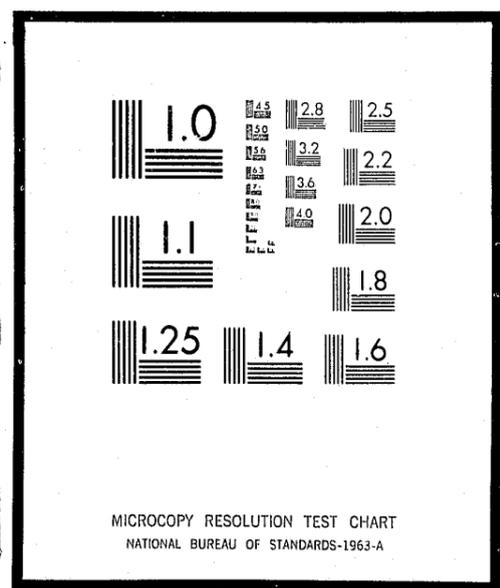


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U.S. DEPARTMENT OF JUSTICE
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
NATIONAL CRIMINAL JUSTICE REFERENCE SERVICE
WASHINGTON, D.C. 20531

12/15/76
Date filmed

R-76-158

LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
POLICE TECHNICAL ASSISTANCE REPORT

SUBJECT: Arlington County, Virginia; Guidelines Development for Followup Criminal Investigation

REPORT NUMBER: 75-112

FOR: (VA) -
Arlington County, Virginia, Police Department
County Population: 270,000
Police Strength (Sworn): 308
Total: 391
County Area: 25.5 square miles

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CONTRACTOR: Westinghouse Justice Institute
CONTACT: J. P. Morgan, Jr.
TITLE NUMBER: J-LEAA-003-76
July 1976

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FOREWORD

This request for Technical Assistance was made by the Arlington County, Virginia, Police Department. The requested assistance was concerned with developing guidelines whereby the Department's Operations Division personnel could perform followup criminal investigation duties.

Requesting Agency: Arlington County Police Department,
Chief Roy C. McLaren

State Planning Agency: Division of Justice and Crime Prevention,
Mr. Joseph N. Tucker, Police Systems
Coordinator

Approving Agency: LEAA Region III (Philadelphia), Mr. Edwin S.
Schriver, Police Specialist.

1. INTRODUCTION

Arlington County is an urbanized county with a population of approximately 270,000 contained in an area of 25.5 square miles. The County operates a municipal government, since there are no incorporated cities or towns within the County borders. Until 1970, Arlington County was considered a suburb of Washington, DC, acting as a bedroom community for the government workers employed in the Nation's Capital. As a result of the 1970 census, the County is now considered as part of the central city for purposes of statistical analysis.

The primary employer of Arlington County residents is still the Federal government, and many of the Federal offices have moved into the County centering in two areas: Roslyn and Crystal City. These two areas are the nearest to what would be called the County's central business districts. Retail sales are spread throughout the County in shopping centers of various sizes.

The population of Arlington County is generally considered to be more transient, better educated, more liberal politically, and better off financially than other State residents. Since a majority of the residents are employed either by the Federal government or government-related businesses, they do not suffer from many of the fluctuations normally experienced by those employed in the private sector. The median income for the County as measured in the 1970 census, exceeded \$15,500.

The Police Department reflects the demographics of the County. The force consists of 308 authorized fulltime sworn personnel and 83 civilians (FY76). Over 50 percent of the sworn personnel have Bachelor degrees, several have graduate degrees. The Department has not hired a sworn officer without a college degree for more than 5 years. Moreover, the majority of the remaining personnel are in the process of getting their degrees. This is a result of the County's policy of encouraging education through incentive pay, education leave, and payment of all tuition and book costs. The County is able to attract and retain a high level of quality in their employees, because they currently enjoy the highest salary and fringe benefit levels of any police department in the State.

