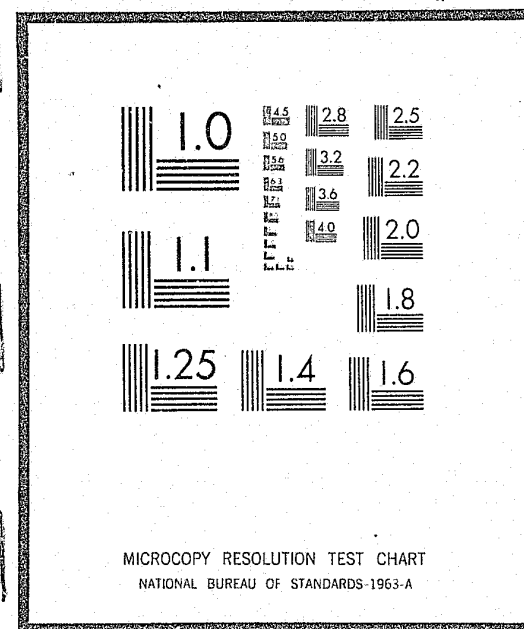


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U.S. DEPARTMENT OF JUSTICE  
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION  
NATIONAL CRIMINAL JUSTICE REFERENCE SERVICE  
WASHINGTON, D.C. 20531

5/24/77

Date filmed

## INDIVIDUAL TECHNICAL ASSISTANCE REPORT

*In Response to a Request for Technical Assistance*

*by the*

Guam Department of Public Safety

August 28, 1973

NCJRS

NOV 30 1976

ACQUISITIONS

*Prepared by:*

Public Administration Service  
1313 East 60th Street  
Chicago, Illinois 60637

(Per Contract J-LEAA-015-72)

I. PRELIMINARY INFORMATION

A. **Consultant Assigned:**

Lieutenant Thomas F. Lonergan  
Los Angeles County Sheriff's Department

B. **Date Assignment Received:**

April 27, 1973

C. **Date of Contact with LEAA Regional Coordinator:**

May 9, 1973

D. **Dates of On-Site Consultation**

June 3-10, 1973

E. **Individuals Contacted:**

Jose C. Quintanilla  
Director of Public Safety  
Guam Department of Public Safety

Angel Dungca  
Assistant Director of Public Safety  
Guam Department of Public Safety

Major Pedro Camacho  
Guam Department of Public Safety

Captain J. F. Duenas  
Commander, Patrol Division  
Guam Department of Public Safety

Captain Gregorio Perez  
Commander, Traffic Bureau  
Guam Department of Public Safety

Lieutenant Gregorio R. Guerrero  
Assistant to Commander, Patrol Division  
Guam Department of Public Safety

Lieutenant Roberto  
Community Relations  
Guam Department of Public Safety

Lieutenant Mariano  
Training  
Guam Department of Public Safety

Mr. Edward C. Aguon, Director  
Comprehensive Law Enforcement  
Planning Agency  
Government of Guam

Captain Ben G. Munoz  
Guam Department of Public Safety

Patrolman Frank Bamba  
Research  
Guam Department of Public Safety

Lieutenant Pete U. Baza  
Guam Department of Public Safety

## II. STATEMENT OF THE PROBLEM

### A. Problem as per Request for Technical Assistance:

- o Conduct a seminar in the area of patrol tactics.
- o Assist in the future development of the Research Unit.

### B. Problem as Actually Observed:

As stated in II-A. plus the following:

- o Conduct a beat study to ascertain proper deployment for field units.
- o Assess current training program in patrol tactics.
- o Recommend vehicle relief formula for patrol fleet.

### III. FACTS BEARING ON THE PROBLEM

#### *Introduction*

Guam is an unincorporated Territory of the United States located 1,400 miles southeast of Japan. Originally a Spanish possession, Guam was ceded to the United States following the termination of the Spanish-American War and, except for the Japanese occupation of 1941-1944, has been a Territory of the United States. The residents of Guam are United States citizens and enjoy all the privileges and rights conferred by such citizenship excepting the right to vote in United States elections. From 1950 until 1970 the Governor was appointed by the President of the United States, but in 1970 the Guamanians elected their first Governor. Guam also has a 21-man unicameral legislature and a nonvoting representative in the United States House of Representatives. All legislation enacted must be in accordance with the United States Constitution and Organic Act of 1950.

Guam has a total area of approximately 225 square miles with an irregular coastline of 79 miles. In total length Guam is 30 miles, with a width which varies from 8 miles to a narrow point of 4 miles near the middle or waist of the island.

The major villages which constitute the population centers of the island are located in the central portion of the island, with the balance of the population living in villages adjacent to a 31-mile roadway which skirts the southern portion of the island.

The population for the island's villages is reflected in Table 1 which is drawn from data as reported in the 1970 Census.

Table 1 also clearly delineates those areas where the crime problem is most acute. The highest crime areas in 1971 were Tamuning, Agana, Dededo, and Barrigada, substantially the same areas as revealed in 1970 figures. (The exception was that in 1971 Barrigada displaced Sinajana.) These districts, in addition to being the most populous, have the highest numbers of potential police hazards; i.e., social recreation facilities, transient tourists and hotels, night spots, and commercial and business establishments. As an example of this, it could be noted that the Tamuning district in the period 1963-1971 showed the greatest increase in numbers of hotel rooms. Indeed, in 1971 the island's total number of hotel rooms increased to 1,400, 400 rooms over the 1970 level. The Agana district is the "downtown" area of Guam with the heaviest concentration of commercial buildings. Dededo, on the other hand, has the major residential developments (e.g., military housing, Central Pacific Housing, and Fiyita Beach Corporation Housing). Dededo also has some limited commercial development. These trends would appear to indicate that the major police problems in the foreseeable future will continue to be in these areas.

