4.33/23
WEAPONS				
B7 Discharge firearm at person				7.00/03
B8 Draw weapon	5.50/22	5.33/45	6.00/16	7.00/48
A38 Participate in firearms training	4.50/41	5.11/83	5.13/92	4.00/55
C13 Clean and inspect weapons	4.00/77	5.00/71	4.35/98	5.00/80
WRITING				
H13 Document chain of custody for evidence	4.50/20	5.40/11	4.87/76	5.50/50
B12 Obtain search warrants and/or make proper return		5.00/06	5.29/66	5.00/23
H39 Record location of physical evidence at scene	3.50/18	4.40/40	4.33/71	5.00/48
H38 Record confessions in writing	4.00/12	5.00/06	4.56/59	5.00/25
H33 Prepare felony complaint forms for warrant authorization	3.00/12	4.66/18	5.11/23	6.00/58
H49 Summarize in writing the statements of witnesses and complainants	4.00/22	4.50/43	4.46/63	4.00/68
H53 Take statements of witnesses	3.00/39	4.70/60	4.75/81	5.00/83
H32 Prepare criminal case summary sheet for prosecutor		4.50/09	4.93/90	
H34 Prepare misdemeanor complaint forms for warrant authorization	3.00/16	3.50/13	5.00/87	5.50/63
C66 Transcribe field notes for reports	3.00/53	4.00/66	3.64/85	3.00/75
Q3 Complete the standard traffic accident report form (UD-10)	3.00/26	6.50/10	4.00/07	3.33/83
C72 Write narrative reports	4.00/71	4.71/65	3.60/96	3.33/85
F11 Complete DUIL arrest reports	3.00/10		3.50/18	5.50/75
F44 Record circumstances regarding traffic citation			4.00/12	3.00/63
C15 Collect incident reports by checking off boxes or filling in blanks	3.00/16	3.55/09	3.00/15	
C38 Make entries in individual patrol log	2.50/73	3.80/84	2.53/96	3.00/88

CONTINUED

4 OF 5

Appendix 0

NON- CORE TASKS ARRANGED BY TRAINING TASK GROUP

AGENCY TYPE ABBREVIATIONS

S.P. - Michigan State Police
D.P. - Detroit Police Department
L.C. - Large Cities/Villages/Townships
M.C. - Medium Cities/Villages/Townships
S.C. - Small Cities/Villages/Townships
L.S. - Large County Sheriffs' Departments
S.S. - Small County Sheriffs' Departments
U.C. - Universities/Colleges
A.P. - Airports
R.R. - Railroads
N.R. - State Department of Natural Resources
L.P. - Local Parks

CIP AND PERCENT PERFORMING*
INFORMATION FOR NONCORE TASKS (ARRANGED BY TRAINING GROUP)

TRAINING GROUP/TASKS	TRADITIONAL AGENCIES								SPECIALIZED AGENCIES			
	S.P.	D.P.	L.C.	M.C.	S.C.	L.S.	S.S.	U.C.	A.P.	R.R.	N.R.	L.P.
CASE PROSECUTION												
H15 Review other officer's cases to be presented to prosecutor	4.16/50	5.00/10	4.80/12	4.33/15	4.10/32	4.37/18		5.00/24			4.22/34	3.00/33
A12 Distribute subpoenas to officers	4.11/63	4.57/15	3.22/19	3.18/33	4.71/62	4.00/55		4.44/26			3.92/70	3.50/45
CIVIL DISORDERS												
C26 Escort vehicles or persons through picket lines	3.76/05	3.14/12	4.14/34	3.66/45	4.75/11	3.00/30		3.12/11	3.00/08	3.57/34		
D16 Explain demonstration permit to demonstrators	3.37/02	3.80/08	3.83/09	3.37/09	3.90/07	3.35/08		3.60/02		3.50/04		5.00/08
D41 Watch for illegal activity at labor disputes	3.55/15		3.52/31	3.30/40	3.78/14		3.00/03	4.00/05		4.40/31		
CIVIL PROCESS												
I7 Pick up children as directed by court in custody matters (e.g., divorce proceedings)	4.00/03		4.08/21	4.25/18	4.66/16	3.88/26	3.40/43	6.00/02				
N13 Notify witnesses to appear without subpoena	3.28/39	4.83/22	3.20/17		3.81/36	3.90/34		3.50/12		5.00/08	4.00/49	4.00/30
F1 Attach property under court order	5.00/04		4.00/02		4.33/04	3.20/11	3.66/35	6.00/03			3.87/20	
COURT FUNCTIONS												
H2 Act as department court officer	3.94/44	4.50/08	3.66/06		4.66/20		2.50/55	4.33/10			4.00/17	5.00/15
CRIME PREVENTION												
G8 Request publicity from news media		3.33/01	3.00/03	3.00/06	3.55/27	3.52/07				6.00/01	3.53/63	
G7 Provide information to persons participating in ride-along program	2.92/32	3.00/10	2.85/27	4.50/19	4.20/19		2.50/25	3.25/29			3.14/37	
CRIMINAL INVESTIGATION												
H30 Photograph latent fingerprints	4.77/32		4.88/05	4.25/10	4.50/15	3.75/06	4.66/27	4.87/09		6.00/01	6.00/01	
H31 Photograph line-up	4.00/13		4.85/03	3.50/02	5.60/08	4.37/01	3.50/05	3.66/07				4.00/05
A7 Conduct background investigations on applicants for licenses (e.g., liquor, pawn dealer)	4.71/07	3.42/01	3.40/01	3.28/01	4.71/1	3.85/04		3.33/02			4.00/79	
M18 Instruct and direct civilians in undercover operations	3.69/05	3.00/02		3.00/06	4.00/12	3.70/05	3.50/08	3.50/02		5.00/05	3.75/16	
FIELD NOTE-TAKING & REPORT WRITING												
C18 Dictate reports into recording devices	2.54/78		3.57/47	3.10/38				3.50/22		3.00/09		
A64 Write interoffice memos		2.66/55		2.50/33	3.12/42	3.08/27	3.00/32			4.00/20	3.25/68	3.66/33
FINGERPRINTING & PALM PRINTING												
A22 Fingerprint persons for non-criminal reasons (e.g., professional licensing)	2.68/86				3.08/60	3.25/13	3.66/68					5.00/08

*Performing = CIP ≥ 3.0 and % performing ≥ 0 or 2.5 < CIP < 3.0 and % performing ≥ 25; % performing data are displayed beneath CIP data.

CIP AND PERCENT PERFORMING
INFORMATION FOR NONCORE TASKS (ARRANGED BY TRAINING GROUP)

TRAINING GROUP/TASKS	TRADITIONAL AGENCIES								SPECIALIZED AGENCIES			
	S.P.	D.P.	L.C.	M.C.	S.C.	L.S.	S.S.	U.C.	A.P.	R.R.	N.R.	L.P.
FIRST AID												
L11 Apply first aid to treat for chemical burns	5.57/03	4.50/01	5.35/04	4.00/07	5.56/05	5.41/10		4.28/15	3.50/04		4.81/02	4.00/10
L15 Apply first aid to treat for frost-bite	4.81/04	4.00/02	4.46/08		5.25/04	4.23/08	4.50/07	4.00/04	3.50/08		4.23/09	5.00/08
L4 Apply first aid to treat for animal bites	3.59/12	3.16/04	4.18/20		4.52/16	3.47/17	4.50/10	3.42/05	3.50/02	5.00/01	4.16/15	4.33/33
L27 Apply first aid to treat for sprains and strains	3.36/29		3.35/31	3.00/24	4.33/27	3.11/35	4.00/33	3.25/33	3.50/18		3.00/18	4.50/43
JAIL OPERATIONS												
K63 Shakedown prisoners	6.40/32	5.18/34	5.27/40	5.37/37	6.00/22	4.76/37	4.20/63			4.50/08	4.25/10	6.00/20
K1 Administer medication to prisoners	7.00/03		4.03/10	5.25/17	6.25/06	4.00/14	5.20/52				4.25/04	
K13 Check identity of prisoners leaving facility		5.50/27	5.28/09	4.33/18	5.80/07	5.18/19	3.33/28					3.00/10
K60 Search property left for prisoners		4.90/29	5.83/12	5.00/18	6.50/06	4.55/17	3.75/57					
K21 Compare photographs or fingerprints to verify identity of prisoners	5.00/06	6.25/05	6.00/12	4.40/09	4.00/09	4.57/08						4.00/03
K64 Strip search prisoners	5.00/28	4.37/31	5.33/43	5.00/40	5.71/17	4.83/35		4.00/19		5.00/01		6.00/15
K62 Shakedown cell blocks and tanks	5.00/06	4.00/10	5.20/05	4.16/09	6.33/05	4.30/25	3.80/53					
K30 Escort prisoners to medical appointments		5.00/16	5.37/23	4.85/21	5.50/06	4.33/30	3.00/62					
K31 Examine physical condition of prisoners	4.50/10	4.50/23	5.50/17	5.20/22	5.20/09	4.12/15	3.00/27			3.00/03	3.00/02	4.00/13
K41 Search visitors		4.00/08	4.50/04	3.00/05	6.50/03	4.66/09	3.00/10					4.00/05
K42 Patrol cell blocks and secured areas		3.71/20	5.00/10	5.75/20	5.50/05	4.10/23	3.60/52					5.00/10
K50 Receive and act on court orders (e.g., habeas corpus)	5.00/09	4.83/09	5.25/06		5.80/10	4.22/15	3.33/37					
K24 Conduct facility inspection	5.00/01	4.20/11	4.37/08	4.33/08	7.00/04	4.00/12	3.00/32					5.00/10
K56 Review arrest documents before accepting prisoner	4.00/03	4.33/14	5.00/07	4.20/07	4.66/03	3.90/14	4.33/32					3.00/08
K26 Confer with physicians regarding prisoner's medical condition	5.33/06	4.00/10	4.66/17	4.40/19	5.25/11	3.66/16	3.25/38					4.00/05
K35 Prepare hold cards		4.80/27	4.30/12		4.40/05	3.42/17					3.00/02	
K11 Operate cell block controls			5.00/16	4.00/29	5.50/06	3.62/23	3.00/58					
K22 Complete documents for transfer of prisoner to county jail	4.00/20	4.33/13	4.50/23	3.55/28	4.00/18	3.50/10		4.00/06				5.00/25
K36 Inspect identification of visitors		3.60/16	4.83/09	3.20/13	5.50/04	3.55/14	3.00/33					5.00/05
K48 Process prisoners for release	4.00/13	4.71/27	4.12/15	3.75/32	4.40/14	3.60/18	3.20/45					4.00/25
K17 Classify inmates according to age, sex, and offense		3.63/18	4.14/06	4.00/12	4.50/06	4.00/08		5.00/02				5.00/05
K67 Update roster of current prisoners		3.80/13	4.50/06	3.40/10	6.00/02	3.50/11						
K25 Conduct prisoner roll call		5.66/08	4.00/04		5.00/01		4.00/08					
K44 Photograph prisoners	3.09/55	3.00/04	4.71/17	4.00/35	4.20/32		2.80/63	3.33/30				4.00/23
K32 Feed prisoners		3.33/29	3.57/12	3.00/42	4.42/10	2.81/25		5.00/04				
K3 Aid prisoners to contact legal counsel	3.20/31	3.12/06		2.66/32	4.42/25	3.10/16	3.00/41	3.50/15				3.00/15
K6 Arrange for professional assistance for prisoner's personal problems		3.00/05			4.33/09	3.57/05	3.50/27					
K54 Record prisoner's phone calls		2.53/34		4.33/16	4.00/09		2.80/43					4.00/25

CIP AND PERCENT PERFORMING

INFORMATION FOR NONCORE TASKS (ARRANGED BY TRAINING COUP)