The Police Department is generally organized in the traditional line and staff style. It is comprised of three divisions (i.e., Operations [patrol], Investigations, and Administrative Services) and the Office of the Chief. The Investigations Division is also referred to as CID.

The Arlington County Police Department uses a "4-9" Plan, whereby the officers work 4 days a week, 9 hours a day. There are three shifts: 7 a.m.-4 p.m., 3 p.m.-12 midnight, and 10 a.m.-7 a.m.

There are five Patrol "crews": Three on duty and two off duty during any given day. A lieutenant is in charge of a crew, which is further supervised by two sergeants and four district supervisors (equivalent to corporals). The 12 beats within the County are covered by 22 to 24 officers of a crew. A Motorcycle Squad that works two shifts with 10 officers and a Robbery Task Force of 20 officers and detectives complement the officers assigned to crews.

To provide the best possible service to the community, Chief Roy C. McLaren proposed the introduction of the team policing concept to the Arlington County Police Department. This concept involves the establishment of beat teams composed of well-trained, generalist officers who work in microcosms of the community (i.e., neighborhood beats). For various reasons, the 1975 memorandum introducing the concept met with internal opposition. The situation was compounded as a result of budgetary restrictions; as such, Chief McLaren made the decision to postpone any immediate change in the current system of policing.

However, the Chief requested technical assistance to help develop guidelines for implementing a system whereby Operations Division personnel could perform some followup criminal investigations. The general areas that should be covered by such guidelines include:

- The development of a time-phased, Department strategy for introducing the followup investigations system in the Operations Division.
- The identification of training requirements for Operations Division personnel to ensure investigating effectiveness that is consistent with current crime-clearance objectives.
- The selection of crime categories and situations for which Operations Division personnel would have either exclusive or joint follow-up responsibility with the Investigations Division.
- The development of management requirements and reporting procedures for effective system implementation.

The feasibility of such a system should also be addressed.

To assist in carrying out this assignment, the Consultant held interviews with the following persons of the Arlington County Police Department:



- Chief R. C. McLaren.
- Capt. W. A. Allen.
- Capt. A. A. Fuchsman.
- Capt. Holsclaw
- Capt. Lee.

In addition, questionnaires were prepared and distributed to members of the Operations and Investigations Divisions to obtain their inputs on the proposed systems.

2. UNDERSTANDING OF THE PROBLEM (METHODOLOGY)

After the Consultant reviewed the technical assistance request, he interviewed the Chief of Police at length concerning the project. The Consultant was concerned that the project might dead-end if it was determined that Patrol officers did not have any time to assume some investigative duties. Thus, it was suggested to the Chief that he consider removing some current responsibilities that consume Patrol manpower time. Two such areas discussed were: "Screening" some calls that could be initially or totally handled over the phone rather than having an officer dispatched automatically, and not having officers investigate and issue citations in minor (less than \$200 property damage) traffic accidents. The Chief is considering these and other ways to better use the time of Patrol officers. This approach is crucial not only because of this project but because of the hiring freeze presently in effect and the possibility, even though remote, of some future lay-offs by the County.

To assist in this project, the Chief made available a 1974 study of the Investigations Divisions and a copy of the Departmental Goals (8-25-75), which includes crime-clearance objectives for the various crime categories. These were reviewed during the course of this project.

The Services Division captain provided statistical data for a 1-month survey conducted during 1974 that would identify the manhours expended by the Operations and Investigations Divisions on the various activities they perform. The percentages of departmentwide manpower expended during that month were: Crime Prevention and Suppression (26.5 percent); Crime Reduction, Investigation, and Apprehension (27.8 percent); Traffic Control (11.7 percent); Maintenance of Public Order (.2 percent); Public and Emergency Services (4.2 percent); Administrative Activity (1.2 percent); and Technical Services (14.3 percent). The subcategories of these main categories are depicted in a list of Program/Activity Codes located on the back of the Daily Activity Log (Form No. 2020225) and provides an adequate explanation for the categories.