The southern districts have only minimal commercial or residential developments planned during 1972, so calls-for-services should not increase greatly on that portion of the island. Indeed, only one residential area is planned for the entire area lying south of a diagonal line drawn from Piti to Yona.

Table 1  
POPULATION, HOUSING UNITS, AND  
PERCENTAGE OF TOTAL CRIMES IN  
MAJOR VILLAGES, GUAM

<u>Village</u>	<u>Population<sup>a/</sup></u>	<u>Housing Units<sup>b/</sup></u>	<u>1971 Percentage of Total Crimes</u>
Agana	2,119	541	17.6
Agana Heights	3,156	668	4.2
Agat	4,308	878	5.1
Asan	2,629	590	3.0
Barrigada	6,356	1,352	6.6
Chalon Pogo-Urdot	2,931	523	1.8
Dededo	10,780	2,276	9.6
Inarajan	1,897	319	1.1
Mangilao	3,228	764	4.8
Merizo	1,529	275	1.6
Mongmong-Toto-Maite	6,057	894	3.8
Piti	1,284	240	2.9
Santa Rita	8,109	1,555	1.3
Talofofo	1,935	348	1.9
Tamuning	10,218	2,261	23.5
Umatac	813	133	.5
Yigo	11,542	1,990	4.7
Yona	2,599	438	1.7
		<u>16,726</u>	

<sup>a/</sup> There was a 29.7% population increase between 1960 and 1970.

<sup>b/</sup> Housing units were up 35.2% between 1960 and 1970.

In addition to the foregoing, retail and wholesale sales, and hence income, are expected to rise continually. The total number of tourists will increase to over 175,000 by the end of 1973, reaching 250,000 by 1974. Visitors to the island will increase proportionally but at lower figures, reaching approximately 150,000 by 1973 and 200,000 by 1974. Thus, certain classes of crimes can be expected to continue their upward spiral.

Major index crimes have shown a continuous increase on Guam with burglary and larceny rising most rapidly. In light of the previously mentioned tourist, trade, and social activities trends, rates for the same crimes are expected to increase. Table 2 presents the Part I crimes for the 1968-1972 period.

In compiling crime figures, there did appear to be some problem with statistical records, making criminal patterns difficult to trace. As an example, a major study completed in 1971 conflicted in several areas with official figures in the 1973 Comprehensive Plan for Guam. Throughout the current study, figures are taken exclusively from the records of the Department of Public Safety.

### Patrol Operations

Chart I outlines the organization of the Patrol Division of the Guam Department of Public Safety. Since this request for technical assistance was concerned solely with the operational aspects of the patrol force, other parts of the Department shall not be dealt with.

The island of Guam has been divided into 12 beats as outlined in General Order No. 30 of the Guam Department of Public Safety. Depicted in Attachment 1 is a map outlining the beat pattern for the island. This division of the island was done in November of 1964, and since that time no alteration has occurred; this in spite of the drastic alterations in population and crime patterns on the island.

The central patrol area covers the beat areas 1, 2, 4, 5, and 6, which includes approximately 31,266 persons. Four patrol vehicles are maintained on each shift to patrol this area, with shifts set at 11:00 p.m. to 7:00 a.m., 7:00 a.m. to 3:00 p.m., and 3:00 p.m. to 11:00 p.m.