TRAINING GROUP/TASKS	TRADITIONAL AGENCIES								SPECIALIZED AGENCIES			
	S.P.	D.P.	L.C.	M.C.	S.C.	L.S.	S.S.	U.C.	A.P.	R.R.	N.R.	L.P.
MISCELLANEOUS												
A26 Investigate and report on police applicant's background	5.61/20	5.20/01		5.00/01	5.14/10	4.87/02	5.00/05	6.20/06		5.25/11	5.60/05	
D20 Fight structural fires	4.00/04	6.00/01		6.00/04	6.33/18	5.33/09		5.00/13	3.00/12	6.50/03	4.16/10	
A25 Interview police officer applicants	4.71/18			4.60/01	5.00/11	4.37/03	5.00/08	5.50/12		3.50/05	5.62/06	4.00/03
D19 Fight grass and forest fires	3.66/13			7.00/08	5.25/19	4.00/10		5.00/11	3.00/24	3.50/24	4.18/58	5.00/50
C58 Refill fire extinguishers	3.80/07	3.50/01	5.00/07	4.50/06	4.00/09	4.12/08		4.00/11			4.00/21	4.50/35
C39 Operate fire truck pump controls					6.00/08	3.50/03	3.00/05		4.00/37		3.83/22	
A60 Write reports to suggest changes in the law		6.00/01	3.16/01	3.33/02	3.50/03	3.80/01				3.00/01	3.91/41	3.50/10
C40 Operate fire truck turret and fire hose handlines		6.00/01			6.00/12	3.50/04	3.00/05		4.00/37		3.00/11	
C34 Investigate air and water pollution complaints			4.33/07		4.00/10		5.00/07			4.00/01	4.50/96	
A32 Make major vehicle repairs (e.g., beyond general maintenance)		3.00/02			3.20/14	4.00/07	4.00/03	3.25/06		5.50/06	4.50/25	5.00/15
C12 Clean and dry fire-fighting equipment	3.57/15			4.00/07	5.00/13	3.28/19	3.00/08	3.00/16	2.50/39	7.00/04	3.00/14	
G3 Explain department recruitment policies	2.65/68		2.85/39	2.70/37	3.66/35	2.90/37				3.50/21		4.00/35
MOTOR VEHICLE ACCIDENT INVESTIGATION												
U1 Calculate vehicle speed using mathematical formulas		3.16/10			3.66/17	3.72/13	4.00/12					4.00/05
OFFICE AND CLERICAL												
A8 Control access to departmental records	5.07/33	4.50/07	5.00/04	5.00/10	4.93/38	4.80/07		4.77/15	6.00/22	5.00/08	3.37/09	5.00/23
A45 Remove reports from records systems	3.73/60	3.87/10		4.28/34	4.00/48	3.91/25	3.25/45	4.16/28	5.00/16		4.70/30	
A20 File documents in records system (e.g., fingerprint cards, reports, etc.)	3.70/64	4.42/20		4.00/11	4.20/48	4.62/13	3.00/35	5.00/19		3.42/34	3.42/51	3.00/45
A61 Update records of warrants served	4.00/08	3.50/01	3.75/01		4.44/17	3.22/02	3.00/05	4.83/13		3.00/03	4.00/40	4.00/20
A13 Enter data on cards for filing		3.57/17	3.00/17	3.62/17	4.53/51	3.72/23		3.71/48		4.33/50	3.33/37	2.66/48
A31 Locate documents and information in records system	4.00/51	4.00/21	2.88/35	3.81/47	3.46/55	3.20/34		3.87/50		3.00/25	4.33/50	3.00/38
A65 Write letters on behalf of the department	3.66/20	4.56/06		3.66/07	2.87/32	3.33/08		4.00/16		3.50/08	4.08/71	4.00/13
A52 Summarize total shift activities in departmental logbook	2.75/46	3.37/14	3.50/09		4.25/27	3.60/13		3.75/14		3.50/21	4.50/29	
A42 Prepare documents for filing (e.g., label, alphabetize, place in chronological order, etc.)	3.16/44	3.10/18		3.42/11	3.81/35	3.90/10		3.33/18		3.40/20	3.16/60	3.66/30
A28 Issue departmental equipment	3.20/07	3.64/32	3.14/11		3.00/19	3.75/10		3.60/23		3.33/10		2.50/25
A69 Write speeches		6.00/02		3.33/03	3.66/08	3.00/05					3.72/54	
U12 Dispose of evidence no longer needed	3.20/40	3.54/21	3.11/14	3.55/09	3.08/44	3.09/15					3.00/90	4.00/45
A1 Analyze crime and accident statistics	2.72/33	3.16/25	3.00/15		2.50/29	3.33/18	4.25/27	3.60/21		3.80/19		3.00/25
A60 Update maintenance records on individual police cars	2.50/26		3.40/05		3.85/16	3.44/07				3.66/09	2.85/47	4.00/28
A5 Compile crime statistics	3.00/04	3.33/07				3.00/07		3.50/09		4.00/08		3.00/15

O-4

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CIP AND PERCENT PERFORMING
INFORMATION FOR NONCORE TASKS (ARRANGED BY TRAINING GROUP)

TRAINING GROUP/TASKS	TRADITIONAL AGENCIES								SPECIALIZED AGENCIES			
	S.P.	D.P.	L.C.	M.C.	S.C.	L.S.	S.S.	U.C.	A.P.	R.R.	N.R.	L.P.
AIRPORT POLICE OPERATIONS												
I17 Insure isolation of aircraft in appropriate emergency situations	7.00/01				5.00/01	5.66/01			6.00/28			
I18 Investigate complaints about suspicious baggage at airport security checkpoint	4.00/01		6.00/02		6.00/03	6.50/03			5.60/92			
I13 Assist people to evacuate aircraft in emergency						5.50/01			6.00/29			
I10 Close down airport security screening in emergency situations									5.80/43			
I19 Investigate complaints about suspicious persons and activity at airport security checkpoint	4.00/03		6.00/03		6.00/04	6.00/05	3.00/08		4.80/92			
I7 Check gates in airport perimeter				3.00/02		3.66/08			3.80/88			
PARKS AND WILDLIFE MANAGEMENT												
M55 Pursue watercraft at high speeds						7.00/04	3.50/18				5.64/62	6.00/10
M58 Pursue vehicles off road at high speeds	5.12/17		3.50/04	4.33/08	6.33/11	5.37/13	3.00/30	5.00/01		4.00/01	5.43/74	6.00/28
M60 Request specialized assistance to neutralize environmental spills	5.00/01				6.00/02	6.00/01					4.81/44	
M44 Notify boaters of hazardous weather conditions				5.00/01	7.00/06	4.00/06					4.15/45	5.00/36
M22 Inspect deer shiners for firearms	3.61/38				3.00/16	3.57/29	3.40/67	5.33/02			4.70/98	5.50/35
M4 Arrest or cite persons for violations of environmental laws or regulations	3.50/06		3.25/02		5.00/04	3.00/07					4.17/94	3.00/30
M14 Conduct field surveillance for poachers			4.00/01			3.66/15	3.00/28	5.00/01			4.35/97	6.00/45
M25 Inspect frozen waterways for safety (e.g., ice fishing, ice-skating)					7.00/08		3.00/07				3.37/80	4.00/50
M49 Patrol waterways			4.00/01			3.50/08	4.00/30				3.26/95	4.00/38
M3 Arrest or cite persons for unlawful use of recreational vehicles or watercraft	3.66/25					3.33/19	3.44/23	3.00/42	4.00/05		3.00/05	3.41/97
M8 Cite or warn persons for swimming violations		3.00/03	4.00/06		4.00/11	3.66/15		3.25/05				5.50/73
M46 Observe persons for hunting violations	2.53/39					3.12/33	2.66/47	4.00/13			3.41/99	5.00/73
M21 Inspect campfires							4.50/17					3.66/38
RAILROAD POLICE ACTIVITIES												
E14 Identify contents of railroad cars for possible hazardous cargo	7.00/02			4.00/01	6.50/02	3.50/01				5.30/75	5.00/04	
E19 Investigate railroad derailments	5.33/05		5.00/02	4.50/02	7.00/04	5.25/02				5.44/93	4.25/07	
E16 Inspect for and remove obstructions on railroad right of way	6.33/07		3.25/07	6.50/08	5.75/12	4.25/09		5.00/03		5.90/95	3.50/05	
C27 Flag down trains (e.g., to prevent accidents)	5.05/03	4.85/01	4.60/04	5.00/02	6.70/05	4.57/05		5.66/02		5.50/29	4.25/02	4.00/03
E22 Observe for law violations on railroad property	3.75/13	4.00/06	5.00/11	4.20/10	4.50/21	3.33/12		4.00/05		5.20/96		

Appendix P

NON-CORE TASKS ARRANGED BY SELECTION TASK GROUP

AGENCY TYPE ABBREVIATIONS

S.P. - Michigan State Police
D.P. - Detroit Police Department
L.C. - Large Cities/Villages/Townships
M.C. - Medium Cities/Villages/Townships
S.C. - Small Cities/Villages/Townships
L.S. - Large County Sheriffs' Departments
S.S. - Small County Sheriffs' Departments
U.C. - Universities/Colleges
A.P. - Airports
R.R. - Railroads
N.R. - State Department of Natural Resources
L.P. - Local Parks

CIP AND PERCENT PERFORMING*
INFORMATION FOR NONCORE TASKS (ARRANGED BY SELECTION GROUP)

SELECTION GROUP/TASKS	TRADITIONAL AGENCIES								SPECIALIZED AGENCIES			
	SP.	DP.	LC.	MC.	SC.	LS.	SS.	UC.	A.P.	R.R.	N.R.	LP.
ARRESTING												
M4 Arrest or cite persons for violations of environmental laws or regulations	3.58/06		3.25/02		5.00/04	3.00/07					4.17/94	4.00/30
M3 Arrest or cite persons for unlawful use of recreational vehicles or watercraft	3.66/25				3.33/19	3.44/23	3.00/42	4.00/05		3.00/05	3.41/97	4.00/63
CITATION												
M8 Cite or warn persons for swimming violations		3.00/03	4.00/06		4.00/11	3.66/15		3.25/05				5.50/23
P33 Issue warning tickets	3.40/12		3.11/18		3.73/39		4.00/28					5.00/53
P29 Issue moving traffic citations to bicycle riders		3.15/24			3.50/16		3.33/05					4.00/10
CONFERRING												
K26 Confer with physicians regarding prisoner's medical condition	5.33/06	4.00/10	4.66/17	4.40/19	5.25/11	3.66/16	3.25/38					4.00/05
K6 Arrange for professional assistance or prisoner's personal problems		3.00/05			4.33/09	3.57/05	3.50/27					
DECISION MAKING												
M60 Request specialized assistance to neutralize environmental spills	5.00/01				6.00/02	6.00/01					4.81/44	
A68 Write reports to suggest changes in the law		6.00/01	3.16/01	5.33/02	3.50/03	3.80/01				3.00/01	3.91/41	3.50/10
A1 Analyze crime and accident statistics	2.72/33	3.16/25	3.00/15		2.50/29	3.33/18	4.25/27	3.60/21		3.80/19		3.00/25
DIRECTING												
I3 Assist people to evacuate aircraft in emergency						5.50/01			6.00/29			
F7 Pick up children as directed by court in custody matters (e.g., divorce proceedings)	4.00/03		4.08/21	4.25/18	4.66/16	3.88/26	3.40/43	6.00/02				
H18 Instruct and direct civilians in undercover operations	3.91/05	3.00/02		3.00/06	4.00/12	3.70/05	3.50/08	3.50/02		5.00/05	3.75/16	
P48 Request citizens to assist in traffic control in an emergency	3.27/62		3.73/34	3.08/51	3.93/50	3.50/59	2.75/57		3.00/04		3.71/13	3.00/15
EMERGENCY OR DIFFICULT DRIVING												
M54 Pursue vehicles off road at high speeds	5.12/17		3.50/04	4.33/08	6.33/11	5.37/13	3.00/30	5.00/01		4.00/01	5.43/74	6.00/23
P37 Move disabled vehicles with patrol car	3.25/42	2.85/83			3.75/25	4.85/20					2.75/29	
ESCORT AND TRANSPORTATION												
C26 Escort vehicles or persons through picket lines	3.76/05	3.14/12	4.14/34	3.66/45	4.75/11	3.00/30		3.12/11	3.00/08	3.57/34		

*Performing = CIP ≥ 3.0 and % performing ≥ 0 or 2.5 < CIP < 3.0 and % performing ≥ 25; % performing data are displayed beneath CIP data.