The Consultant was referred to the Budget Analyst for the Arlington County Police Department, who furnished the divisional statistics from the survey reviewed previously. Although these figures are for the period April 15 to May 14, 1974, they are being used by the Department as a basis for 1977 budgetary requests.

Current figures for response times (both emergency and nonemergency) were sought to determine the present status of this measurable indicator. It was felt that the addition of investigative duties might stimulate allegations of nonavailability of officers for emergency calls and, as such, it was necessary to establish a basis for comparison. Current fig-

ures were not available, and no computer inquiry had been made concerning response time since a computer program had been developed in December 1974 for the purpose of determining such data. Arrangements were made for a printout of such data for January and February 1976. A report for the month of February covering various activities of the Arlington County Police Department was also provided the Consultant.

There are two pieces of information that are germane to this project. Of primary concern is the fact that procedures already exist that allow members of the Operations Division to conduct some follow-up investigations. The District supervisor makes the decision whether or not to call in CID. According to the CID captain, his Division is almost always called. He feels that the low morale in the Patrol ranks results in the officers not wanting to do any extra work.

The captain also described a screening process that is used in the Investigations Division, which results in low-priority investigative cases (e.g., low dollar value on stolen merchandise; cases reported long after commission of crime, for insurance purposes, etc.) being placed in "file two," and not actively investigated. This is a logical and good procedure; however, it does not allow for an actual case-load figure for comparison purposes.

Based on the information obtained, two questionnaires were developed: One for Operations and one for CID. The questionnaires were tested on police personnel and students in another area of Virginia, and finalized (see Appendices A and B) within one week. They were then forwarded to Chief McLaren for approval, duplication, and distribution.

3. ANALYSIS OF THE PROBLEM

Because of the longitudinal nature of this project, and the Consultant's time limitations, a statistically sound analysis was difficult. Therefore, this report constitutes an overview.

However, the completed questionnaires do allow for some observations concerning the attitudes of sworn officers concerning the Department's future plans for the investigative function.

3.1 Questionnaire Results

One hundred fifty two questionnaires were returned; however, there is no way of knowing how many were distributed by the Department. It is also difficult to positively state how many sworn officers were actually on the payroll at the time the questionnaires were distributed. Therefore, 302 will be used as the total sworn personnel (authorized strength less six vacancies). Thus, this sample studied represents slightly over 50 percent of the entire population.

Broken down by Division, the number of questionnaires returned were as follows:

• <u>Operations Division</u>	
- Managers & Supervisors	22
- Officers	80
	<hr/>
	102
• <u>Investigations Division</u>	
- Managers & Supervisors	11
- Officers	39
	<hr/>
	50

Once again, it is necessary to estimate, with a degree of certainty based on overall figures and budgetary information, what percentage of each division and each category responded.

Based on an estimated Operations Division sworn officer strength of 220, there was approximately a 46-percent return. This can be further broken down to a 48-percent return by managers and supervisors and 46-percent by officers.

The strength of sworn officers in the Investigations Division has been estimated at 65. Based on that figure, there was a 77-percent return, including 100-percent of the managers and supervisors and approximately 72-percent of the officers.

Even if these estimates are slightly off, the percentage of return is still sufficiently significant and, as such, data obtained will be used for purposes of conclusions and recommendations.

Following is an analysis of information obtained from part III of each survey instrument.

3.1.1 Operations Division Questionnaire

- What are three types of calls presently assigned to the patrol force that you feel ought to be removed from your responsibility:

Every questionnaire returned included suggestions of calls presently assigned to the Patrol force that should be removed from their responsibility.

There was almost unanimous agreement of all 102 respondents that accidents on private property and/or those involving no personal injury should be the first to go.

Almost equal priority was given to removing noise and animal complaints from their responsibility. Petty larceny finished behind noise and animal complaints.

- Do you personally feel you could handle some cases turned over to the Investigative Division?
Yes ___ No ___

The key question (for purposes of this study) asked of Operations personnel was if they felt they could handle some cases now handled by the Investigations Division.