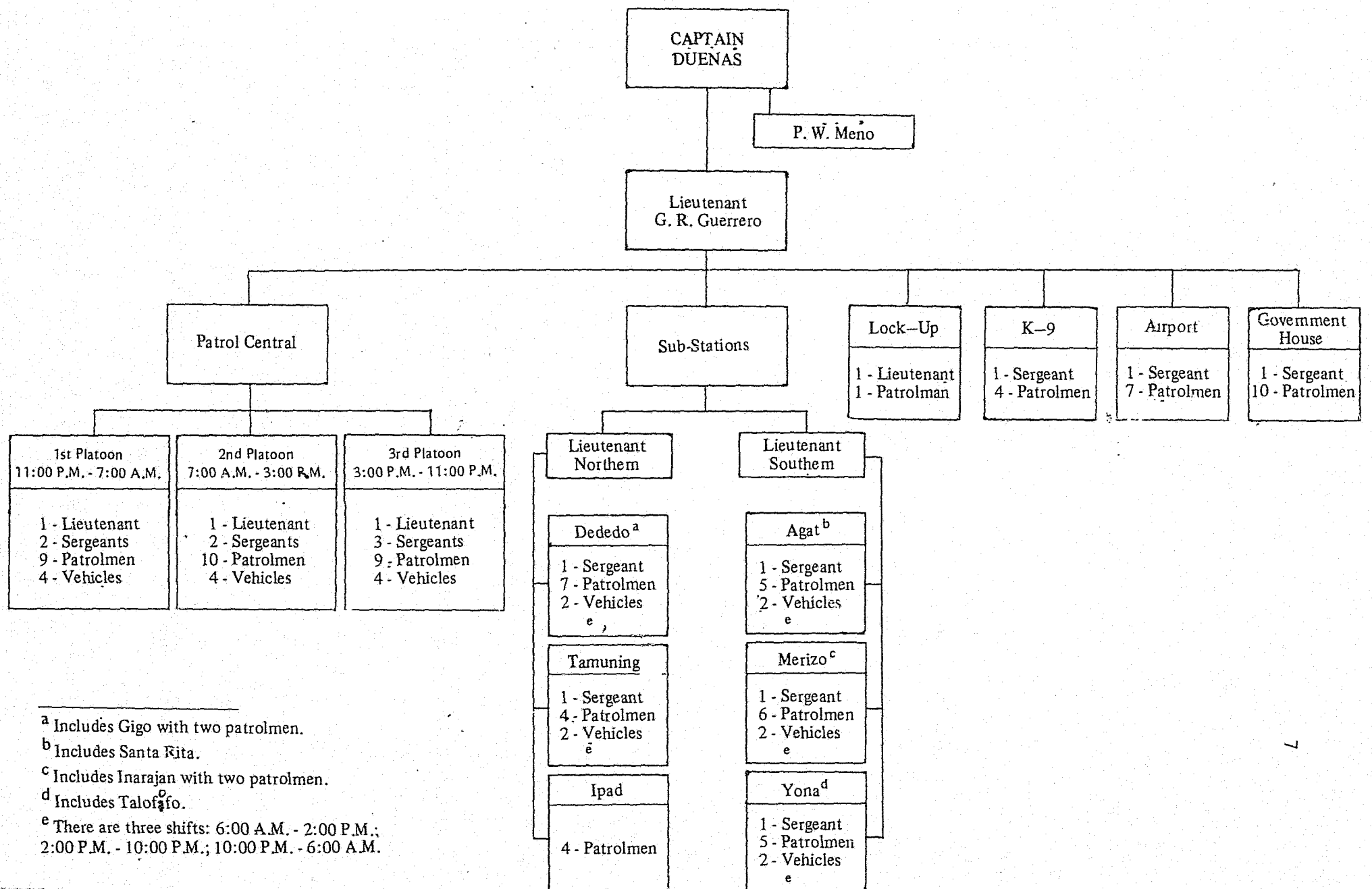
The three platoons which serve the central area are equal in strength as shown in Chart I, and each of the three watches fields four patrol vehicles. Because all four vehicles are fielded at the same hour, the central area is without an effective patrol force for three periods during each day at watch change. The reason given for this equal fielding of units is a lack of patrol units, with the number of units available establishing the upper limit of the patrol force. In addition to the paucity of vehicles, the problem is accentuated by a spare parts and maintenance problem which results in the lack of availability of one-third of the patrol force.

The remainder of the island is divided into northern and southern districts with each district under the supervision of a lieutenant. The northern district has two major substations, Dededo and Tamuning, and serves a population of 36,000 including nonregistered aliens and tourists. The Dededo station fields two vehicles on each shift and is staffed by one sergeant and seven patrolmen. Tamuning station, with a complement of one sergeant and four patrolmen, also fields two units, with shifts at both stations being set at 10:00 p.m. to 6:00 a.m., 6:00 a.m. to 2:00 p.m., and 2:00 p.m. to 10:00 p.m. The northern area serves beats 3, 8, and 9.

Table 2  
PART I CRIMES  
1968 TO 1972  
AND ANNUAL PERCENTAGE INCREASES

Classification	Year				
	1968	1969	1970	1971	1972
Murder	3	1	6	3	4
Manslaughter-Negligent	14	14	7	18	25
Rape	6	6	8	14	24
Robbery	10	26	10	15	66
Aggravated Assault	32	31	43	57	103
Burglary	402	435	513	738	896
Larceny-All	929	895	918	887	1,147
Auto Theft	<u>182</u>	<u>149</u>	<u>168</u>	<u>334</u>	<u>458</u>
Total Index	<u>938</u>	<u>942</u>	<u>1,136</u>	<u>1,661</u>	<u>3,381</u>
Annual Percentage Increase		+0.42	+20.6	+46.2	+50.8

ORGANIZATION OF THE PATROL DIVISION  
DEPARTMENT OF PUBLIC SAFETY  
MAJOR VILLAGES, GUAM





The southern district, also commanded by a lieutenant, has three major substations and serves a population of approximately 24,558. Agat substation, with one sergeant and five patrolmen, fields two vehicles; Merizo substation, with one sergeant and six patrolmen, fields two vehicles; Yona substation, with one sergeant and five patrolmen, fields two units. Hours for all vehicles are 10:00 p.m. to 6:00 a.m., 6:00 a.m. to 2:00 p.m., and 2:00 p.m. to 10:00 p.m. During the daytime Agat station fields only one unit. Thus, the entire southern portion of the island is serviced by six units. This portion of the island has a significantly lower crime rate (see Table 1) than the northern or central portions, yet the Department fields an equivalent number of units.

Since the northern and southern districts have watches set at the same time, these areas also have three periods of the day when there is no effective patrol force.