CIF AND PERCENT PERFORMING

INFORMATION FOR NONCORE TASKS (ARRANGED BY SELECTION GROUP)

SELECTION GROUP/TASKS	TRADITIONAL AGENCIES								SPECIALIZED AGENCIES			
	S.P.	D.P.	L.C.	M.C.	S.C.	L.S.	S.S.	U.C.	A.P.	R.R.	N.R.	L.P.
EQUIPMENT MAINTENANCE												
A32 Make major vehicle repairs (e.g., beyond general maintenance)		3.00/02			3.20/14	4.00/07	4.00/03	3.25/06		5.50/06	4.50/25	5.00/15
C12 Clean and dry fire-fighting equipment	3.57/15			4.00/07	5.00/13	3.28/10	3.00/08	3.00/16	2.50/39	7.00/04	3.00/14	
EXPLAINING/ADVISING/INFORMING												
M44 Notify boaters of hazardous weather conditions				5.00/01	7.00/06	4.00/06					4.15/45	5.00/38
D16 Explain demonstration permit to demonstrators	3.37/02	3.80/08	3.83/09	3.37/09	3.90/07	3.35/08		3.60/02		3.50/04		5.00/08
K3 Aid prisoners to contact legal counsel	3.20/31	3.12/06		2.66/32	4.42/25	3.10/16	3.00/43	3.50/15				3.00/15
G3 Explain department recruitment policies	2.65/68		2.05/39	2.70/37	3.66/35	2.90/37				3.50/21		4.00/35
EVALUATING												
A66 Write performance evaluation reports on other officers (e.g., peer ratings)	4.58/39		4.44/14	4.00/10	4.75/09	4.50/07	3.00/07	4.00/11		3.50/08	4.08/71	4.00/13
FINGERPRINTING												
A22 Fingerprint persons for non-criminal reasons (e.g., professional licensing)	2.68/86				3.08/60	3.25/13	3.66/68					5.00/08
FIREFIGHTING												
D20 Fight structural fires	4.00/04	6.00/01		6.00/04	6.33/18	5.33/09		5.00/13	3.00/12	6.50/03	4.16/10	
D19 Fight grass and forest fires	3.66/13			7.00/08	5.25/19	4.00/10		5.00/11	3.00/24	3.50/24	4.18/58	5.00/50
D21 Fight vehicle fires	4.19/42	5.00/07	3.16/25	4.50/32	5.00/39	4.06/40		4.33/31	3.00/14	4.50/08	4.36/16	4.00/33
FIRST AID												
L11 Apply first aid to treat for chemical burns	5.57/03	4.50/01	5.35/09	4.00/07	5.56/05	5.41/10		4.28/15	3.50/04		4.81/02	4.00/10
K1 Administer medication to prisoners	7.00/03		4.83/10	5.75/17	6.25/06	4.00/14	5.20/52				4.25/04	
L16 Apply first aid to treat for frost-bite	4.81/04	4.00/02	4.46/08		5.25/04	4.23/08	4.50/07	4.00/04	3.50/08		4.23/09	5.00/08
L8 Apply first aid to treat for animal bites	3.59/12	3.16/04	4.18/20		4.52/16	3.47/17	4.50/10	3.42/05	3.50/02	5.00/01	4.16/15	4.33/33
L27 Apply first aid to treat for sprains and strains	3.36/29		3.35/31	3.00/24	4.33/27	3.11/35	4.00/33	3.25/33	3.50/18		3.00/18	4.50/48
GUARDING												
H2 Act as department court officer	3.94/44	4.50/08	3.66/06		4.66/20		2.50/55	4.33/10			4.00/17	5.00/15
INSPECTING												
I18 Investigate complaints about suspicious baggage at airport security checkpoint	4.00/01		6.00/02		6.00/03	6.50/03			5.60/92			
E14 Identify contents of railroad cars for possible hazardous cargo	7.00/02			4.00/01	6.50/02	3.50/01				5.30/75	5.00/04	

CIP AND PERCENT PERFORMING
INFORMATION FOR NONCORE TASKS (ARRANGED BY SELECTION GROUP)

SELECTION GROUP/TASKS	TRADITIONAL AGENCIES								SPECIALIZED AGENCIES			
	S.P.	D.P.	L.C.	M.C.	S.C.	L.S.	S.S.	U.C.	A.P.	R.R.	N.R.	L.P.
E16 Inspect for and remove obstructions on railroad right of way	6.33/07		3.25/07	6.50/09	5.75/12	4.25/09		5.00/03		5.90/95	3.50/05	
K13 Check identity of prisoners leaving facility		5.50/27	5.28/09	4.33/18	5.80/07	5.18/19	3.33/28					3.00/10
K60 Search property left for prisoners		4.90/29	5.83/12	5.00/18	6.50/06	4.55/17	3.75/57					
K21 Compare photographs or fingerprints to verify identity of prisoners	5.00/06	6.25/05	6.00/12	4.40/09	4.00/09	4.57/08						4.00/08
K31 Examine physical condition of prisoners	4.50/10	4.50/23	5.50/17	5.20/22	5.20/09	4.12/15	3.00/27			3.00/03	3.00/02	4.00/13
K24 Conduct facility inspection	5.00/01	4.20/11	4.36/08	4.33/08	7.00/04	4.00/12	3.00/32					5.00/10
K36 Inspect identification of visitors		3.60/16	4.83/09	3.20/13	5.50/04	3.55/14	3.60/33					5.00/05
I7 Check gates in airport perimeter				3.00/02		3.66/08			3.80/88			
M25 Inspect frozen waterways for safety (e.g., ice fishing, ice skating)					7.00/08		3.00/07				3.37/80	4.00/50
K25 Conduct prisoner roll call		5.66/08	4.00/04		5.00/01		4.00/08					
P23 Inspect commercial vehicles for code compliance	3.33/61		2.63/26		3.91/28	2.90/33	4.00/23				4.50/15	
M21 Inspect campfires							4.50/17					3.66/38
INTERVIEWING												
A25 Interview police officer applicants	4.71/18			4.60/01	5.00/11	4.37/03	5.00/08	5.50/12		3.50/05	5.62/06	4.00/03
INVESTIGATING												
A26 Investigate and report on police applicant's background	5.61/20	5.20/01		5.00/01	5.14/10	4.87/02	5.00/05	6.20/06		5.25/11	5.60/05	
E19 Investigate railroad derailments	5.33/05		5.00/02	4.50/02	7.00/04	5.25/02				5.44/93	4.25/07	
I19 Investigate complaints about suspicious persons and activity at airport security checkpoint	4.00/03		6.00/03		6.00/04	6.00/05	3.00/08		4.80/92			
A7 Conduct background investigations on applicants for licenses (e.g., liquor, pawn dealer)	4.71/07	3.42/01	3.40/01	3.28/01	4.71/13	3.85/04		3.33/02			4.00/79	
C34 Investigate air and water pollution complaints			4.33/07		4.00/10		5.00/07			4.00/01	4.50/96	
OBSERVATION AND SURVEILLANCE												
E22 Observe for law violations on railroad property	3.75/13	4.00/06	5.00/11	4.20/10	4.50/21	3.33/12		4.00/05		5.20/96		
M14 Conduct field surveillance for poachers			4.00/01			3.66/15	3.00/28	5.00/01			4.35/97	6.00/48
C54 Perform weather watch service	3.83/31		3.75/20	3.66/27	4.53/38	4.00/40	3.00/33	2.80/26			3.00/22	4.00/30
P38 Observe accident potential at assigned locations	4.22/28		3.78/23	2.71/33	3.87/32	4.00/30	3.00/20			5.00/01		5.00/20
D41 Watch for illegal activity at labor disputes	3.55/15		3.52/31	3.30/40	3.78/14		3.00/03	4.00/05		4.40/31		
C48 Patrol freeways	3.52/85	2.88/29	3.06/69	2.84/40	3.50/26	2.93/74	3.00/35					
M46 Observe persons for hunting violations	2.53/39					3.12/33	2.66/47	4.00/13			3.41/99	5.00/73

CIP AND PERCENT PERFORMING
INFORMATION FOR NONCORE TASKS (ARRANGED BY SELECTION GROUP)

SELECTION GROUP/TASKS	TRADITIONAL AGENCIES								SPECIALIZED AGENCIES			
	S.P.	D.P.	L.C.	M.C.	S.C.	L.S.	S.S.	U.C.	A.P.	R.R.	N.R.	L.P.
PAPERWORK - CUSTODY												
K30 Escort prisoners to medical appointments		5.00/16	5.37/23	4.85/21	5.50/06	4.33/30	3.00/62					
K50 Receive and act on court orders (e.g., habeas corpus)	5.00/09	4.83/09	5.25/06		5.80/10	4.22/15	3.33/37					
K56 Review arrest documents before accepting prisoner	4.00/03	4.33/14	5.00/07	4.20/07	4.66/03	3.90/14	4.33/32					3.00/08
K46 Prepare hold cards		4.88/27	4.80/12		4.40/05	3.42/17					3.00/02	
K22 Complete documents for transfer of prisoner to county jail	4.00/20	4.33/13	4.50/23	3.55/28	4.00/18	3.50/10		4.00/06				5.00/25
K48 Process prisoners for release	4.00/13	4.71/27	4.12/15	3.75/32	4.40/14	3.60/18	3.20/45					4.00/25
K17 Classify inmates according to age, sex, and offense		3.63/18	4.14/06	4.00/12	4.50/06	4.00/08		5.00/02				5.00/05
K67 Update roster of current prisoners		3.80/13	4.50/06	3.40/10	6.00/02	3.50/11						
K32 Feed prisoners		3.33/29	3.57/12	3.00/42	4.42/10	2.81/25		5.00/04				
K54 Record prisoner's phone calls		2.53/34		4.33/16	4.00/09		2.80/43					4.00/25
PAPERWORK - OTHER												
A6 Control access to departmental records	5.07/33	4.50/02	5.00/04	5.00/10	4.93/38	4.80/07		4.77/15	6.00/22	5.00/08	3.37/09	5.00/23
A45 Remove reports from records systems	3.73/60	3.87/10		4.28/34	4.00/48	3.91/25	3.25/45	4.16/28	5.00/16		4.70/30	
A12 Distribute subpoenas to officers	4.11/63	4.57/15	3.22/19	3.18/33	4.71/62	4.00/55		4.44/26			3.92/70	3.50/45
A61 Update records of warrants served	4.00/08	3.50/01	3.75/01		4.44/17	3.22/02	3.00/05	4.83/13		3.00/03	4.00/40	4.00/20
A20 File documents in records system (e.g., fingerprint cards, reports, etc.)	3.70/64	4.42/20		4.00/11	4.20/48	4.62/13	3.00/35	5.00/19		3.42/34	3.42/51	3.00/45
D1 Accept bond on the street	3.47/92		3.00/01	3.88/34	3.83/53	3.72/42	2.75/45	3.50/10			4.14/91	5.00/35
N13 Notify witnesses to appear without subpoena	3.28/39	4.83/22	3.20/17		3.81/36	3.90/34		3.50/12		5.00/08	4.00/49	4.00/30
A58 Update dispatch records of officers on calls	3.57/06			3.37/12	4.28/10	3.50/06	6.00/08	4.00/03		3.00/01	5.50/02	3.00/10
A13 Enter data on cards for filing		3.57/17	3.00/17	3.62/17	4.53/51	3.72/23		3.71/48		4.13/50	3.33/37	2.66/48
A31 Locate documents and information in records system	4.00/51	4.00/21	2.88/35	3.81/47	3.46/55	3.20/34		3.87/50		3.00/25	4.33/50	3.00/38
A42 Prepare documents for filing (e.g., label, alphabetize, place in chronological order, etc.)	3.16/44	3.10/18		3.42/11	3.81/35	3.90/10		3.33/18		3.40/20	3.16/60	3.66/30
A28 Issue departmental equipment	3.20/07	3.64/32	3.14/11		3.00/19	3.75/10		3.60/23		3.33/10		2.50/25
H12 Dispose of evidence no longer needed	3.20/40	3.54/21	3.11/14	3.55/09	3.08/44	3.09/15					3.00/90	4.00/45
A60 Update maintenance records on individual police cars	2.50/26		3.40/05		3.85/16	3.44/07				3.66/09	2.85/42	4.00/28
A5 Compile crime statistics	3.00/04	3.33/07				3.00/07		3.50/09		4.00/08		3.00/15
PHYSICAL ACTIVITY												
K42 Patrol cell blocks and secured areas		3.71/20	5.00/10	5.75/20	5.50/05	4.10/23	3.60/52					5.00/10
A40 Participate in required physical exercise program	3.84/35	3.54/23	3.66/10	3.30/13	4.28/14	3.57/14		4.25/09		3.40/05	3.62/15	4.00/20
J23 Walk continuously for more than one-half of the work shift (e.g., foot beat)		4.10/49	2.93/42	3.22/35	3.90/34	3.05/21	3.00/23	3.42/55	3.00/57	3.00/78	2.78/85	3.00/55

CIP AND PERCENT PERFORMING
INFORMATION FOR NONCORE TASKS (ARRANGED BY SELECTION GROUP)