Sixteen of the supervisors and managers said their division could handle some cases (three were "qualified" by "if we had the time"). The six no responses included one "maybe" and two situations (shortage of manpower and resources) that, if corrected, would allow for assumption of investigative responsibilities.

Sixty-four officers felt they could assume some investigative work. Two added the stipulation that they would need more time to do a good job. The situations under which most concluded that they could handle the cases were: If there are fresh leads, and when an arrest is made at the scene. The types of crimes most mentioned as conducive to patrol handling were larcenies, and hit-and-run. The 16 no responses contained seven explanations centered around the lack of time available to conduct a proper investigation. One reflected the morale problem referred to earlier by one of the captains by stating, "I'm already underpaid. Why should I do someone else's work?"

- Would you please rank the following crimes in order of the feasibility of their being investigated by patrol officers (presuming that time was made available.) Number 1 would be the crime most easily handled by operations and number 7 the least likely

Murder
 Rape
 Burglary
 Aggravated Assault
 Robbery
 Larceny and Theft
 Automobile Theft

The third question allows the members of the Operations Division to further develop their answer to the second question.

- Do you feel the Operations Division could accomplish any results if they conducted follow-up investigations in cases currently placed in "file two" (unassigned) - circle one number -

Definitely - Probably - Possibly - Doubtfully - Never
 10 - 9 8 - 7 7 - 6 5 - 4 3 - 2

The fourth question attempts to determine if Operations personnel feel they should be assigned those cases presently placed in "file two".

Of the 16 supervisors and managers who felt their Division could assume investigative responsibilities, the average response was a 5.13, which translates into the Doubtful category. Of the six who felt they should not assume investigative duties, their feelings about "file two" investigations were equally negative, averaging 3.22 or Never.

Those officers who felt the Operations Division could handle investigative duties were not so sure that they could accomplish anything if they investigated "file two" cases. Their average response was 5.52, which borders between Doubtful and Possibly. Those who felt they should not handle additional investigative duties only registered one point lower at 4.50, indicating they were doubtful if anything could be accomplished if these types of cases were assigned to the Operations Division.

- What three types of activity (from your activity Log) presently consume the greatest amount of your time (in descending order) (e.g., C200, A100, B422 - thus Accident Investigation consumed the most amount of time).

An attempt was made through the answers to the fifth question to compare what the sworn officers felt were the activities that consumed most of their time with computer information on the same subject (based on dispatching information).

3.1.2 Investigations Division Questionnaire

- What are the types of cases (crimes) that you personally feel should remain the sole responsibility of the Investigations Division starting with what you consider to be a "must" for investigation by detectives:

The first question asked of members of CID attempted to determine if they felt they had any proprietary interests in certain crimes. (Even in cities that have decentralized investigations, a centralized unit is normally retained to handle crimes that involve many manhours (e.g., homicide) or cross-jurisdictional investigations (i.e., organized crime).

Most respondents (i.e., officers, supervisors, and managers) chose to list the Part I Crimes (i.e., murder, rape, robbery, aggravated assault, burglary, larceny, and auto theft), with some limiting their necessary involvement to certain monetary amounts or classifications (e.g., "Major"). Since the questionnaire did not identify the specialities of the respondents, one might assume that when specific crime types were enumerated they were reflective of the individual biases rather than organizational needs.

- What are two types of cases (crimes) presently assigned to members of the Investigations Division that could become the sole responsibility of members of the Operations Division (with some training).

Both categories (officers, and supervisors and managers) were very helpful in developing a list of cases that included primarily the following:

- Simple assaults.
- Petit larcenies.
- Vandalism.
- Bike larcenies:
- Larceny auto parts.

Only four respondents, all officers, listed "None" for this answer. It should be noted that the average time in the Police Department for these men was 20 years and 6 months.

- If there are any cases you feel lend themselves to some joint investigative efforts please identify them.