The beat and deployment pattern results in an almost total decentralization of the patrol function which weakens both its effectiveness and the control which can be exercised over its operations. The two lieutenants, who act as "Officer in Charge Northern" and "Officer in Charge Southern," maintain offices in substations within their respective areas and work day watch positions (usually 8:00 a.m. to 2:00 p.m. and 5:00 p.m. until no longer needed), considerably reducing the ability of the Department to maintain continuous control. The sergeants at the substations also work split shifts. All patrol personnel are currently assigned to fixed post positions on a 5 and 2 schedule, with various days off. The result of this staffing procedure is that continuity of supervision is severely restricted, and the unity of the Department is impaired. Both efficient training and procedural uniformity, possible under a more centralized operation, are impaired by the present arrangement; neither crime trends nor population sizes nor unique deployment needs justify the continuation of this pattern.

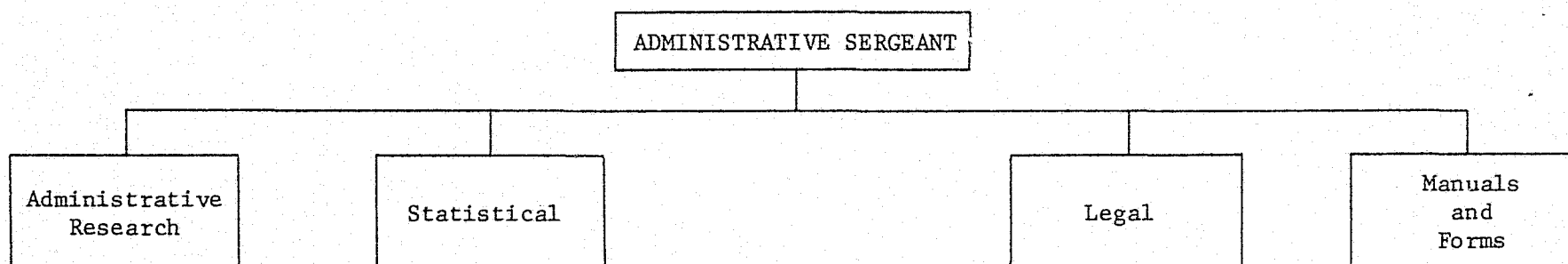
#### **Planning and Research Unit**

The duties and responsibilities of the Planning and Research Unit are set forth in General Order No. 44. As can be seen from the document, the planning unit has duties which encompass several functional areas. These duties include:

- Comprehensive Agency Planning
- Developmental Research
- Legal Research
- Statistical Operations
- Manual and Orders
- Forms Control
- Records (selected functions)

These various functions should be performed by several specialized units rather than the one unit. The current structure is shown in Chart II. The Unit is now staffed by four policemen, with the highest ranking officer a patrolman. The major functions of the Unit appear to be the development and review of administrative orders and the tabulation of statistical data for publication in yearly documents. Record keeping and control within the Unit appear to

Chart II  
ORGANIZATION OF THE PLANNING AND RESEARCH UNIT  
DEPARTMENT OF PUBLIC SAFETY  
MAJOR VILLAGES, GUAM



be minimal, and there is no direction in the area of research. All statistical operations are now manual, and even a minimal electronic data processing capability is entirely lacking. Developmental research, applying new ideas to the Department's needs, and the skills required to carry out such operations are not found within the Unit.

#### **Training Program**

The current academy curriculum of 687 hours is broadly based, covering those areas most needed in a cadet program. The training in patrol tactics should be upgraded in order to achieve maximum effectiveness. Certain new techniques relating to search, arrest, and the like are not parts of the curriculum, and such techniques as role playing and the "field situations" method of training are not employed. The current facility seems to detract considerably from the overall effectiveness of the training program, and the move to new quarters should rectify this problem.

#### IV. DISCUSSION OF PROBABLE COURSES OF ACTION

##### Patrol Operations

The existing pattern of patrol deployment and the distribution of manpower can be improved, but the lack of sufficient and accurate data upon which to base any modifications of beat patterns only permits interim measures until the Department implements a reporting system for accumulating the required data. The use of new forms by patrol units will not only provide for the acquisition of this new information but also for other data vitally needed for adequate planning.

##### Research and Planning Unit

The Research and Planning Unit should be reorganized, and the existing lack of expertise in certain critical areas should be rectified. New duty statements should be drafted, and areas of responsibility should be clearly delineated.

##### Training Program

The training program should be upgraded to account for new techniques in patrol tactics and to incorporate more cadet field situation problems. This latter change will ensure the vital communication between staff and students so often lacking in the classroom setting.

## V. RECOMMENDED COURSES OF ACTION

### Patrol Operations

The deployment patterns, beats, and manpower allocations should be completely revamped. Initially, the island should be divided into two stations:

1. One at Agana to patrol the areas currently covered by Central, Tamuning, and Dededo.
2. One at Inarajan or Merizo to cover the southern portion of the island.

Certain benefits would immediately result from centralization. First, all units fielded would attend a common briefing and be under continuous supervision. Due to the greater number of units which would operate from the two stations, the visibility of vehicles in transit to and from patrol areas would be greater than under the current system, possibly resulting in an effective "preventive patrol" program. Under the new system units could also be shifted more easily to areas of high crime incidence. Second, the hours of the vehicles could be staggered so that two groups of vehicles would be fielded, guaranteeing at least a minimal continuous patrol presence. Third, the watch lieutenant would be able to shift certain vehicles to meet changing requirements.

The lieutenant and two sergeants removed from the northern area could be sent to the southern area so that at least two watches would have a lieutenant and one a sergeant. Ideally, the station would be staffed by a lieutenant, a desk sergeant, and a field sergeant on each shift.