SELECTION GROUP/TASKS	AGENCIES PERFORMING											
	TRADITIONAL AGENCIES								SPECIALIZED AGENCIES			
	S.P.	D.P.	L.C.	M.C.	S.C.	L.S.	S.S.	U.C.	A.P.	R.R.	N.R.	L.P.
PLANNING/SCHEDULING/ORGANIZING												
P43 Plan traffic patrol tactics	3.35/52	3.00/15	3.55/17		4.11/30	3.69/22	2.75/28	3.28/21				2.50/28
P42 Plan traffic detours	3.00/23	3.00/10	3.33/17		4.00/24	3.63/16		3.16/18	3.00/04			
PUBLIC RELATIONS												
G8 Request publicity from news media		3.33/01	3.00/03	3.00/06	3.55/27	3.57/07				6.00/01	3.53/63	
G7 Provide information to persons participating in ride-along program	2.92/32	3.00/10	2.85/27	4.50/19	4.20/19		2.50/25	3.25/29			3.14/37	
REVIEW AND RECALL												
N15 Review other officers' cases to be presented to prosecutor	4.16/50	5.00/10	4.80/12	4.33/15	4.10/32	4.37/18		5.00/24			4.22/34	3.00/33
SEARCHING												
K63 Shakedown prisoners	6.40/32	5.18/34	5.77/40	5.37/37	6.00/22	4.76/37	4.20/63			4.50/08	4.75/10	6.00/20
K64 Strip search prisoners	5.00/28	4.37/31	5.33/43	5.00/40	5.71/17	4.83/35		4.00/19		5.00/01		6.00/15
K62 Shakedown cell blocks and tanks	5.00/06	4.80/10	5.20/05	4.16/09	6.33/05	4.30/25	3.80/53					
K61 Search visitors		4.00/08	4.50/04	3.00/05	6.50/03	4.66/09	3.00/10					4.00/05
M22 Inspect deer shiners for firearms	3.61/38				3.00/16	3.57/29	3.40/67	5.33/02			4.70/98	5.50/45
SECURING AND PROTECTING												
I17 Insure isolation of aircraft in appropriate emergency situations	7.00/01				5.00/01	5.66/01			6.00/28			
I10 Close down airport security screening in emergency situations									5.80/43			
F1 Attach property under court order	5.00/04		4.00/02		4.33/04	3.20/11	3.66/35	6.00/03			3.87/20	
SKETCHING/DIAGRAMMING												
Q1 Calculate vehicle speed using mathematical formulas		3.16/10			3.66/17	3.72/13	4.00/12					4.00/05
TESTIFYING												
N19 Testify in civil cases	3.83/18	4.66/22	3.44/26	3.61/30	3.78/19	3.20/30			3.00/04	5.50/06	4.40/18	4.00/08
TRAFFIC CONTROL												
C27 Flag down trains (e.g., to prevent accidents)	5.05/03	4.85/01	4.60/04	5.00/02	6.70/05	4.57/05		5.66/02		5.50/29	4.25/02	4.00/03
P15 Direct traffic using barriers		3.00/28	3.14/45	2.90/45	4.00/44	3.31/33	4.00/20	2.70/51	3.00/14		3.00/04	2.66/45
TRAINING												
A23 Instruct in classroom setting	3.42/16	4.25/03	3.66/07	3.00/09	3.66/13	3.11/14		3.00/14		4.00/05	4.00/52	
WRITING												
P12 Complete operators license re-examination form	3.60/40	3.46/27	3.15/42	3.40/43	4.11/39	3.42/34	4.25/28					5.00/18
A65 Write letters on behalf of the department	3.66/20	4.50/06		3.66/07	2.87/32	3.33/08		4.00/16		3.50/08	4.08/71	4.00/13
A52 Summarize total shift activities in departmental logbook	2.75/46	3.37/14	3.50/09		4.25/27	3.60/13		3.75/14		3.50/21	4.50/29	
A69 Write speeches		6.00/02		3.33/03	3.66/08	3.00/05					3.72/54	
A64 Write interoffice memos		2.66/55		2.50/33	3.12/42	3.08/27	3.00/32			4.00/20	3.25/68	3.66/33

Appendix Q
COMPLAINTS/INCIDENTS

AGENCY TYPE ABBREVIATIONS

S.P. - Michigan State Police
D.P. - Detroit Police Department
L.C. - Large Cities/Villages/Townships
M.C. - Medium Cities/Villages/Townships
S.C. - Small Cities/Villages/Townships
L.S. - Large County Sheriffs' Departments
S.S. - Small County Sheriffs' Departments
U.C. - Universities/Colleges
A.P. - Airports
R.R. - Railroads
N.R. - State Department of Natural Resources
L.P. - Local Parks

PERCENT PERFORMING INFORMATION
BY AGENCY TYPE FOR COMPLAINTS/INCIDENTS*

TRAINING TASK GROUP/ ASSOC. COMPLAINT/INCIDENT	TRADITIONAL AGENCIES								SPECIALIZED AGENCIES			
	S.P.	D.P.	L.C.	M.C.	S.C.	L.S.	S.S.	U.C.	A.P.	R.R.	N.R.	L.P.
ARREST & DETAIN												
**Curfew - 77.8%	53.5	86.1	83.7	85.9	72.6	67.7	(40.7)	(35.0)	(15.7)	(14.1)	(7.5)	56.4
CIVIL PROCESS												
**Eviction - 61.5%	(19.4)	79.0	63.8	60.5	(38.9)	55.6	(45.8)	(27.0)	(9.8)	(28.2)	(6.7)	(28.2)
COUNCIL MEDIATION												
**Family fight - 96.3%	88.4	96.9	97.6	99.7	97.4	97.1	93.2	72.0	51.0	(17.9)	(28.4)	76.9
**Labor/Management dispute - 53.6%	(36.1)	(39.5)	58.9	62.2	(34.3)	54.8	(25.4)	(27.0)	(25.5)	50.0	(3.0)	(21.1)
**Landlord tenant dispute - 85.4%	56.5	94.5	92.5	93.6	78.7	78.4	67.8	(23.0)	(19.6)	(11.5)	(3.7)	(28.2)
**Repossession dispute - 57.8%	(38.1)	(46.8)	63.0	67.1	(43.5)	55.2	(35.6)	(17.0)	(9.8)	(7.7)	(1.5)	(12.8)
CRIMINAL INVESTIGATION												
**Arson - 80.9%	67.7	79.7	85.2	87.8	65.4	78.0	73.7	76.0	(19.6)	59.0	(21.6)	(35.9)
**Assault (felony) - 95.7%	86.5	99.3	97.6	98.9	92.8	95.0	72.3	85.0	51.0	(44.9)	(36.6)	76.9
**Assault (Misdemeanor) - 97.7%	89.7	99.8	98.4	99.7	97.2	97.1	88.1	95.0	62.7	(47.4)	57.5	92.3
**Auto theft - 94.7%	85.8	97.6	97.9	98.4	90.8	94.2	69.5	80.0	(43.1)	(38.5)	(35.8)	84.6
**Bad check - 83.9%	83.9	84.8	82.3	84.4	84.1	82.6	64.4	55.0	(37.3)	(17.9)	(6.0)	(21.1)
**Burglary - 58.8%	(24.5)	55.6	70.3	64.5	(47.6)	(38.2)	(27.1)	(27.0)	(43.1)	(25.6)	(3.7)	(43.6)
**Bicycle theft - 91.7%	76.8	92.5	93.4	96.6	93.4	87.6	62.7	82.0	(15.6)	(17.9)	(11.9)	79.5
**Breaking & entering - 98.6%	94.8	98.9	99.8	100.0	98.0	97.9	98.3	93.0	68.6	96.2	55.2	97.4
**Building code violation - 35.4%	(16.8)	(18.1)	(34.4)	(40.1)	(33.7)	(21.2)	(20.3)	(23.0)	(27.5)	(3.8)	(5.2)	(30.8)
**Business or peddler license viola- tion - 60.6%	(29.0)	(48.1)	64.3	71.4	65.1	(45.2)	(25.4)	(31.0)	(45.1)	(11.5)	(11.9)	56.4
**Check law violation (e.g., forgery, NSF, etc.) - 76.5%	83.9	56.5	80.0	80.4	78.7	76.8	69.5	(47.0)	(31.4)	(17.9)	(9.0)	(25.6)
**Child abuse - 86.9%	71.6	91.6	91.1	93.1	77.2	84.6	72.9	(49.0)	(21.6)	(11.3)	(8.2)	(46.2)
**Child custody - 60.9%	(37.4)	(43.9)	67.0	70.0	51.6	66.8	54.2	(13.0)	(25.5)	(7.7)	(2.2)	(20.5)
**Child neglect - 82.9%	67.1	83.7	90.3	89.9	62.3	78.0	62.7	(44.0)	(19.6)	(9.0)	(4.5)	(43.6)
**Civil rights - 38.9%	(21.9)	(26.7)	(37.9)	(40.3)	(25.6)	(32.4)	(22.0)	(15.0)	(17.6)	(11.5)	(4.5)	(28.2)
**Concealed weapon - 90.5%	81.9	93.6	92.5	93.4	81.0	93.8	76.3	73.0	78.4	50.0	79.1	71.8
**Conspiracy to commit a crime - 58.1%	51.6	50.8	57.7	59.7	(46.4)	56.0	(30.5)	(34.9)	(27.5)	(33.3)	(47.0)	(46.2)
**Contributing to delinquency of a minor - 81.6%	76.8	61.8	82.6	92.0	87.6	87.6	70.0	(47.0)	(25.5)	(23.1)	68.7	84.6
**Controlled substance act - 92.3%	91.6	86.8	92.9	96.6	91.4	95.0	78.0	8.0	72.5	(35.9)	79.1	89.7
**Counterfeit money - 59.0%	(40.0)	51.0	70.4	67.4	(39.1)	(44.4)	(25.6)	(25.0)	(21.6)	(5.1)	(1.5)	(30.8)
**Credit card theft or misuse - 73.8%	58.7	77.0	81.6	81.4	51.6	68.5	(33.9)	(43.0)	(41.2)	(24.4)	(1.5)	(33.3)
**Criminal sexual conduct - 88.0%	78.7	95.8	92.3	94.4	74.4	86.3	62.7	75.0	(35.3)	(21.8)	(15.7)	82.1
**Cruelty to animals - 65.8%	57.4	51.7	68.9	76.7	55.3	66.4	61.0	(21.0)	(11.8)	(10.3)	50.7	(41.0)
**Dead body - 90.7%	78.7	98.5	95.3	96.0	83.6	89.6	74.6	(37.0)	(19.6)	(47.4)	(30.6)	56.4
**Defrauding an innkeeper - 76.8%	63.2	88.5	81.4	80.4	60.2	67.2	(47.5)	(33.0)	(33.3)	(11.5)	(3.7)	(23.1)
**Desertion or AWOL - 58.8%	57.4	(32.9)	60.3	65.5	61.1	63.5	(44.1)	(16.0)	(21.6)	(12.8)	(14.9)	53.8
**Disorderly public conduct 95.3%	80.0	95.6	97.2	98.7	95.4	95.0	84.7	88.0	76.5	(43.7)	61.9	89.7
**Drowning - 55.0%	51.0	(32.2)	56.5	52.5	(46.4)	72.6	57.6	(17.0)	(7.8)	(12.8)	58.2	79.5
**Drunk in public - 92.6%	83.2	88.1	94.1	97.1	94.5	93.4	74.6	86.0	80.4	(43.6)	52.0	92.3
**Embezzlement - 60.6%	51.6	(44.2)	69.3	70.8	(46.4)	53.1	(30.5)	(22.0)	(25.5)	(11.5)	(15.7)	(15.4)
**Extortion - 52.2%	(35.5)	50.1	54.8	60.5	(28.8)	(41.5)	(23.7)	(19.0)	(15.7)	(11.3)	(7.7)	(20.5)
**Fireworks violation - 78.2%	71.6	58.9	84.2	90.7	79.0	71.4	61.0	55.0	(37.3)	(12.9)	69.4	82.1
**Forgery - 65.6%	64.5	(49.4)	72.7	72.7	54.2	59.8	(44.1)	(34.0)	(19.6)	(15.4)	(6.7)	(25.6)
**Gambling - 52.0%	(31.6)	55.4	62.6	51.5	(25.1)	(35.7)	(23.7)	(15.0)	(19.6)	(20.5)	(3.0)	(33.3)
**Homicide - 75.6%	56.1	94.3	82.8	78.0	(48.1)	69.3	(42.4)	(28.0)	(19.6)	(28.2)	(11.2)	(33.3)

*Performing 's defined as being handled by 50% or more of respondents in an agency; all %'s - 50 are in parentheses.
**Overall % performing - 50 across 8 traditional agencies; exact % appears following complaint/incident title.