The third question was included to solicit specific cases, but it caused some confusion because it was too general in nature. It resulted in no answers from three of those in the supervisor - manager classification. Philosophical replies were also generated from both categories because of the nature of the question; total of 10 respondents answered "All". One could not argue with such a reply when joint investigative efforts is classified under the broad umbrella of cooperation.

- Should some "file two" cases be assigned to the Operations Division: Yes No
If yes, please suggest some examples:

Since "file two" cases were "offered" to Operations Division personnel in the questionnaire (and rejected), it was felt that Investigations Division personnel should be asked if they thought something positive could be done with these cases.

Nine of those in the supervisor-manager category gave specific answers: Six Yes and three No; however, two of the six were qualified. One of the No respondents did acknowledge that there might be some public relations benefits that could be derived from assigning these cases.

Thirty eight officers responded with 26 Yes's and 12 No's. Several officers indicated they saw the opportunity to use these types of cases as training for the Patrol force. There also appeared to be some confusion about what criteria are used to identify a case as "file two."

3.2 Computer Print-Outs

Computer printouts dealing with a 30-day period covering 2 months (January and February 1976) were obtained. They contained information on response time and activity, by time and day, for each of the 12 beats. After the Consultant reviewed these printouts with a computer analyst, it was decided that it would not be correct to base any definite conclusion on a 30-day sample, especially since additional information is available. However, some general observations can be made concerning data reviewed.

Ninety-nine calls for service were examined and an indication of time expended by Operations Division personnel was identified (see Table 3-1).

It appears that Operations Division personnel are at scene of Part I Crimes approximately 15 percent of the time. This is based on a 5-year average (Source: Arlington County Police Department Monthly Report - February) of 642.6 and the 99 calls appearing on the 30-day printout. The personnel remained at the scene an average of 49.54 minutes.

TABLE 3-1

Calls for Service

<u>Offense</u>	<u>Number of Calls</u>	<u>Average Time</u>	<u>Actual Time Minutes</u>
Rape	1	40.00	40
Robbery	5	65.20	326
Assault	17	58.59	996
Burglary	32	60.03	1,921
Larceny	36	36.67	1,320
Auto Theft	8	37.63	301
TOTAL	99	49.54	4,904

Additional information available from the printout discloses that:

- Beat officers obligated time* is 2,280.45 hours out of an available 8,928 hours or 25.54 percent.
- District agents obligated time is 286.3 hours out of an available 2,976 hours or 9.62 percent.
- District supervisors obligated time is 34.17 hours out of an available 2,976 hours or 1.15 percent.

Once again it must be stressed that this information is based on only one thirty day period in 1976.

*Obligated time is calculated from dispatching information covering time expended in answering a call for service.

4. FINDINGS AND CONCLUSIONS

- Based on Chief McLaren's personal convictions, which were reinforced by a 1974 study of the Arlington County Police Department Investigations Division and a 1975 Rand study of the general criminal investigation process, he would like to introduce a system whereby members of the Operations Division assume some investigatory responsibilities. If the members of the Department see this as a backdoor approach to the introduction of Team Policing, the program will stand little chance of success.
- The fact that a system already exists whereby members of the Operations Division can conduct followup investigations, but evidently do not choose the option, is significant and raises some serious doubts about the feasibility of expanding or formalizing a nonfunctioning system.
- The personnel in the Arlington County Operations Division definitely have the capability of conducting followup investigations, but they feel they do not have sufficient time. Some responsibilities must be removed from the jurisdiction of the Operations Division, and statistical evidence developed to demonstrate that time is available, before members of the Division will cooperate in the expansion of their responsibilities.
- Data appear to be available that would enable the entire Department to make decisions based on relevant information. It also appears that information stored in the computer is not being used. This could be the result of the Department not knowing it is available.
- "File two" cases offer the opportunity for members of the Operations Division to acquire some investigative experience; however, except perhaps in the area of public relations, little positive results should be expected.

