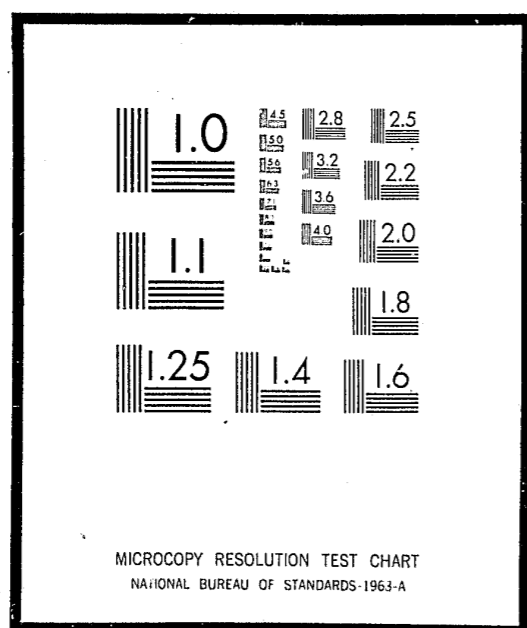


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LAW ENFORCEMENT ASSISTANCE ADMINISTRATION POLICE TECHNICAL ASSISTANCE REPORT

SUBJECT: Hollywood, Florida; Police Position Analysis

REPORT NUMBER: 75-74

FOR: Hollywood, Florida, Police Department
Hollywood City Population: 132,000
Police Strength (Sworn): 240
Total: 350
Hollywood City Area: 34.2 square miles

CONTRACTOR: Westinghouse Justice Institute

CONSULTANT: J. P. Morgan, Jr.

CONTRACT NUMBER: J-LEAA-003-76

DATE: March 12, 1976

32627

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FOREWORD

This request for Technical Assistance was made by the Hollywood, Florida, Police Department. The requested assistance was concerned with conducting an analysis of all job positions within the Department.

Requesting Agency: Hollywood Police Department,
Mr. San D. Martin, Chief of Police

State Planning Agency: Broward County Criminal Justice Planning
Council, Mr. John Woodward,
Director

Bureau of Criminal Justice Planning
and Assistance, Mr. Charles R. Davoli,
Bureau Chief.

Approving Agency: LEAA Region IV (Atlanta),
Mr. Ben Jordon, Director, Program
Development and Technical Assistance
Division;
Mr. John A. Gregory, Police Specialist;
Ms. Carol Blair, Florida Coordinator

1. INTRODUCTION

To comply with Law Enforcement Assistance Administration and Equal Employment Opportunity Commission requirements for police employee validation of selection, promotion, and other personnel actions, Chief Sam D. Martin of the Hollywood Police Department requested technical assistance to conduct a detailed job analysis of all job positions within the Department.

A detailed analysis of the 11 positions within the Hollywood Police Department would entail interviews with a large cross-section of employees, the use of behavior checklists (to involve large numbers of officers in the survey), and observations of employees while on duty. Based upon time constraints, the Consultant restricted his approach to the interview technique.

Lieutenant John Darcy of the Department's Planning and Research Unit was the key contact during this project. Other persons interviewed include the following:

- Captain Mowers, Administrative.
- Lieutenant Darcy, Staff.
- Lieutenant Bias, Patrol.
- Lieutenant Hynds, Communication.
- Lieutenant Rabar, Investigation.
- Lieutenant Stip, Services.
- Lieutenant Prigodich, Administration.
- Sergeant Alderson, Administration.
- Sergeant Reeves, Investigation.
- Sergeant Brickman, Patrol.

2. UNDERSTANDING OF THE PROBLEM

During the initial visit to the Hollywood Police Department, it was realized that what was actually desired was an update of job descriptions for the ranks of sergeant, lieutenant and captain, to develop valid promotional examinations that are scheduled for the Spring of 1976. With this specific task in mind, it became necessary to review validation procedures, and provide suggestions to accomplish validity in a promotional examination.

A promotional examination must be valid, reliable, and practical. Validity, the most important consideration, and reliability are of great importance when a test is challenged legally.

Validity of a test simply refers to whether the test actually measures what it is designed to measure. In a police department promotional examination, basic knowledge of a particular position is measured. Hopefully, the test will also have some predictability about the individual's chances of successful performance as a supervisor.

There are actually three basic kinds of validity: Content validity, criterion-related validity, and construct validity. Statistical evaluation is used to prove validity of a test. A high correlation is sought between test scores and the identified criterion behavior.