PERCENT PERFORMING INFORMATION
BY AGENCY TYPE FOR COMPLAINTS/INCIDENTS*

0-2

TRAINING TASK GROUP/ ASSOC. COMPLAINT/INCIDENT	TRADITIONAL AGENCIES								SPECIALIZED AGENCIES			
	S.P.	D.P.	L.C.	M.C.	S.C.	L.S.	S.S.	U.C.	A.P.	R.R.	N.R.	L.P.
CRIMINAL INVESTIGATION (Continued)												
Hostage - 36.9%	(20.6)	(29.8)	(36.7)	(34.2)	(16.4)	(30.7)	(13.6)	(13.0)	(13.7)	(7.7)	(3.7)	(20.5)
Illegal alien - 31.7%	(24.5)	(11.9)	(31.5)	(27.9)	(21.6)	(27.8)	(13.6)	(8.0)	(25.5)	(37.2)	(11.2)	(33.3)
**Illegal burning - 67.7%	(36.1)	(47.7)	71.8	83.8	68.9	68.9	(47.5)	(30.0)	(27.5)	(24.4)	82.8	59.0
Illegal conduct of a public official - 26.8%	(15.5)	(18.3)	(18.3)	(17.5)	(17.0)	(22.8)	(11.9)	(4.0)	(15.7)	(5.1)	(9.0)	(20.5)
**Illegal weapon (firearm) - 80.6%	65.8	89.2	82.6	82.7	66.6	78.8	57.6	55.0	56.9	(41.6)	86.6	79.5
**Illegal weapon (other than firearm) - 74.4%	58.1	77.5	76.5	79.8	59.1	69.3	(44.1)	59.0	52.9	(35.9)	64.2	71.8
**Impersonating an officer or other official - 55.4%	(36.8)	60.3	58.8	54.6	(29.7)	51.0	(33.9)	(22.0)	(33.3)	(29.5)	(35.1)	56.4
**Indecent exposure - 83.2%	67.1	78.6	90.4	91.8	71.5	81.2	(42.4)	73.0	(37.3)	(23.1)	(23.9)	82.1
Jail break - 35.1%	(23.9)	(16.8)	(33.7)	(29.2)	(19.6)	(42.9)	(30.5)	(8.0)	(7.8)	(5.1)	(18.7)	(23.1)
**Kidnapping - 53.7%	(34.2)	67.3	55.5	(48.5)	(26.8)	(44.8)	(22.0)	(18.0)	(31.4)	(6.4)	(6.0)	(33.3)
**Larceny (felony) - 96.8%	91.0	98.0	98.6	99.2	93.9	96.3	86.4	90.0	60.8	78.2	(30.6)	74.4
**Larceny (misdemeanor) - 97.1%	92.3	97.8	97.9	99.2	97.4	95.4	84.7	94.0	64.7	79.5	50.7	87.2
**Licensing violations - 52.3%	(37.4)	(40.4)	(49.9)	52.3	(46.1)	54.8	(40.7)	(19.0)	(35.3)	(9.0)	82.8	(30.8)
**Liquor law - 69.0%	72.9	(34.7)	71.8	84.1	72.0	70.5	64.4	(44.0)	(30.0)	(15.4)	(37.3)	56.4
**Littering - 79.5%	78.7	68.9	78.4	86.5	74.9	83.4	74.6	55.0	(35.3)	(33.3)	95.5	84.6
**Loitering - 73.7%	(36.8)	86.1	70.4	84.4	64.0	63.9	(42.4)	50.0	(49.0)	(43.6)	(14.2)	53.8
**Malicious destruction of property - 98.1%	91.6	98.7	98.4	100.0	98.6	97.1	93.2	97.0	68.6	83.3	71.6	92.3
**Missing person - 92.9%	82.6	97.1	92.2	96.8	91.1	92.1	83.1	73.0	(47.1)	(20.5)	56.0	79.5
Motor vehicle hijacking - 28.5%	(16.8)	(27.2)	(20.9)	(15.9)	(13.5)	(22.4)	(11.9)	(7.0)	(11.8)	(7.7)	(4.5)	(15.4)
**Motor vehicle theft - 93.4%	84.5	95.1	95.1	98.7	88.7	93.8	72.9	77.0	(35.3)	(48.7)	(43.3)	82.1
**Obscene, harassing, or threatening phone call - 93.3%	85.2	89.4	94.8	97.6	93.1	93.3	81.4	86.0	(31.4)	(26.9)	(9.0)	(35.9)
Obscene material - 45.3%	(35.5)	(26.5)	(48.2)	(49.3)	(31.1)	(39.4)	(27.1)	(23.0)	(13.7)	(5.1)	(5.2)	(38.5)
Organized crime - 30.8%	(19.4)	(25.2)	(27.0)	(23.3)	(15.0)	(42.9)	(10.2)	(7.0)	(3.9)	(10.3)	(5.2)	(17.9)
**Parole or probation - 56.1%	60.0	52.1	52.3	(49.6)	51.3	51.0	50.8	(14.0)	(13.7)	(12.8)	(23.1)	51.3
Pornographic material - 39.0%	(28.4)	(17.4)	(43.7)	(41.9)	(24.2)	(32.4)	(18.6)	(15.0)	(5.9)	(6.4)	(7.5)	(38.5)
Postal - 43.3%	(24.5)	(29.4)	(44.2)	(45.1)	(34.9)	(35.7)	(16.9)	(23.0)	(9.8)	(11.5)	(3.0)	(12.8)
**Prostitution - 52.7%	(28.4)	54.5	67.1	(49.6)	(27.7)	(36.1)	(18.6)	(14.0)	(17.6)	(15.4)	(8.2)	(30.8)
**Prowling - 88.0%	71.0	78.8	92.7	96.3	89.6	87.1	76.3	64.0	(33.3)	(30.8)	(22.4)	64.2
**Receiving stolen property - 82.2%	78.1	76.8	84.0	86.7	76.4	83.4	71.2	55.0	(25.5)	53.8	(25.4)	61.5
**Recovering stolen property - 92.0%	82.6	92.7	93.0	95.0	89.3	92.9	72.9	82.0	(43.1)	79.5	(48.5)	66.7
**Robbery - 89.0%	70.3	95.8	96.5	96.6	74.4	86.3	52.5	62.0	(33.3)	(48.7)	(26.1)	71.8
Sabotage - 26.3%	(10.3)	(18.1)	(20.0)	(14.9)	(14.1)	(20.7)	(10.2)	(6.0)	(11.8)	(25.6)	(3.0)	(15.4)
**Suicide attempt - 80.9%	72.9	92.7	92.7	93.1	80.1	91.3	69.5	61.0	(29.4)	(20.5)	(14.9)	59.0
**Trespassing - 84.1%	83.2	60.7	88.3	94.4	81.3	89.6	86.4	77.0	66.7	92.3	94.8	76.9
Unlawful possession or use of explosive - 37.5%	(25.8)	(26.9)	(35.8)	(32.4)	(23.1)	(32.0)	(18.6)	(16.0)	(31.4)	(15.4)	(26.1)	(25.6)
**Unlawful use of firearm - 77.1%	70.3	77.7	77.9	82.8	65.4	79.3	61.0	(34.0)	(31.4)	(33.3)	88.1	66.7
EMERGENCY PREPAREDNESS - DISASTER CONTROL												
**Accidents involving chemicals - 55.6%	52.3	51.0	53.2	50.7	(37.8)	58.1	(37.3)	54.0	(33.3)	64.1	71.6	(41.0)
Bombing - 39.5%	(21.9)	(42.8)	(36.9)	(34.0)	(20.7)	(27.8)	(13.6)	(14.0)	(23.5)	(12.8)	(1.5)	(12.0)
**Bomb threat - 82.3%	62.6	84.1	87.3	89.4	69.5	79.2	(47.5)	69.0	70.6	(41.0)	(5.2)	(41.0)
Explosion - 46.1%	(24.5)	(41.5)	(43.5)	(45.6)	(28.0)	(49.0)	(23.7)	(21.0)	(21.6)	(11.5)	(12.7)	(23.1)
Radioactive incident - 19.3%	(20.6)	(6.2)	(9.7)	(5.8)	(6.3)	(12.9)	(11.9)	(15.0)	(7.8)	(6.4)	(7.5)	(17.9)

PERCENT PERFORMING INFORMATION
BY AGENCY TYPE FOR COMPLAINTS/INCIDENTS*

TRAINING TASK GROUP/ ASSOC. COMPLAINT/INCIDENT	TRADITIONAL AGENCIES								SPECIALIZED AGENCIES			
	S.P.	D.P.	L.C.	M.C.	S.C.	L.S.	S.S.	U.C.	A.P.	R.R.	N.R.	L.P.
EMERGENCY PREPAREDNESS - DISASTER CONTROL (Continued)												
Riot - 47.5%	(43.2)	(36.6)	56.2	(39.3)	(28.8)	(39.4)	(15.3)	(27.0)	(11.8)	(17.9)	(23.9)	56.4
**Suspicious object (bomb, package) - 60.2%	(47.1)	59.6	68.0	60.2	(35.4)	53.9	(33.9)	(32.0)	64.7	(26.9)	(8.2)	(35.9)
FIRST AID												
**Drug overdose - 88.5%	70.3	92.9	93.2	93.6	81.3	90.0	55.9	57.0	(31.4)	(16.7)	(29.1)	74.4
MISCELLANEOUS												
Complaints against officer - 46.0%	(43.2)	(35.5)	(35.0)	(39.0)	(49.0)	(48.1)	(32.2)	(30.0)	(29.4)	(21.8)	(43.3)	53.8
Michigan Occupational Safety and Health Act (MIOSHA) violation - 19.4%	(10.3)	(3.5)	(7.5)	(13.0)	(9.8)	(16.2)	(11.9)	(14.0)	(17.6)	(9.0)	(5.2)	(35.9)
Misconduct of a public official - 23.4%	(11.6)	(13.5)	(12.5)	(14.3)	(15.3)	(18.7)	(13.6)	(5.0)	(11.8)	(3.8)	(3.0)	(20.5)
Occupational Safety and Health Act (OSHA) violation - 17.8%	(7.1)	(3.3)	(7.7)	(10.6)	(7.5)	(12.9)	(6.8)	(10.0)	(13.7)	(11.5)	(4.5)	(38.5)
MOTOR VEHICLE ACCIDENT INVESTIGATION												
**Auto train accident - 55.8%	(49.0)	(32.9)	61.6	66.1	(45.8)	58.9	(39.0)	(13.0)	(11.8)	97.4	(11.9)	(30.8)
**Hit and run traffic accident - 95.5%	91.0	97.1	91.3	100.0	96.3	97.5	81.4	93.0	(31.4)	50.0	(22.4)	89.7
**Negligent homicide - 63.3%	52.9	64.2	65.9	71.4	(36.9)	67.6	(32.2)	(16.0)	(11.8)	(14.1)	(11.2)	(35.9)
**Traffic accident - 96.6%	96.1	95.6	93.7	98.9	97.7	99.2	98.3	92.0	(41.2)	53.8	69.4	89.7
OFFICE & CLERICAL												
Found property - 94.4%	83.9	93.4	96.0	98.1	93.9	93.4	81.4	90.0	80.4	74.4	59.2	89.7
PATROL OPERATIONS												
**Abandoned house or building - 81.0%	63.9	91.8	82.6	84.1	72.6	75.1	74.6	(41.0)	(29.4)	(42.3)	(28.4)	(46.2)
**Activated alarm - 96.4%	91.6	97.1	96.3	98.1	96.0	97.1	88.1	94.0	52.9	(44.9)	(35.4)	82.1
**Animal control violation (loose animals, barking dogs) - 92.0%	79.1	89.8	94.4	95.8	95.1	90.5	86.4	72.0	60.8	(38.5)	90.3	94.9
**Check on welfare of citizen - 82.8%	71.0	62.3	92.7	91.7	81.6	89.6	67.8	56.0	(43.1)	(12.8)	(27.6)	51.3
**Citizen locked out - 91.8%	73.5	84.3	96.7	97.6	93.7	91.7	76.3	84.0	63.7	(15.4)	(20.1)	79.5
**Complaints about government service (e.g., trash collection, roads, non-police) - 60.0%	(38.1)	(41.5)	61.4	63.1	66.6	56.0	57.6	(35.0)	(35.3)	(11.5)	53.7	(28.2)
**Downed wires - 89.2%	72.9	86.5	94.1	97.3	89.9	87.6	72.9	(47.0)	(23.5)	(46.2)	(35.8)	59.0
**False fire alarm - 76.1%	(48.4)	(49.2)	84.2	85.7	78.7	73.4	61.0	94.0	(47.1)	(23.1)	(6.7)	(30.5)
**Invalid or elderly person needing assistance - 87.5%	72.9	86.8	92.3	93.9	87.0	84.6	67.8	(46.0)	62.7	(19.2)	(33.6)	76.9
**Lost child - 89.7%	71.0	90.9	94.8	96.6	86.5	85.9	71.2	59.0	52.9	(21.8)	54.5	89.7
**Loud party - 94.1%	83.9	92.1	97.4	98.7	93.7	92.9	81.4	78.0	(39.2)	(14.1)	50.7	84.6
**Non-traffic injury - 85.7%	74.8	75.3	85.9	93.1	84.4	90.5	71.2	81.0	(39.2)	(46.2)	(44.0)	89.7
**Rowdy juvenile - 85.3%	67.1	82.6	87.0	93.6	83.6	84.6	62.7	62.0	(49.0)	(42.3)	(43.3)	89.7
**Ruptured water or gas line - 72.0%	(40.0)	56.1	79.8	83.6	70.9	66.0	(33.9)	59.0	(21.6)	(15.4)	(26.1)	(46.2)
**Shots fired - 86.4%	69.7	94.7	91.0	87.8	74.9	85.1	66.1	55.0	(27.5)	66.7	52.2	69.2
Sniper - 37.6%	(20.6)	(43.5)	(35.7)	(25.7)	(15.6)	(29.5)	(10.2)	(12.0)	(11.8)	(27.1)	(7.5)	(17.9)
**Suspicious person or vehicle - 93.9%	92.3	89.8	95.1	96.3	95.4	94.2	78.0	85.0	72.5	71.8	64.2	89.7
**Tampering with equipment - 59.8%	(40.0)	64.2	55.8	60.2	(45.8)	52.7	(39.0)	(45.0)	(39.2)	79.2	(23.1)	51.3

Appendix R
EQUIPMENT/VEHICLES

AGENCY TYPE ABBREVIATIONS

S.P. - Michigan State Police
D.P. - Detroit Police Department
L.C. - Large Cities/Villages/Townships
M.C. - Medium Cities/Villages/Townships
S.C. - Small Cities/Villages/Townships
L.S. - Large County Sheriffs' Departments
S.S. - Small County Sheriffs' Departments
U.C. - Universities/Colleges
A.P. - Airports
R.R. - Railroads
N.R. - State Department of Natural Resources
L.P. - Local Parks