5. RECOMMENDATIONS

- Involve members of the various ranks in the Operations and Investigations Divisions in planning and implementation strategies concerning the transfer of any investigatory responsibilities. This way they will be able to evaluate feasibility information and make the necessary decisions.
 - Create Task Forces composed of employees who would be affected by the changes; who are in a position to follow through on the change; and who can furnish information relative to the change. Let them make recommendations to the Chief.
- Determine why members of the Operations Division do not presently choose to conduct a larger share of followup investigations.
 - Meet and confer with District supervisors to determine what criteria they presently employ to determine whether or not they call in the CID.
 - Over a 30-day period, review all cases retained by the Operations Division and those referred to CID as a result of decisions by District supervisors. This should be done by beat and time of day.
- Begin the removal of the responsibility for certain nonemergency types of service from the Operations Division. Accidents on private property and those involving no personal injury, along with noise and animal complaints should be among those removed as soon as possible.
 - Institute a public education program whereby citizens are made aware that certain non-emergency services will have to be curtailed to provide more quality service in emergency and serious types of situations.
 - Review the existing priority system for dispatching to make sure that those calls for

service that are being deemphasized are stacked with the caller being made aware of the priority given to his call.

- Develop a screening system for all non-emergency calls.
- Determine the present manpower needs.
 - Determine why officers of the Operations Division average 50 minutes at the scene of Part I crimes when they respond.
 - Update the 1973 resource allocation study.
 - Determine what computer programs are already available.
 - Identify any new computer programs that will assist in resource allocation.
 - Reallocate manpower according to needs.
- After all other recommendations have been followed, Operations Division personnel could perform some followup criminal investigations.
 - District agents could immediately begin to assume additional investigatory duties based on their experience and availability.
 - Establish policies and procedures (based on Task Force recommendations) that will enable District supervisors to determine what crimes their personnel will investigate and under what circumstances.
 - Disseminate this information to the entire Department.
 - During certain shifts (e.g., those not covered by on-duty detectives), different criteria (once again based on Task Force Recommendations) might be established.

- Certain beats might also be identified where the majority of followup investigations could be conducted by Patrol officers (due to area covered or volume of calls for service). These beats should be assigned to senior officers who are presently earning higher pay.
- Whenever possible, in instances where follow-up duties are assigned, those officers receiving higher pay should be given these additional duties.
- Training needs could be met through rotation of assignments with members of the Investigations Division, on-the-job by supervisors (most of whom have served in CID), limited handling of "file two" cases, in-service training.
- Develop an evaluation system (other than the present very general County instrument shown in Appendix C) that allows both supervisors and personnel to be rated on their ability to carry out their expanded roles.
- Introduce the same instrument to the Investigations Division to determine if their decreased workload has enabled them to increase the quality of their work.
- For group evaluation, use a management by objectives (MBO) approach.
- To minimize the problems that will more than likely accompany these and other changes, an Organizational Development (OD) program that uses the Task Force and MBO processes should be instituted.

APPENDIX A

Questionnaire for Sworn Members
of the Operations Division

R-76-158

A-1

QUESTIONNAIRE FOR SWORN MEMBERS OF THE OPERATIONS DIVISION

I. Instructions

1- Check space 1 or 2

Officer, Detective, Agent 1; Supervisor or Manager 2

2- Round off to nearest whole year and fill in spaces 3 and 4

Length of service in Department 3; in Division 4

3- Please answer all questions

II. Reason for Questionnaire

The following information is requested in order to assist in gathering data for a study directed at developing guidelines for implementing a system whereby Operations Division personnel might be involved in a job enrichment program that would permit them to assume some criminal investigation functions. Such an approach is possible because of the high caliber of men presently occupying positions within the patrol ranks. It could also allow members of the Investigation Division to concentrate their attention on more serious and complicated cases.