A pin map should be maintained both at central and at the southern section indicating the location and type of selected offenses by month to date, previous month, and year to date. In this manner emergent trends would be perceivable. The following offenses should be indicated:

Robbery  
Burglary or Attempts (Day)  
Burglary or Attempts (Night)  
Burglary (Cat)  
Auto Theft

If desired, larceny can also be plotted, although if too many crimes are tallied, the map loses its effectiveness. On a selected basis certain crimes can be tracked for a period of several months. Used properly, the information from such charting could be a major asset in patrol distribution.

As an interim step, a tactical squad should be established to field five units plus a sergeant on a seven-day-a-week basis from 7:00 p.m. to 3:00 a.m. This unit should be under the supervision of the line lieutenant at Agana and should be deployed according to needs indicated by the pin map and general crime trends. The patrol commander is charged with the responsibility for determining deployment patterns on at least a weekly basis. The tactical squad should not be responsible for handling routine calls or traffic control but rather should be involved in preventive patrol and in performing various back-up functions. The squad could serve as a training unit for advanced officer training. The size of the squad could be increased as needs dictate.

The use of the tactical unit as a training mechanism could be accomplished in the manner explained below. Certain immediate benefits accrue to the Department as a result of such utilization:

1. Uniformity of operating procedures is guaranteed by recurring training—this is especially important in crowd control situations.
2. The strain on the academy to provide such training is reduced.
3. Training is provided close to the line where its applicability is easily tested and verified.
4. The entire Department may be regularly trained at minimal cost.

The first step is to screen carefully the potential tactical squad officers. The selection process will ultimately prove to be the single most important phase of the program. Department management must stipulate the desired professional and educational qualifications and the appropriate personality characteristics of squad officers, and these factors should be carefully considered. Oral interviews should be employed in the selection process. Training of the selected personnel should be carried out both "on" and "off" the island. Wherever possible, experts in crowd and riot control and patrol tactics should be brought to Guam to hold intensive training sessions aimed specifically at the tactical squad and department training officers. If certain specialists cannot be brought to the island, "off" island resources should be employed. In this connection the formal training programs of major mainland departments, specifically those in California because of the State's proximity, should be scrutinized. The aim of the total training package for each tactical officer would be to enable him to perform as an effective training officer, and the time involved in his training should be evaluated in this light.

Once the initial training is completed, the tactical officers should continue to drill as a unit, forming a cadre of well-trained crowd control and selective enforcement officers. Since each tactical patrol unit is to be comprised of two officers, there will be a regular patrolman assigned to each unit as second man. These patrolmen should be assigned for six-week intervals. During the course of their assignment the regular patrolmen should participate in special crowd control and preventive patrol exercises while being under the

constant training of the regular tactical officer. After the completion of the six-week course, the regular patrolmen shall return to normal duty and be used as training officers for newer officers. The training effect is thus enhanced greatly beyond the normal relationship which exists in most advanced officer training programs. Forty officers can be fully trained per year on the basis of this program, and in 24 months the entire force of patrolmen currently employed by the Guam Department of Public Safety could be trained. Essential to this program is periodic evaluation of its successfulness in meeting the Department's training needs. Exercises can be conducted at least annually for the purpose of making evaluations and receiving feedback of the program's effects.

It is recommended that the Guam Department of Public Safety immediately make provisions, both budgetary and administrative, to implement this tactical/training unit, or squad, concept. As an initial step, "off" island expertise in the areas of crowd control and patrol tactics should be requested, preferably in 40-hour block periods. In order to ensure a minimum of five subunits plus a sergeant, the squad should be staffed with eight patrolmen and two sergeants. There must also be eight vehicles assigned to the unit with six in use and two in reserve at all times, and maintenance should ensure that this fleet will be in service. If maintenance levels fall short, the number of vehicles in reserve should be increased proportionately.

It is also recommended that an in-depth beat study be conducted to establish manpower requirements and deployment patterns. The Department can begin to gather the statistics needed for such a study, since the lack of accurate data only permits an interim system at the present time.

Data should immediately be gathered by the Research Unit reflecting the distribution of calls-for-services by shift, hour, and day. These should be compiled on a sheet which tallies by hour and day of week. (See Attachment 2.) This data must be gathered initially by means of a manual tally of calls-for-services over the last six months. From this data, along with data currently available on the number of crimes in various categories, a patrol deployment study could begin. Additional information concerning inspectional services on the various shifts must also be gathered. This will require an initial determination of which business establishments should be subject to a regular inspection and how often and to what degree they will be subject to inspection. A study should then be made of the average time required to complete successfully these inspections and the number, type, and location of each by shift. Using the raw data, it will be possible to determine the number of man-hours required to conduct inspections.

Therefore, until such a data base is available for analysis, further activity in this area is meaningless, and the Department's time will be best spent in gathering this basic data.

In order to obtain the necessary data for deploying the patrol force by location and time of incidence, the Department should use two forms similar to those shown in Attachments 3 and 4.

Much statistical data can also be accumulated by using a departmental call slip which should be maintained at the complaint desk. At a minimum this form should contain time, date, type of complaint, informant, unit dispatched, and action taken (the latter information should be in agreement with that in the officer's log). This form thus is an invaluable aid in determining the nature of calls-for-services and work load at various times in the day resulting from the calls.