USE OF EQUIPMENT/VEHICLE INFORMATION BY AGENCY TYPE*

EQUIPMENT	TRADITIONAL AGENCIES								SPECIALIZED AGENCIES			
	S.P.	D.P.	L.C.	M.C.	S.C.	L.S.	S.S.	U.C.	A.P.	R.R.	N.R.	L.P.
Aircraft - 1.9%	(8.2)	(0.7)	(1.7)	(0.2)	(1.0)	(4.8)	(1.7)		(11.8)	(1.2)	(30.4)	
Alarm monitor - 21.6%	50.0	(0.7)	(13.3)	(35.3)	(31.9)	(16.6)	(33.3)	50.0	(17.6)	(7.5)	(1.5)	(35.0)
All terrain vehicle - 4.8%	(7.1)	(1.1)	(3.3)	(2.2)	(6.5)	(12.1)	(20.0)	(3.9)	(19.6)	(1.2)	(49.3)	(22.5)
Ambulance - 8.8%	(11.5)	(5.0)	(6.3)	(5.3)	(16.3)	(13.8)	(16.7)	(7.8)	(2.0)	(3.7)	(3.7)	(7.5)
Animal control equipment - 24.2%	(6.6)	(35.5)	(14.1)	(32.6)	(32.9)	(7.6)	(30.0)	(33.3)	(11.8)	(7.5)	85.2	(45.0)
Audio-visual equipment - 18.4%	(35.2)	(13.5)	(12.2)	(20.9)	(20.5)	(12.0)	(25.0)	(35.3)	(17.6)	(5.0)	75.6	(42.5)
Automatic traffic counter - 1.4%	(1.1)	(0.5)	(2.2)	(1.0)	(1.8)	(0.3)		(4.9)	(3.9)		(2.9)	55.0
*Automobile - 97.1%	97.8	96.9	97.0	96.6	98.2	96.9	96.7	97.1	90.2	96.2	97.0	97.5
Axe - 14.3%	79.1	(2.2)	(3.6)	(6.2)	(18.9)	(22.5)	(35.0)	(3.9)	(33.3)	(2.5)	97.0	(47.5)
*Base station police radio - 59.0%	94.0	(26.2)	(45.7)	74.3	79.5	60.6	96.7	92.2	70.6	61.8	82.2	80.0
*Baton night stick - 82.3%	70.3	85.2	92.3	81.8	76.4	78.2	51.7	80.4	(29.4)	57.5	89.6	70.0
*Battery jumper cables - 47.0%	95.1	(45.1)	(21.2)	(48.0)	65.3	(39.8)	73.3	64.7	(49.0)	65.0	97.8	88.0
Bicycle - 5.6%	(3.3)	(5.9)	(5.1)	(5.0)	(7.0)	(2.1)	(5.0)	(18.6)	(3.9)	(2.5)	(8.1)	(15.0)
Binooculars - 46.0%	(46.2)	(25.4)	(43.8)	52.3	60.6	55.0	58.3	56.0	(3.3)	75.0	98.5	92.5
*Blackjack or sap - 55.6%	(38.5)	52.1	50.9	61.3	64.0	65.7	53.3	52.0	(35.3)	51.3	96.3	58.0
Boat - 8.8%	(12.1)	(2.0)	(7.4)	(6.5)	(10.6)	(18.7)	(46.7)	(1.0)			100.0	57.5
*Body Armor - 67.1%	96.7	50.1	70.8	70.0	69.7	63.7	73.3	67.6	(11.8)	(28.6)	57.8	(45.0)
Bomb technical equipment - 1.0%	(4.9)	(0.5)	(0.8)	(1.0)	(0.5)		(1.7)	(1.0)	(3.9)		(0.7)	
Breathalyzer - 21.0%	(33.5)	(13.0)	(17.4)	(32.1)	(21.0)	(21.5)	(23.3)	(17.6)	(2.0)	(1.2)	(6.7)	(20.0)
Bus - 4.7%	(5.5)	(11.2)	(3.2)	(1.0)	(1.3)	(7.3)	(1.7)	(1.0)	(2.0)	(2.5)	(2.9)	(10.0)
*Business directory - 55.2%	67.6	(37.9)	52.6	69.8	66.6	(48.1)	53.1	61.8	(38.1)	(27.7)	65.2	(42.5)
Call box - 35.5%	(8.8)	96.0	(39.2)	(17.7)	(4.7)	(5.2)	(3.3)	(26.5)	(3.9)	(24.8)	(0.7)	(5.0)
Canine - 8.0%	(22.5)	(9.5)	(4.1)	(7.4)	(8.0)	(7.6)	(5.0)	(3.9)		(5.0)	(17.8)	(10.0)
*Car door lock opening device - 65.5%	72.5	(30.8)	66.7	83.2	84.2	66.4	68.3	87.3	76.5	(41.3)	(31.9)	8.5
Chain - 9.7%	(42.3)	(2.5)	(3.2)	(4.3)	(16.8)	(8.7)	(25.0)	(20.6)	(21.6)	(13.7)	93.3	65.0
Chain saw - 2.5%	(5.5)	(0.9)	(1.1)	(0.2)	(7.0)	(3.5)	(10.0)		(5.9)		51.9	(27.5)
Chemical mace - 36.5%	(3.3)	(2.0)	59.4	55.9	52.8	(23.2)	60.0	(23.5)	(25.5)	(26.6)	(5.2)	(37.5)
Crosscross directory - 40.7%	54.9	(8.6)	51.8	61.0	(39.4)	(46.0)	(20.0)	(36.3)	(11.8)	(12.5)	(31.1)	(32.3)
Decelerometer - .5%	(2.2)	(0.2)	(0.3)	(0.5)	(1.0)	(0.3)			(29.4)			(2.5)
Dictating machine - 20.3%	54.2	(1.1)	(30.2)	(30.9)	(10.1)	(11.8)	(11.7)	(25.5)		(5.0)	(6.6)	(5.0)
Drug field ID kit - 29.6%	83.5	(3.1)	(10.1)	(42.0)	50.0	(26.3)	56.2	(45.1)	(13.7)	(2.5)	(17.8)	65.0
Dynamite - .5%	(1.1)	(0.2)	(0.8)	(0.2)	(0.5)		(1.7)		(2.0)			(2.5)
Evidence processing kit - 35.7%	84.0	(3.4)	(23.5)	(36.9)	69.7	(27.0)	78.3	58.8		(6.3)	(30.4)	(30.9)
Facsimile transmission equipment - 22.1%	(49.5)	(21.1)	(9.0)	(20.6)	(33.9)	(15.6)	(37.7)	(30.4)	(2.0)	(12.5)	(5.9)	(12.5)
*Fire extinguisher - 74.0%	89.0	50.1	72.9	74.8	82.4	87.2	78.7	79.4	66.6	55.0	94.8	85.0
Fire hose - 5.0%	(3.8)	(1.8)	(2.4)	(1.9)	(17.6)	(8.0)	(16.7)	(11.8)	52.6	(7.5)	(40.7)	(37.0)
Fire nozzles - 4.5%	(2.2)	(1.3)	(1.7)	(1.0)	(14.2)	(6.6)	(11.7)	(6.8)	51.0		(37.8)	(40.0)
Fire protective clothing - 2.7%	(0.5)	(0.2)	(1.4)	(1.0)	(7.5)	(1.7)	(5.0)	(5.9)	(45.1)		(8.1)	(10.0)
Fire truck - 3.5%	(4.9)	(0.5)	(1.9)	(1.7)	(10.6)	(4.3)	(8.3)	(2.9)	(45.1)	(1.2)	(38.5)	(32.5)
*First aid kit - 70.2%	94.5	(14.2)	82.1	76.3	90.2	92.0	91.7	83.3	84.2	56.3	97.0	90.0
Flare gun - 3.3%	(4.4)	(3.6)	(1.9)	(3.6)	(4.4)	(3.1)	(5.0)	(2.0)		(1.7)	(20.8)	(2.5)
*Flares - 75.3%	92.3	(37.3)	87.8	87.1	77.5	87.2	86.7	77.5	(15.7)	73.7	77.1	87.5
*Flashlight - 96.2%	97.3	92.4	97.0	98.6	97.2	97.9	95.0	93.1	74.5	96.2	100.0	97.5
Gas mask - 48.3%	75.3	(42.5)	56.4	51.3	(35.8)	(46.4)	(23.3)	(37.3)	(7.8)	(8.8)	(39.3)	(20.0)
*Handcuffs - 99.0%	98.9	98.0	99.2	99.8	99.2	99.3	98.3	100.0	96.1	98.7	98.5	92.5
*Hand-held police radio - 97.8%	86.8	99.3	98.7	99.3	96.9	100.0	93.3	98.0	94.1	97.5	99.3	100.0
Horse - 1.3%	(0.5)	(1.3)	(1.3)	(0.5)	(2.3)	(1.7)	(3.3)			(1.2)	(2.2)	(15.0)
Illuminated traffic baton - 10.1%	(3.8)	(3.2)	(9.3)	(11.8)	(15.3)	(9.0)	(10.0)	(32.4)	(5.9)	(3.7)	(2.2)	(7.5)
Ladder - 9.8%	(9.3)	(5.6)	(10.3)	(11.0)	(15.3)	(9.0)	(10.0)	(7.8)	(41.2)	(12.5)	(15.6)	(27.5)
*Lein terminal - 62.9%	96.2	70.5	53.2	71.5	(45.3)	60.6	51.7	66.7	(21.5)		50.4	50.0
Machine gun - 3.9%	(2.7)	(2.2)	(3.0)	(6.7)	(5.7)	(3.5)	(6.7)	(2.0)		(1.2)		(2.5)
Manual traffic control device - 15.2%	(18.1)	(14.6)	(12.8)	(16.8)	(19.9)	(12.1)	(13.2)	(14.7)		(2.5)	(6.6)	(40.0)
Metal detector - 6.1%	(9.3)	(0.5)	(8.7)	(4.1)	(6.5)	(9.7)	(16.7)		52.9	(2.5)	(16.3)	(2.5)

*All %'s - 50 are in parentheses.

*Overall % performing - 50 across 8 traditional agencies; exact % appears following equipment/vehicle title.