One of the most defensible ways of constructing and validating a test for a police department is as follows:

- The test writers should be thoroughly familiar with the position(s) requirements being tested, either from personal experience or from the conduct of sufficient interviews with people in the position to gain the necessary knowledge. The test should then be written with the particular position in mind.
- The test should be administered several times to individuals currently in the position. Each time, the results should be reviewed and analyzed to adjust and improve the examination.
- The test should then be administered to the applicant.
- The applicants' subsequent job performance should be charted over a period of time to measure their success against their test scores.

Within the Hollywood Police Department, the requirements for the three positions in question were developed based upon interviews and translated into job descriptions. The remainder of the validation process should be completed by Department personnel. Thus, the deliverables have been reduced to three preliminary descriptions and an action plan for a true job analysis.

2.1 Influence on the Problem

The initial visit to Hollywood preceded, by only one weekend, a Departmental reorganization that changed the roles of both the lieutenant and the captain. All interviews conducted with these people included what the interviewees thought their role would be under the reorganization.

On the subsequent visit, an attempt was made to update previous interviews.

3. ANALYSIS OF THE PROBLEM

Although the Consultant provided three preliminary job descriptions, a more comprehensive job analysis should be pursued by the Hollywood Police Department to meet LEAA and EEOC guidelines.

The recurring theme in the EEOC guidelines is that any procedure used for selection or promotion purposes must be job-relevant. This requirement should disturb no one, since it is basic to any sound selection program. Unfortunately, few jurisdictions have conducted job analysis studies. They all agree that they want to select the officers who are "best qualified," but they have not answered the question, "Best qualified for what?" To answer this question, the requirements of the job to be filled must be examined very carefully.

The next step is to analyze and define the characteristics an individual must have to function effectively on the job. Here it is important to differentiate between characteristics that an individual must possess moving into the position and those acquired through training and on-the-job experience. Finally, assessment strategies must be devised to identify, as reliably as possible, the individuals in the available pool who most nearly meet the requirements devised from job analysis.

4. FINDINGS AND CONCLUSIONS

A review of the present job descriptions for the Hollywood Police Department disclosed a lack of a clear distinction between rank responsibilities. Moreover, the responsibilities of lieutenant and captain changed during November 1975. These two situations would create a serious problem for any tests developed using outdated and inadequate job descriptions.

A thorough job analysis should be instituted and job descriptions developed for those ranks for which tests must be developed. This report should constitute the first step in such a procedure.

The three job descriptions proposed herein (see Appendix A) are preliminary and must be validated by use of the procedure outlined in Section 5. This procedure revolves around a systematic job analysis.

Validation procedures for testing have also been included in this report and should assist the Hollywood Police Department in combining job analysis, job description, and test preparation to comply with the letter and intent of the law and professional personnel practices.

5. RECOMMENDATIONS

Appendix A includes three job descriptions for the ranks of sergeant, lieutenant, and captain in the Hollywood Police Department. These should be reviewed and updated, where appropriate, by those in the rank described. Their immediate supervisors should also review the descriptions and suggest any additional changes. The command staff of the Department should resolve any difference between superiors and subordinates on the actual job task for each rank.

The following procedures are recommended for assembling data, above and beyond those collected by interview, to construct job descriptions that result from job analysis.

- Collect Job Information -- To obtain a comprehensive record of all pertinent information, a detailed questionnaire should be used to obtain descriptions of the duties, responsibilities, and working conditions of each assignment. Questionnaire responses are usually prepared by persons actually performing the assignments, and are reviewed and supplemented by supervisors and administrative staff. (A suggested job analysis questionnaire is illustrated in Figure 5-1.)
- Field Observation -- After the questionnaires are completed and reviewed by Department management, the survey staff should review the questionnaires and conduct field observations of one or more positions within each assignment grouping (represented by a questionnaire that identifies the positions covered). The survey staff may be directed by consultants but should always include line and staff representatives of the Department and, preferably, a representative of the central personnel agency. It may also be desirable to include a representative of the employee organization, designated by its officers or governing board.

The purposes of the field observations by the survey staff are to:
(a) Ensure familiarity with the duties and responsibilities of each assignment through personal discussion with an incumbent or a responsible supervisor; (b) add missing information on the questionnaires; (c) review and discuss the organizational structure of each unit, and obtain the views of the unit head regarding the relative importance and value of the various assignments under that person's control; and (d) confirm the proper grouping of positions among assignments, consolidate the questionnaires covering identical or nearly identical assignments, and determine tentatively appropriate descriptive titles for the assignments.



APPENDIX A

Job Descriptions

JOB DESCRIPTIONS

A job description, usually called General Statement of Duties, reflects "common responsibilities within a rank." For example, every lieutenant has general coordinating responsibilities in addition to his specific assignment. This might be considered the job constant. The job variable is the emphasis on his particular assignment (a patrol lieutenant coordinates patrol activities).