In order to meet the political requirements of Guam, and to satisfy local desires for close contact with the Department of Public Safety, it is recommended that each village currently possessing a substation be assigned one officer to act as official liaison with the Department. This officer should ideally be a local resident who has established a good relationship with the Village Commissioner. Due to the critical nature of vehicles it is recommended that this officer use his personal vehicle to get to and from his place of employment and that he be reimbursed on a mileage basis for use of his vehicle in official service. This officer will provide the local presence desired and also will be able to adjust his hours and duties to meet more fully the public affairs and community relations needs of the village. All such officers should be assigned to the Community Relations Unit and should be called Village Safety Officers. They should be responsible to the lieutenant in charge of the Community Relations Unit, and they should function as detached units. A sergeant should be assigned to field duty and should rotate among the various officers in order to maintain control and supervision. Regular community programs can thus be maintained, and the Director will also have a direct informational link to local feelings and desires. If the initial complement of men is too great, one officer could serve two villages, although this might cause some problems politically.

#### **Research and Development Unit**

The Research and Development Unit should be restructured along more functional lines in conformance with the directives of departmental policy makers. (See Chart III.) Due to the unique quality of research work, the forms and organization described below are only general guidelines and not rigid criteria. The Research and Development Unit must evolve as a response to the unique needs of the Department. It should encompass five general functional categories:

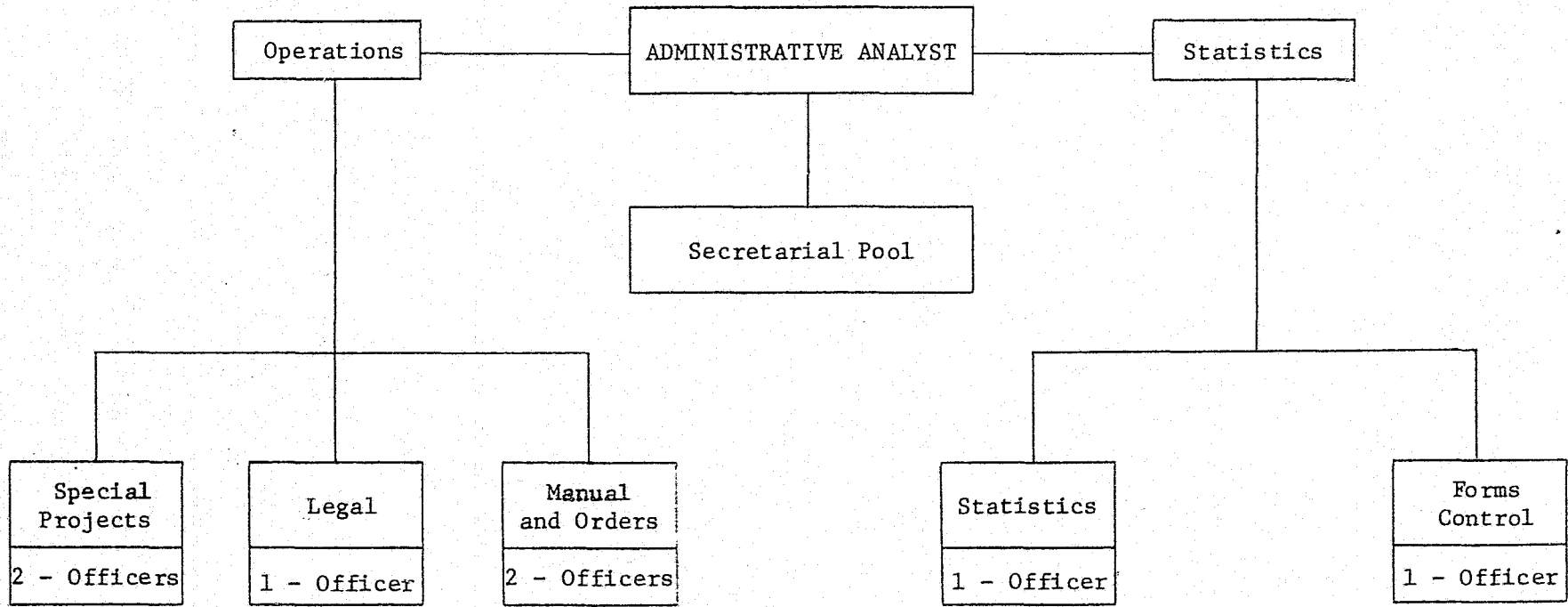
1. Special projects research.
2. Manual research.
3. Statistical compilation.
4. Legal research.
5. Forms control.

It is therefore recommended that the research unit be reorganized and that a senior administrative analyst (civilian) be assigned for the purpose of providing needed expertise and direction to the Unit (See Chart III).

The administrative analyst should be chosen on the basis of an open examination. He or she could be placed under the supervision of a lieutenant in charge of the Unit. Some general guidelines for conducting a research project and basic forms to ensure minimal



Chart III  
RECOMMENDED REORGANIZATION OF THE  
RESEARCH AND PLANNING UNIT  
DEPARTMENT OF PUBLIC SAFETY  
MAJOR VILLAGES, GUAM



record keeping and control are included in Attachment 5. It is specifically recommended that a request for technical assistance in reorganizing the research bureau be submitted and "off" island expertise in this technical area be sought. The request should deal with the following:

1. Criteria for selecting research personnel requirements and skills.
2. Reorganization of the research unit along the functional areas indicated above.
3. Design of a departmental cross-filing system on current and past research projects.
4. Definition of the scope of unit responsibilities.