R-2

EQUIPMENT	TRADITIONAL AGENCIES								SPECIALIZED AGENCIES			
	S.P.	D.P.	L.C.	M.C.	S.C.	L.S.	S.S.	U.C.	A.P.	R.R.	N.R.	L.P.
Motorcycle - 9.8%	(1.1)	(15.7)	(9.2)	(9.8)	(5.2)	(4.8)	(3.3)	(33.3)	(2.0)	(6.3)	50.0	(45.0)
Paddy wagon - 21.7%	(0.5)	50.5	(34.0)	(9.4)	(2.1)	(7.3)	(6.7)	(1.0)	(2.0)	(6.3)	(1.5)	(5.0)
**Photocopier - 61.7%	85.7	53.8	(49.1)	63.5	75.4	60.9	73.3	75.5	(33.3)	71.2	74.8	77.5
Photographic equipment - 40.5%	91.2	(12.8)	(22.0)	(44.6)	73.1	(32.5)	81.7	74.5	(29.4)	(27.5)	91.1	60.0
**Police car radio - 98.6%	99.5	97.1	99.1	99.8	98.7	99.0	96.7	98.0	76.5	93.8	98.5	87.5
Tows of life, portapower - 7.2%	(14.8)	(0.5)	(4.7)	(6.0)	(11.4)	(15.6)	(20.0)	(2.9)	(23.5)	(2.2)	(7.5)	(5.0)
Fry bar - 40.0%	79.1	(11.4)	(35.4)	(42.9)	(47.9)	67.8	56.7	(24.5)	(39.2)	58.7	(29.6)	50.0
**Public address system - 59.5%	86.8	63.0	58.5	74.3	74.4	76.8	75.0	80.4	70.6	(17.5)	86.7	87.5
Cylons - 14.3%	(9.9)	(7.7)	(19.0)	(16.1)	(16.8)	(11.1)	(11.7)	(21.6)	(2.0)	(1.2)	(3.7)	(40.0)
**Radar unit - 64.8%	98.9	(6.5)	66.0	87.8	95.6	78.2	68.3	62.7	(2.0)	(1.2)	(1.5)	(5.0)
Radio car computer terminal - 16.5%	(6.0)	70.8	(2.2)	(1.2)	(1.3)	(1.7)	(1.0)	(1.0)	(35.3)	(1.5)	(17.5)	(17.5)
Rescue truck - 4.1%	(3.3)	(1.1)	(3.8)	(4.3)	(6.7)	(5.9)	(15.0)	(2.0)	(35.3)	(1.5)	(17.5)	(17.5)
**Revolver - 97.9%	96.7	98.0	97.9	99.3	98.2	99.0	96.7	90.2	94.1	98.7	99.3	90.0
Revolver speed loader - 13.1%	(3.3)	(9.5)	(8.5)	(17.7)	(17.6)	(17.6)	(33.3)	(17.6)	(7.8)	(7.5)	(11.9)	(7.5)
Rifle - 34.9%	79.1	(44.4)	(18.3)	(25.2)	(40.2)	(37.4)	53.3	(9.8)	(11.8)	(10.0)	86.7	(35.0)
Shot shield - 13.6%	(17.0)	(20.4)	(13.3)	(13.4)	(7.3)	(8.7)	(5.0)	(15.7)	(5.9)	(13.7)	(13.3)	(17.5)
**Shot baton - 54.6%	73.1	54.0	61.6	56.8	(45.6)	(45.7)	(26.7)	50.0	(13.7)	(21.2)	85.9	67.5
Hope - 27.7%	(14.3)	(5.0)	(39.7)	(33.6)	(32.1)	(39.4)	(31.7)	(23.5)	(29.4)	(16.2)	77.0	62.5
Scrambler radio - 3.8%	(8.8)	(1.3)	(1.9)	(5.3)	(2.6)	(3.1)	(11.7)	(17.6)	(3.7)	(3.7)	(10.0)	(10.0)
Self contained air pack - 4.7%	(2.2)	(0.4)	(1.9)	(1.9)	(10.1)	(6.6)	(5.0)	(36.3)	(29.4)	(3.7)	(2.9)	(35.0)
Semi-automatic pistol - 19.7%	(7.2)	(17.3)	(17.5)	(19.9)	(26.9)	(30.1)	(23.3)	(8.8)	(11.8)	(5.0)	(12.6)	(35.0)
**Shot gun - 92.2%	96.2	88.6	96.4	97.1	96.6	91.3	98.3	(41.2)	(35.3)	(45.0)	86.0	85.0
Skis - 4%	(9.3)	(0.5)	(0.2)	(0.5)	(0.7)	(1.7)	(1.0)	(1.0)	(3.9)	(5.0)	91.2	(12.5)
Snowmobile - 6.8%	(20.9)	7.0	(1.6)	(0.5)	(3.9)	(2.4)	(20.0)	(2.0)	(3.9)	(5.0)	91.2	(12.5)
Snowshoes - 4.7%	96.7	85.0	90.4	96.4	97.2	95.5	98.3	93.1	64.7	72.5	99.3	95.0
**Spotlight - 92.5%	(29.7)	(33.0)	(8.8)	(16.5)	(5.4)	(8.0)	(6.7)	(21.6)	(3.9)	(2.5)	(3.7)	(17.5)
Strolometer - 20.9%	(8.8)	(6.7)	(16.9)	(37.4)	(31.6)	(26.6)	(25.0)	(17.6)	(23.5)	(13.7)	(44.9)	(30.0)
Tape recorder - 34.4%	89.0	(4.5)	(19.4)	(47.5)	57.0	(39.8)	(46.7)	(30.4)	(5.9)	(1.2)	(6.6)	(7.5)
Tear gas grenade - 18.4%	(34.1)	(21.8)	(12.6)	(21.3)	(13.0)	(13.1)	(10.0)	(5.9)	(2.0)	(2.5)	(5.1)	(2.5)
Tear gas gun - 17.2%	(19.8)	(12.3)	(7.1)	(8.2)	(9.1)	(7.3)	(10.0)	(10.0)	(2.0)	(12.5)	(1.5)	(25.0)
Telescopic gun sight - 9.3%	(29.7)	(33.6)	(14.5)	(31.9)	(13.7)	(21.8)	(8.3)	(9.8)	(2.0)	(12.5)	(1.5)	(25.0)
Teletype - 22.7%	(0.5)	(2.7)	(1.2)	(2.3)	(0.3)	(1.7)	(12.7)	(17.6)	(5.9)	(6.3)	(15.4)	(20.0)
Three wheeled vehicle - 1.9%	(23.1)	(20.9)	(14.5)	(12.9)	(12.2)	(23.2)	(16.7)	(17.6)	(2.0)	-	(30.1)	(2.5)
Low truck - 17.0%	(1.1)	(0.4)	(4.6)	(2.6)	(7.5)	(1.4)	(5.0)	(5.9)	(2.0)	-	95.6	(2.5)
Tranquilizer gun - 3.3%	(1.6)	(4.0)	(1.4)	(1.9)	(4.1)	(0.3)	(6.7)	(2.0)	(23.5)	(12.5)	52.2	(25.0)
**Typewriter - 76.9%	96.2	74.4	65.6	71.2	92.2	74.0	93.3	91.2	66.7	78.7	88.1	75.0
Winch - 3.9%	(9.3)	(2.3)	(3.0)	(2.4)	(4.1)	(6.6)	(11.7)	(1.0)	(23.5)	(12.5)	52.2	(25.0)

Appendix S
SOURCES OF INFORMATION

AGENCY TYPE ABBREVIATIONS

S.P. - Michigan State Police
D.P. - Detroit Police Department
L.C. - Large Cities/Villages/Townships
M.C. - Medium Cities/Villages/Townships
S.C. - Small Cities/Villages/Townships
L.S. - Large County Sheriffs' Departments
S.S. - Small County Sheriffs' Departments
U.C. - Universities/Colleges
A.P. - Airports
R.R. - Railroads
N.R. - State Department of Natural Resources
L.P. - Local Parks

5-

*X's denote that majority of respondents indicated information is obtained primarily by reading the document itself, or by reading some summary of the material in the document (memo, training bulletin, etc.).

*% of respondents ≥ 50 , who reported reading a document in original or summary form across 8 traditional agencies; exact % appears following document title.

Appendix T

INDEX TO TASK STATEMENT LOCATIONS

TASK NUMBERS

All task statements are identified by a variable (a letter and a number) which is used in this index and throughout this Report (e.g., A17, "Evaluate officers in basic or in-service training," is the seventeenth task statement of Duty Field "A" in the survey instrument).

PAGE NUMBERS

Page numbers identify the locations of task statements both in the body of this Report and in all appendices.

Tasks	A	Page
A1		.03,P1
A2		.11,J1
A3	K31,L4,M8,N1	
A4		.11,J1
A5		.03,P4
A6		.11,J1
A7	32,33,38,01,P3	
A8		.03,P4
A9	K25,L28,M5,N6	
A10		.11,J1
A11		.11,J1
A12	38,01,P4	
A13		.03,P4
A14		.11,J1
A15	K22,L5,M5,N1	
A16		.11,J1
A17	31,33,K31,L10,M8,N2	
A18	31,33,K31,L10,M8,N2	
A19	35,37,K10,L4,M2,N1	
A20		.03,P4
A21		.11,J1
A22	38,01,P2	
A23		.04,P5
A24	31,33,K31,L35,M8,N8	
A25	32,33,03,P3	
A26	32,33,03,P3	
A27		.11,J1
A28		.03,P4
A29	31,K24,L23,M5,N5	
A30		.11,J1
A31		.03,P4
A32		.03,P2
A33	K25,L11,M6,N2	
A34	K27,M7	
A35	K27,M7	
A36	K27,M7	
A37		.11,J1
A38	K16,L36,M3,N8	
A39		.11
A40		.04,P4
A41		.11,J1
A42		.03,P4
A43	K24,L23,M5,N5	
A44	K27,L27,M7,N6	
A45		.03,P4
A46	K22,L8,M5,N2	
A47	K27,L27,M7,N6	
A48	K24,L10,M5,N2	
A49	31,K24,L25,M5,N6	
A50		.11,J1
A51		.11
A52		.03,P5
A53	K22,L8,M5,N2	
A54		.11,J1
A55		.04
A56	K14,M3	
A57		.11,J1
A58		.04,P4
A59		.11,J1
A60		.03,P4
A61	32,03,P4	
A62		.11,J1
A63		.11,J1
A64	38,01,P5	
A65		.03,P5
A66	32,04,P2	
A67		.11,J1

Tasks	B	Page
A68		32,03,P1
A69		32,03,P5
B1	K1,L11,M1,N2	
B2	K20,L1,M4,N1	
B3	K1,L1,M1,N1	
B4	K1,L1,M1,N1	
B5	K28,L29,M7,N6	
B6	K28,L29,M7,N6	
B7	K16,L36,M3,N8	
B8	K16,L36,M3,N8	
B9	K26,L32,M6,N7	
B10	K28,L30,M7,N7	
B11	K1,L3,M1,N1	
B12	37,K7,L37,M2,N8	
B13	37,K9,L29,M2,N7	
B14	37,K9,L25,M2,N6	
B15	K1,L25,M1,N6	
B16	K1,L6,M1,N2	
B17	K28,L29,M7,N7	
B18	K28,L29,M7,N6	
B19	K28,L29,M7,N6	
B20	K28,L29,M7,N7	
B21	K28,L29,M7,N6	
B22	K28,L30,M7,N7	
B23	K1,L1,M1,N1	
C1	K25,L11,M6,N2	
C2	K25,L26,M6,N6	
C3	K25,L16,M6,N3	
C4	K27,L27,M7,N6	
C5		.11,J1
C6	K25,L16,M6,N4	
C7	K25,L16,M6,N4	
C8		.11,J1
C9	K30,L21,M8,N5	
C10	K27,L27,M7,N6	
C11	K30,L16,M8,N4	
C12		.03,P2
C13	K16,L36,M3,N8	
C14		.11,J1
C15	K14,L37,M3,N8	
C16	K3,L32,M1,N7	
C17		.11,J1
C18		.38,01
C19		.11,J1
C20	K11,L7,M3,N2	
C21	K11,L7,M3,N2	
C22	K11,L7,M3,N2	
C23	K11,L7,M3,N2	
C24	K25,L9,M6,N2	
C25		.11,J1
C26		.38,01,P1
C27		.32,05,P5
C28	K25,L13,M6,N3	
C29	K25,L21,M6,N4	
C30	K25,L28,M5,N6	
C31	K27,L27,M7,N6	
C32		.11,J1
C33	K25,L16,M5,N3	
C34		.32,03,P3
C35		.11,J1
C36	K25,L18,M6,N4	
C37	K25,L18,M6,N4	
C38	K25,L37,M6,N8	

Tasks	C	Page
C39		.03
C40		.03
C41	K11,L7,M3,N2	
C42	K11,L7,M3,N2	
C43	K11,L7,M3,N2	
C44	K11,L7,M3,N2	
C45	K25,L29,M6,N7	
C46		.11,J1
C47	K3,L21,M1,N5	
C48		.04,P3
C49	K25,L21,M6,N5	
C50	K25,L24,M6,N6	
C51	K3,L21,M1,N4	
C52		.11,J1
C53	K25,L8,M6,N2	
C54		.04,P3
C55	K25,L16,M6,N4	
C56		.11,J1
C57	K25,L23,M6,N5	
C58		.03
C59		.11,J2
C60	K25,L5,M5,N1	
C61	K25,L28,M6,N6	
C62	K25,L16,M5,N3	
C63	K25,L30,M6,N7	
C64	K25,L30,M6,N7	
C65	37,K9,L29,M2,N7	
C66	K14,L37,M3,N8	
C67		.11,J2
C68	K17,L7,M4,N2	
C69	K25,L9,M5,N2	
C70	K25,L9,M6,N2	
C71	K1,L9,M1,N2	
C72	K14,L37,M3,N8	
D1		.04,P4
D2	K25,L11,M6,N2	
D3	K25,L11,M6,N2	
D4	31,K3,L20,M1,N4	
D5	K20,L11,M4,N2	
D6	K3,L20,M1,N4	
D7	K3,L20,M1,N4	
D8	K20,L11,M4,N2	
D9	K25,L11,M6,N3	
D10	K25,L6,M6,N2	
D11	K25,L6,M6,N2	
D12	K4,L6,M1,N2	
D13	K25,L4,M6,N1	
D14	K13,L6,M3,N2	
D15		.11,J2
D16	32,33,38,01,P2	
D17	K1,L11,M1,N2	
D18		.11,J2
D19		.03,P2
D20		.03,P2
D21		.04,P2
D22		.11,J2
D23		.11,J2
D24		.11,J2
D25		.11,J2
D26	K25,L17,M6,N4	
D27	K25,L18,M6,N4	
D28	K3,L21,M1,N4	
D29	37,K6,L20,M2,N4	
D30	37,K6,L20,M2,N4	
D31	K25,L11,M6,N3	

Tasks	Page
D32. K20,L15,M4,N3	
D33. 35,37,K10,L17,M2,N4	
D34. 11,J2	
D35. K13,L29,M3,N6	
D36. K13,L30,M3,N7	
D37. 11,J2	
D38. K30,L1,M7,N1	
D39. K25,L26,M6,N6	
D40. K25,L11,M6,N3	
D41. 38,01,P3	

Tasks	Page
E1. 12,J2	
E2. 12,J2	
E3. 12,J2	
E4. 12,J2	
E5. 12	
E6. 12,J2	
E7. 12,J2	
E8. 12,J2	
E9. 12,J2	
E10. 12,J2	
E11. 12,J2	
E12. 12,J2	
E13. 12,J2	
E14. 05,P2	
E15. 12,J2	
E16. 05,P3	
E17. 12,J2	
E18. 12,J2	
E19. 05,P3	
E20. 12,J2	
E21. 12,J2	
E22. 05,P3	
E23. 12	
E24. 12,J2	
E25. 12,J2	
E26. 12,J2	
E27. 12,J2	
E28. 12,J2	
E29. 12,J2	
E30. 12,J2	