Although common responsibility is acknowledged, clear distinction of rank responsibilities must be present if a job description is to be used as a guide for examination preparation. Since ranks are the object of tests rather than any one assignment, descriptions must be general in nature and as all-inclusive as possible.

Following are three preliminary job descriptions for the ranks of sergeant, lieutenant, and captain in the Hollywood Police Department. Acceptable or required training and experience has not been included in view of the preliminary nature of these descriptions. Such determination can best be made by in-house personnel more familiar with the particular needs, as well as the talent available, within the organization.

POLICE SERGEANT

Rank: Police Sergeant

General Statement of Duties: Under general supervision and coordination, is responsible for the supervision of unit activities and the guidance of personnel within the unit; performs related duties as required.

Examples of Duties: (Illustrative only)

- Supervises subordinates' activities, ensuring compliance with Departmental policies, procedures, rules, and regulations relating to performance, discipline and grooming.
- Evaluates subordinates' performance, identifying training and career development needs.
- Provides technical assistance to subordinates, ensuring proper task performance.
- Obtains reports from subordinates; reviews and delivers reports to superior.
- Schedules subordinates' vacations.
- Assumes responsibility at the scene of an emergency until relieved by a superior.
- Makes specific assignments to subordinates.
- Participates in training programs.
- Maintains frequent contact with public as a command representative of the Department.
- Identifies resources needed by his unit and communicates this information to superiors.
- Checks and issues equipment.

POLICE LIEUTENANT

Rank: Police Lieutenant

General Statement of Duties: Under administrative direction, is responsible for coordinating Division or Section activities in compliance with Departmental policies; performs related duties as required.

Examples of Duties: (Illustrative only)

- As Division Commander, reports directly to the Chief/Assistant Chief.
- As Patrol Section Commander, reports directly to the Executive Lieutenant.
- Responds to major case investigations.
- Recommends, develops, and conducts training programs for his command.
- Familiarizes himself with the capabilities of his subordinate officers.
- Directs subordinate personnel in the identification and development of their objectives, pursuant to Departmental goals.
- Coordinates and schedules personnel and resources in a manner conducive to the achievement of established objectives.
- Suggests policy and carries it out through supervisors and other personnel.
- Reviews reports, providing quality control.
- Evaluates his operation to identify dysfunctional procedures or programs, and develops viable alternatives for administration consideration.
- Passes knowledge of certain technical and managerial skills, as well as general knowledge of laws and ordinances, to ensure maximization of personnel and resources.

- o Establishes professional liaison to carry out the mission of his command.
- o Supervises and coordinates the activities of supervisors assigned to his command.
- o Identifies his command's budgetary needs and monitors expenditures.

POLICE CAPTAIN

Rank: Police Captain

General Statement of Duties: Under the general direction of the Chief/ Assistant Chief, is responsible for the effective administration of the Operations Division during his watch; responsible for the entire Department during those hours of the day when other Division Commanders are not on duty; performs related duties as required.

Examples of Duties: (Illustrative only)

- Assists the Chief of Police in building and maintaining Departmental morale and in maintaining strict discipline throughout the Department.
- Receives all complaints by citizens and reports by members of the Department of any allegation, misconduct, incompetency, negligence of duties, and all other violations of the Rules and Regulations that are reported during his command; provides direct reporting of same to the Office of the Chief of Police.
- Makes inspections of the city, the divisions, and subordinates at irregular intervals and hours of the day and night.
- After each tour, reports to the Office of the Chief of Police his findings of the conditions and events of his tour of duty that would prove to be valuable information.
- Responds to any emergency or occurrence of a serious or unusual nature that arises within his jurisdiction, in accordance with Departmental procedures, unless his presence at his station would be of more value under the circumstances. In such case, he shall assign a competent subordinate officer to take command at the scene of the emergency.
- Whenever possible, responds to calls where members of his command are involved in controversy or serious accident.
- Concerns himself with the care and welfare of the personnel during their watch.
- Holds hearings at 9:00 a.m. the next business day after an employee has been relieved of duty, and makes appropriate recommendations to the Office of the Chief of Police.

- Familiarizes himself with all work assignments to see that adequate personnel are assigned to ensure the effective workload of the watch.
- Prepares required correspondence and reports, and maintains records relating to the activities of his watch.
- Responsible for the good order and sanitary condition of Departmental buildings, or portions thereof within his command, and for the furnishings and equipment assigned thereto.
- Responsible for the proper care and serviceability of Departmental equipment assigned to personnel under his command.
- Reviews all information going to the Public Information Officer during his watch to ascertain if such information is in conformance with Department policies and guidelines.
- Coordinates the efforts of all his personnel during their tour of duty, toward achievement of police objectives, eliminating friction, criticism, and inefficiency.
- Maintains cooperative relationships between the Department and other agencies.

END

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