Basically, the Research and Development Unit should be charged with the following responsibilities:

- o Researching problem areas of concern to the Department and making recommendations for a solution to these problems.
- o Preparing, publishing, and updating departmental manuals and orders.
- o Researching legal questions and legislative matters applicable to the Department's operation.
- o Conducting statistical studies at the direction of appropriate individuals or units within the Department.
- o Forms control and design.
- o Preparation of annual reports in areas designated by the Director.

While the foregoing are the primary duties of the research unit, residual duties such as the preparation of grant application requests and the rendering of assistance to other agencies and qualified persons seeking information concerning the Department and its operations are also necessary.

The Department's total research capability and resources must not be thought to lie wholly within the research unit. Rather, it shall be the duty of the person assigned to do a project to seek on every project appropriate line and technical expertise as exists within the Department. Where a major project is concerned, the person possessing needed expertise should be temporarily assigned to the research unit.

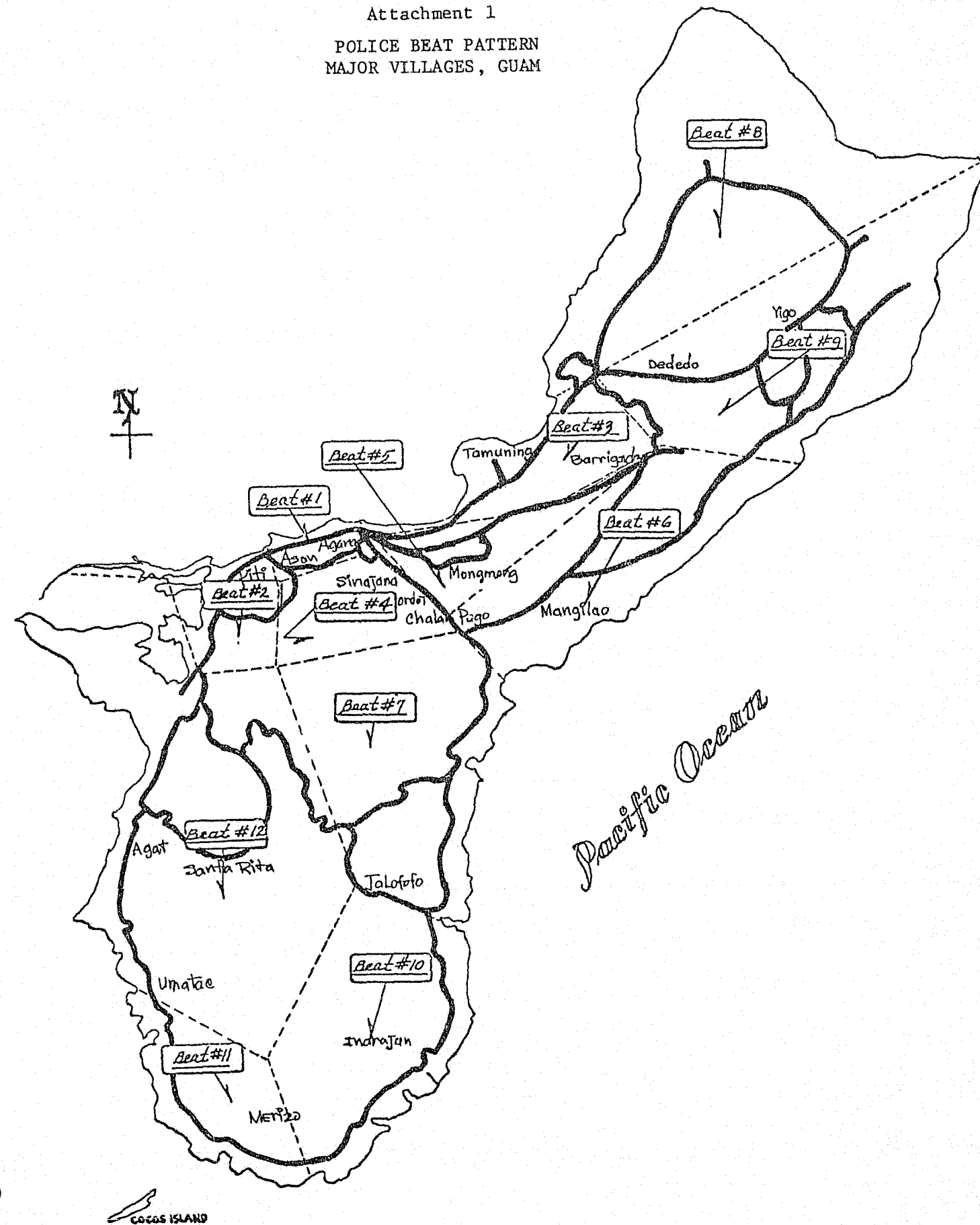
### Training Program

Training should be upgraded to include role playing and field problems in the areas of patrol tactics (robbery, burglary, and the like) and crowd and riot control. This type of training introduces an active element into the otherwise passive task of learning new skills; thus it is a valuable training technique. The training method also makes it possible for the cadet to get the "feel" of various situations where little danger exists to himself or to a partner. Secondly, by viewing the activities of his peers the trainee should be able to identify errors and movements to be avoided more quickly than he would be able to from a lecture. Self-analysis may also lead to recognizing the weak points of many tactics and is, consequently, an invaluable training aid.