Tasks	Page
F1. 38,01,P5	
F2. 12,J3	
F3. 12,J3	
F4. 12,J3	
F5. 12,J3	
F6. 12	
F7. 38,01,P1	
F8. 12,J3	
F9. 12,J3	
F10. 12,J3	
F11. 12,J3	
F12. 12	
F13. 12,J3	
F14. 12,J3	
F15. 12,J3	
F16. K4,L23,M1,N5	
F17. 12	

Tasks	Page
G1. 37,K8,L26,M2,N6	
G2. 12,J3	
G3. 03,P2	
G4. 12,J3	

Tasks	Page
G5. 12,J3	
G6. 12,J3	
G7. 38,01,P5	
G8. 38,01,P5	
G9. K25,L26,M6,N6	
G10. 12,J3	

Tasks	Page
H1. 35,37,K10,L5,M2,N1	
H2. K5,L30,M1,N7	
H3. K5,L30,M1,N7	
H4. 35,37,K10,L21,M2,N4	
H5. 35,37,K10,L19,M2,N4	
H6. 35,37,K10,L21,M2,N5	
H7. K20,L4,M4,N1	
H8. 37,K9,L5,M2,N1	
H9. 35,37,K10,L5,M2,N1	
H10. 35,37,K10,L5,M2,N1	
H11. K5,L31,M1,N7	
H12. 03,P4	
H13. K5,L37,M1,N8	
H14. K21,L30,M5,N7	
H15. 35,37,K10,L5,M2,N1	
H16. 35,37,K10,L16,M2,N3	
H17. K5,L16,M1,N3	
H18. 32,38,01,P1	
H19. K18,L17,M4,N4	
H20. K18,L17,M4,N4	
H21. K18,L17,M4,N4	
H22. K18,L17,M4,N4	
H23. 35,37,K10,L29,M2,N6	
H24. 35,37,K10,L19,M2,N4	
H25. 12,J3	
H26. 35,37,K10,L25,M2,N6	
H27. K5,L30,M1,N7	
H28. 35,37,K10,L4,M2,N1	
H29. 31,K5,M1	
H30. 31,38,01	
H31. 38,01	
H32. K14,L37,M3,N8	
H33. K2,L37,M1,N8	
H34. K2,L37,M1,N8	
H35. 12,J3	
H36. 37,K7,L4,M2,N1	
H37. K2,L5,M1,N1	
H38. K18,L37,M4,N8	
H39. K5,L37,M1,N8	
H40. K5,L23,M1,N5	
H41. K5,L23,M1,N5	
H42. 35,37,K10,L5,M2,N1	
H43. 35,37,K10,L4,M2,N1	
H44. 35,37,K10,L28,M2,N6	
H45. 37,K9,L29,M2,N6	
H46. 37,K9,L16,M2,N3	
H47. 37,K9,L29,M2,N6	
H48. 12,J3	
H49. K14,L37,M3,N8	
H50. K2,L33,M1,N7	
H51. K5,L23,M1,N5	
H52. K24,L23,M5,N5	
H53. K18,L37,M4,N8	
H54. 35,37,K10,L11,M2,N2	
H55. K20,L11,M4,N2	
H56. 35,37,K10,L18,M2,N4	
H57. K5,L9,M1,N2	
H58. 35,37,K10,L28,M2,N6	
H59. 35,37,K10,L5,M2,N1	

Tasks	Page
H60. 35,37,K10,L28,M2,N6	
H61. K5,L4,M1,N1	

Tasks	Page
I1. 13,J3	
I2. 13,J3	
I3. 05,P1	
I4. 13,J3	
I5. 13,J3	
I6. 13,J3	
I7. 32,05,P3	
I8. 13,J3	
I9. 13,J3	
I10. 05,P5	
I11. 13	
I12. 13,J3	
I13. 13	
I14. 13,J3	
I15. 13,J3	
I16. 13,J3	
I17. 32,05,P5	
I18. 32,05,P2	
I19. 32,05,P3	
I20. 13,J4	
I21. 13,J4	
I22. 13,J4	
I23. 13	
I24. 13,J4	
I25. 13,J4	
I26. 13,J4	
I27. 13,J4	
I28. 13,J4	
I29. 13	
I30. 13,J4	
I31. 13,J4	
I32. 13,J4	
I33. 13,J4	
I34. 13,J4	
I35. 13	

Tasks	Page
J1. K26,L24,M6,N5	
J2. K26,L24,M7,N5	
J3. K26,L24,M7,N6	
J4. K26,L24,M7,N6	
J5. K26,L24,M6,N5	
J6. K26,L24,M7,N6	
J7. K26,L24,M6,N5	
J8. K26,L24,M6,N5	
J9. K26,L24,M6,N5	
J10. K26,L24,M7,N5	
J11. K26,L24,M7,N6	
J12. K26,L32,M6,N7	
J13. K26,L24,M6,N5	
J14. K26,L24,M7,N5	
J15. K26,L24,M7,N5	
J16. K26,L24,M6,N5	
J17. K26,L24,M6,N5	
J18. K26,L24,M7,N6	
J19. K26,L32,M6,N7	
J20. K26,L32,M6,N7	
J21. 13,J4	
J22. K26,L24,M7,N5	
J23. 04,P4	

Tasks	K	Page
K1. 02,P2		
K2. 13,J4		
K3. 32,02,P2		
K4. K19,L11,M4,N3		
K5. 13,J4		
K6. 02,P1		
K7. 13,J4		
K8. 13,J4		
K9. 13,J4		
K10. K19,L22,M4,N5		
K11. 13,J4		
K12. 13,J4		
K13. 02,P3		
K14. K19,L22,M4,N5		
K15. K19,L22,M4,N5		
K16. K19,L16,M4,N3		
K17. 02,P4		
K18. 13		
K19. K19,L22,M4,N5		
K20. 13,J4		
K21. 02,P3		
K22. 02,P4		
K23. 13,J4		
K24. 02,P3		
K25. 02,P3		
K26. 02,P1		
K27. 13,J4		
K28. 13,J4		
K29. 14,J4		
K30. 02,P4		
K31. 02,P3		
K32. 02,P4		
K33. K15,L12,M3,N3		
K34. K19,L22,M4,N5		
K35. 14,J4		
K36. 02,P3		
K37. 14,J4		
K38. 14,J4		
K39. K19,L22,M4,N5		
K40. K19,L18,M4,N4		
K41. 02		
K42. 02,P4		
K43. 14		
K44. 02		
K45. K19,L22,M4,N5		
K46. 02,P4		
K47. K19,L30,M4,N7		
K48. 02,P4		
K49. 14,J4		
K50. 02,P4		
K51. 14,J4		
K52. 14,J5		
K53. K19,L22,M4,N5		
K54. 02,P4		
K55. 14,J5		
K56. 02,P4		
K57. 14,J5		
K58. K19,L22,M4,N5		
K59. 14,J5		
K60. 02,P3		
K61. 02,P5		
K62. 02,P5		
K63. 02,P5		
K64. 02,P5		
K65. 14,J5		
K66. 14		
K67. 02,P4		

Tasks	L	Page
L1. K17,L14,M3,N3		
L2. K17,L14,M3,N3		
L3. K17,L14,M3,N3		
L4. K17,L14,M3,N3		
L5. K17,L14,M3,N3		
L6. K17,L14,M4,N3		
L7. 31,33,K17,L14,M3,N3		
L8. 32,02,P2		
L9. K17,L14,M4,N3		
L10. 31,K17,L14,M4,N3		
L11. 32,02,P2		
L12. 31,K17,L14,M4,N3		
L13. 31,K17,L14,M4,N3		
L14. 31,K17,L14,M3,N3		
L15. 31,K17,L14,M4,N3		
L16. 32,02,P2		
L17. K17,L14,M3,N3		
L18. K17,L14,M3,N3		
L19. 31,K17,L14,M4,N3		
L20. 31,K17,L14,M4,N3		
L21. K17,L14,M4,N3		
L22. K17,L14,M4,N3		
L23. 31,K17,L14,M3,N3		
L24. K17,L14,M4,N3		
L25. 31,K17,L14,M4,N3		
L26. 31,K17,L14,M4,N3		
L27. 32,02,P2		
L28. 31,33,K17,L14,M4,N3		
L29. 14,J5		

Tasks	M	Page
M1. 14,J5		
M2. 14,J5		
M3. 05,P1		
M4. 05,P1		
M5. 14,J5		
M6. 14,J5		
M7. 14,J5		
M8. 05,P1		
M9. 14,J5		
M10. 14,J5		
M11. 14,J5		
M12. 14,J5		
M13. 14,J5		
M14. 32,05,P3		
M15. 14		
M16. 14		
M17. 14		
M18. 14,J5		
M19. 14,J5		
M20. 14,J5		
M21. 32,05,P3		
M22. 05,P5		
M23. 14,J5		
M24. 14		
M25. 05,P3		
M26. 14		
M27. 14,J5		
M28. 14,J5		
M29. 14,J5		
M30. 14,J5		
M31. 14,J5		
M32. 14,J5		
M33. 14		
M34. 14,J5		
M35. 14,J5		
M36. 14,J5		

Tasks	Page
M37. 14,J5	
M38. 14	
M39. 15,J5	
M40. 15	
M41. 15,J5	
M42. 15,J5	
M43. 15	
M44. 05,P2	
M45. 15,J5	
M46. 05,P3	
M47. 15	
M48. 15	
M49. 05	
M50. 15,J5	
M51. 15,J5	
M52. 15	</

Tasks	Page
010.K23,L16,M5,N4	
011.K23,L16,M5,N4	
012.I5,J6	
013.K23,L16,M5,N4	
014.I5,J6	
015.K23,L17,M5,N4	
016.I5,J6	
017.K23,L18,M5,N4	
018.K23,L16,M5,N3	
019.K23,L3,M5,N1	
020.K23,L29,M5,N7	
021.K23,L31,M5,N7	
022.K23,M5	
023.K23,L30,M5,N7	
024.K23,L24,M5,N6	
025.K23,L5,M5,N1	
026.K23,L4,M5,N1	
027.K23,L29,M5,N7	
028.K23,L5,M5,N1	
029.31,K23,L31,M5,N7	
030.K23,L34,M5,N7	
031.K23,L16,M5,N4	

P
P1.K12,L2,M3,N1
P2.K30,L11,M8,N2
P3.K20,L11,M4,N3
P4.I5,J6
P5.K12,L2,M3,N1
P6.K12,L1,M3,N1
P7.K30,L26,M8,N6
P8.K30,L1,M7,N1
P9.K30,L21,M7,N5
P10.K30,L21,M7,N5
P11.K14,L37,M3,N8
P12.I04,P5
P13.I5,J6
P14.K30,L34,M8,N7
P15.I04,P5
P16.K30,L34,M7,N7
P17.K30,L34,M7,N7
P18.K30,L34,M7,N7
P19.K30,L5,M7,N1
P20.K30,L11,M8,N3
P21.K30,L11,M8,N2
P22.K30,L21,M8,N5
P23.I04,P3
P24.K30,L16,M8,N4
P25.K30,L16,M8,N4
P26.K30,L16,M8,N4
P27.I5,J6
P28.I5,J6
P29.I04,P1
P30.I5,J6
P31.K30,L3,M8,N1
P32.K30,L11,M8,N3
P33.I04,P1
P34.K1,L1,M1,N1
P35.I5,J6
P36.K30,L21,M8,N5
P37.I04,P1
P38.I04,P3
P39.K30,L16,M7,N4
P40.31,33,K12,M3
P41.I5,J6
P42.I04,P5
P43.I04,P5

Tasks	Page
P44.K30,L37,M8,N8	
P45.I5,J6	
P46.K30,L24,M7,N5	
P47.K30,L24,M8,N6	
P48.I04,P1	
P49.K24,L16,M5,N4	
P50.K30,L21,M8,N5	
P51.I5,J6	
P52.I5,J6	

Use of Equipment Tasks
Not Assigned to Selection Groups

Core Tasks

- A-34 Operate LEIN terminal to check persons and property
- A-35 Operate LEIN terminal to update data
- A-36 Operate telephone console or switchboard
- A-56 Type incident reports
- H-29 Photograph crime scenes
- O-22 Photograph accident acenes
- P-40 Operate "breathalyzer" instrument to test blood-alcohol content

Non-Core Tasks

- A-55 Transmit messages on teletype
- C-18 Dictate reports into recording devices
- C-39 Operate fire truck pump controls
- C-40 Operate fire truck turret and fire hose handlines
- C-58 Refill fire extinguishers
- H-30 Photograph latent fingerprints
- H-31 Photograph line-ups
- K-41 Operate cell block controls
- k-44 Photograph prisoners
- M-49 Patrol waterways
- M-55 Pursue watercraft at high speed

END