III. Information Requested

1- What are three types of calls presently assigned to the patrol force that you feel ought to be removed from your responsibility:

2- Do you personally feel you could handle some cases turned over to the Investigation Division? Yes No

If yes, would you give examples of such cases

3- Would you please rank the following crimes in order of the feasibility of their being investigated by patrol officers (presuming that time was made available.) Number 1 would be the crime most easily handled by operations and number 7 the least likely.

- Murder
- Rape
- Robbery
- Aggravated Assault
- Burglary
- Larceny and Theft
- Automobile Theft

4- Do you feel the Operations Division could accomplish any results if they conducted follow-up investigations in cases currently placed in "file two" (unassigned) -circle one number-

Definitely - Probably - Possibly - Doubtfully - Never
10 - 9 8 - 7 7 - 6 5 - 4 3 - 2

5- What three types of activity (from your activity Log) presently consume the greatest amount of your time (in descending order) (e.g. C200, A100, B422 - thus Accident Investigation consumed the most amount of time)

Thank you

APPENDIX B

Questionnaire for Sworn Members
of Investigations Division (CID)

QUESTIONNAIRE FOR SWORN MEMBERS OF INVESTIGATIONS DIVISION (C.I.D.)

I. Instructions

1- Check space 1 or 2

Officer, Detective, Agent 1; Supervisor or Manager 2

2- Round off to nearest whole year and fill in spaces 3 and 4

Length of service in Department 3; in Division 4

3- Please answer all questions

II. Reason for Questionnaire

The following information is requested in order to assist in gathering data for a study directed at developing guidelines for implementing a system whereby Operations Division personnel might be involved in a job enrichment program that would permit them to assume some criminal investigation function. Such an approach is possible because of the high caliber of men presently occupying positions within the patrol ranks. It could also allow members of the Investigations Division to concentrate their attention on more serious and complicated cases.

III. Information Requested

1- What are the types of cases (crimes) that you personally feel should remain the sole responsibility of the Investigations Division starting with what you consider to be a "must" for investigation by detectives:

2- What are two types of cases (crimes) presently assigned to members of the Investigations Division that could become the sole responsibility of members of the Operations Division (with some training)

3- If there are any cases you feel lend themselves to some joint investigative efforts please identify them.

4- Should some "file two" cases be assigned to the Operations Division: Yes ___ No ___

If yes, please suggest some examples:

5- Could you suggest any method of closing cases other than through the existing options:

6- By memo dated 8/28/75 the following crime clearance objectives were established

Murder	90%
Rape	66%
Robbery	38%
Aggravated Assault	76%
Burglary	28%
Larceny and Theft	28%
Automobile Theft	24%

(B)

Place a check Mark in Column B next to those you think are attainable. Next to those that you feel are unattainable, substitute (in Column B) a percentage you feel could be achieved. Please comment below on any reasons for not being able to reach established clearance objectives.

Thank you

APPENDIX C

Employee Performance Evaluation

Employee Performance Evaluation

INSTRUCTIONS

Note: More detailed instructions on the evaluation process are included in the manual on this subject available to all supervisors. Please review this manual before evaluating employees. The instructions below pertain primarily to the use of the form on the reverse side.

Items 1-10 and items 13-16 must be completed for all employees. Other items should be used in accordance with specific instructions shown below:

4. Use official classification title.
5. This refers to the period of the supervisor's observation of the employee since his last evaluation.
- 6-10. Definitions of these items and an explanation of standards are included in the Performance Evaluation Manual.
11. This item is to be used only for employees who supervise others as a normal function of their jobs.
12. Although it is not absolutely necessary to write any comments, this should be the most significant part of the evaluation. Supervisors are encouraged to make appropriate comments in this space which will help to describe the work of the person being evaluated.
- 16A. This item is to be used in connection with the evaluation of the probationary period and with the annual evaluation just prior to an employee's anniversary date. Where alternate words appear, strike out those which do not apply.
- 16B. This item is to be used when the employee is being separated from the County service. Where alternate words appear, strike out those which do not apply.

END

7/11/53 10:00