Such problems should be conducted under strict supervision, using academy staff as actors. The use of cadets in simulated crowd conditions is valuable in giving them new perspectives on various situations. The problem should be carefully structured, critique forms provided, and thorough discussion should immediately follow the situation to achieve maximum effect. An excellent format would be to have a robbery situation (two hours) follow a block of lecture material on robbery tactics. This particular sequence provides almost instant feedback on the success of the lecture and could provide additional material for a follow-up lecture to fill obvious gaps and to clear up misunderstandings.

## ATTACHMENTS

Attachment 1  
POLICE BEAT PATTERN  
MAJOR VILLAGES, GUAM



	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
2400								
0100								
0200								
2300								

[illegible]

ACTIVITY SUMMARY

Date:	Day									Month									Unit								
	1			2			3			4			5			6			Total								
	OBS	Call	Arr.	OBS	Call	Arr.	OBS	Call	Arr.	OBS	Call	Arr.	OBS	Call	Arr.	OBS	Call	Arr.	OBS	Call	Arr.						
2400																											
0100																											
0200																											
0300																											
2100																											
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2300																											
Total																											



## **DUTIES AND RESPONSIBILITIES OF RESEARCH PERSONNEL**

### **Outline**

The person(s) assigned a project shall, if requested, submit an outline of the project to the administrative analyst. The outline will include who and/or what is to be surveyed, the method(s) to be used in the study, and an estimate of the time required to complete each portion of the study. The administrative analyst must approve the outline prior to work starting on the project.

### **Cross-References**

A list of possible cross-references will be submitted with the finished project for approval by the administrative analyst.

### **Status of Current Projects**

It shall be the responsibility of the person(s) assigned a project to keep the administrative analyst informed of its current status. This may be either in memo or verbal form. The administrative analyst shall also be notified immediately of any significant change in the status of a project.

### **Time Sheet**

It shall be the responsibility of the person(s) assigned a project to keep an accurate record of man-hours expended and on what dates. This will enable the administrative analyst to assign projects more equitably and have a record of time expended on projects for budget purposes.

### **Bibliography**

The person(s) assigned a project shall keep an accurate record of all reference sources, telephone calls, interviews, and other materials used for a project. The Bibliography will enable others who may work on similar projects to save valuable time by having previous sources available to them. It will also be available to answer questions concerning the particular project.

### **Responsibility of the Senior Administrative Analyst**

It shall be the responsibility of the senior administrative analyst to file and prepare cross-index references for the project. All data collected and control sheets shall be filed for future reference should a question arise concerning the project.

**DUTIES AND RESPONSIBILITIES OF  
PROJECT COORDINATOR**

A-6

**Project Assignment**

The administrative analyst shall classify and schedule each project received by the Research and Development Unit in accordance with the following criteria and make assignment(s) to the proper person(s) and section. A project folder will be given to the person(s) assigned the project. The instruction sheet of the project folder will be completed by the administrative analyst, and any special instructions shall be inserted in the "Comments" section. The administrative analyst shall also approve outlines which are submitted for major projects, check and approve rough drafts of projects, and schedule the final typing of the finished project.

**File Heading**

The administrative analyst shall be responsible for selecting or approving the heading under which the project will be filed. He shall also approve the list of cross-references that will be turned in by the person(s) assigned the project.

**Project Board**

The administrative analyst shall be responsible for maintaining a project assignment board. The project board will be maintained to provide quick reference of personnel project assignments.

**Project Acknowledgment**

When contact with other divisions, bureaus, sections, or departments that have requested a project is necessary, the administrative analyst shall approve the forwarding of a project acknowledgment sheet to establish lines of communication and ensure cooperation of all concerned.

PROJECT CONTROL SHEET

Date Completed \_\_\_\_\_

Project Title \_\_\_\_\_

File Heading \_\_\_\_\_

Assigned To \_\_\_\_\_ And \_\_\_\_\_

Date Assigned \_\_\_\_\_ Date Due \_\_\_\_\_

Re-Assigned To \_\_\_\_\_ And \_\_\_\_\_

Date Re-Assigned \_\_\_\_\_ Priority \_\_\_\_\_

Outline Required Yes \_\_\_\_\_ No \_\_\_\_\_ Number of Copies \_\_\_\_\_

Objective \_\_\_\_\_

Prepared For/Requested By \_\_\_\_\_

Type of Study \_\_\_\_\_

Relation To Other Projects \_\_\_\_\_

Relation To Other Divisions \_\_\_\_\_

Persons Who May Have Information Re: This Project \_\_\_\_\_

Format \_\_\_\_\_

Comments \_\_\_\_\_

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# TITLE SHEET

A-8

Project Title \_\_\_\_\_

Estimated Hours \_\_\_\_\_ Total Hours \_\_\_\_\_

## Dates and Number of Hours Expended


## Overtime—Dates and Hours


First Rough Draft(s) Submitted To \_\_\_\_\_ Date \_\_\_\_\_

Second Rough Draft(s) Submitted To \_\_\_\_\_ Date \_\_\_\_\_

Third Rough Draft(s) Submitted To \_\_\_\_\_ Date \_\_\_\_\_

Final Submitted To \_\_\_\_\_ Date \_\_\_\_\_

END

7. 10. 1944