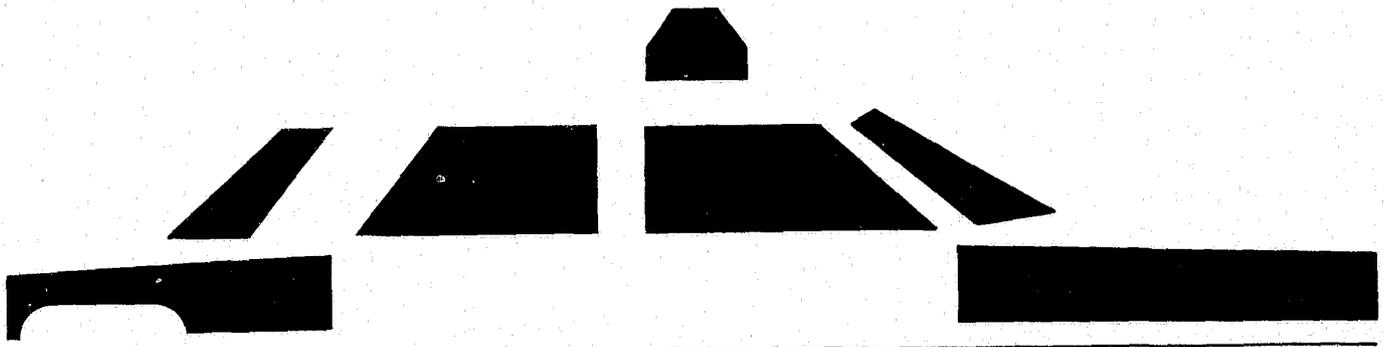
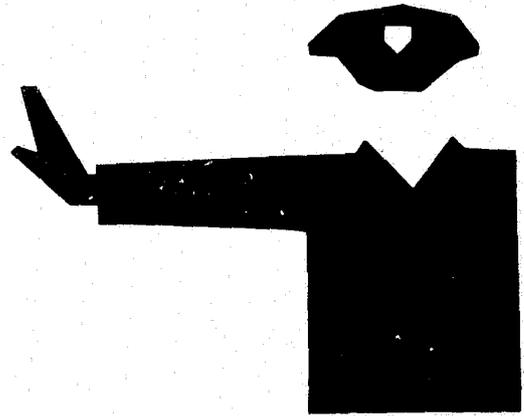


**Manual for Police Traffic Services  
Personnel Performance  
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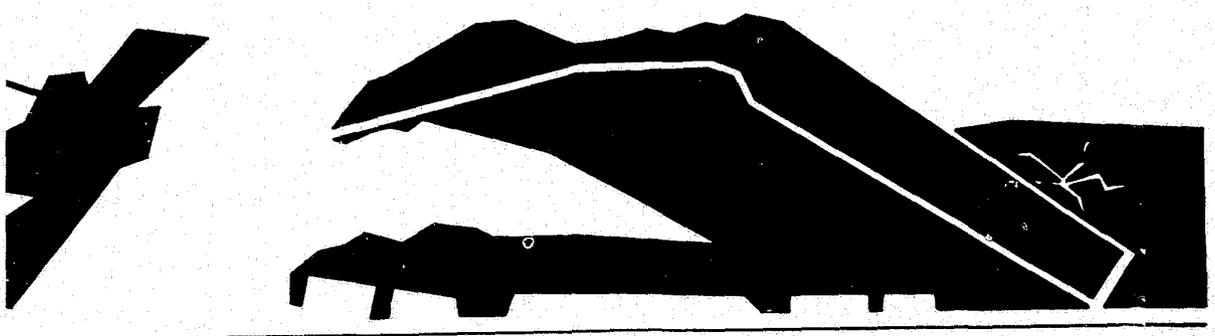
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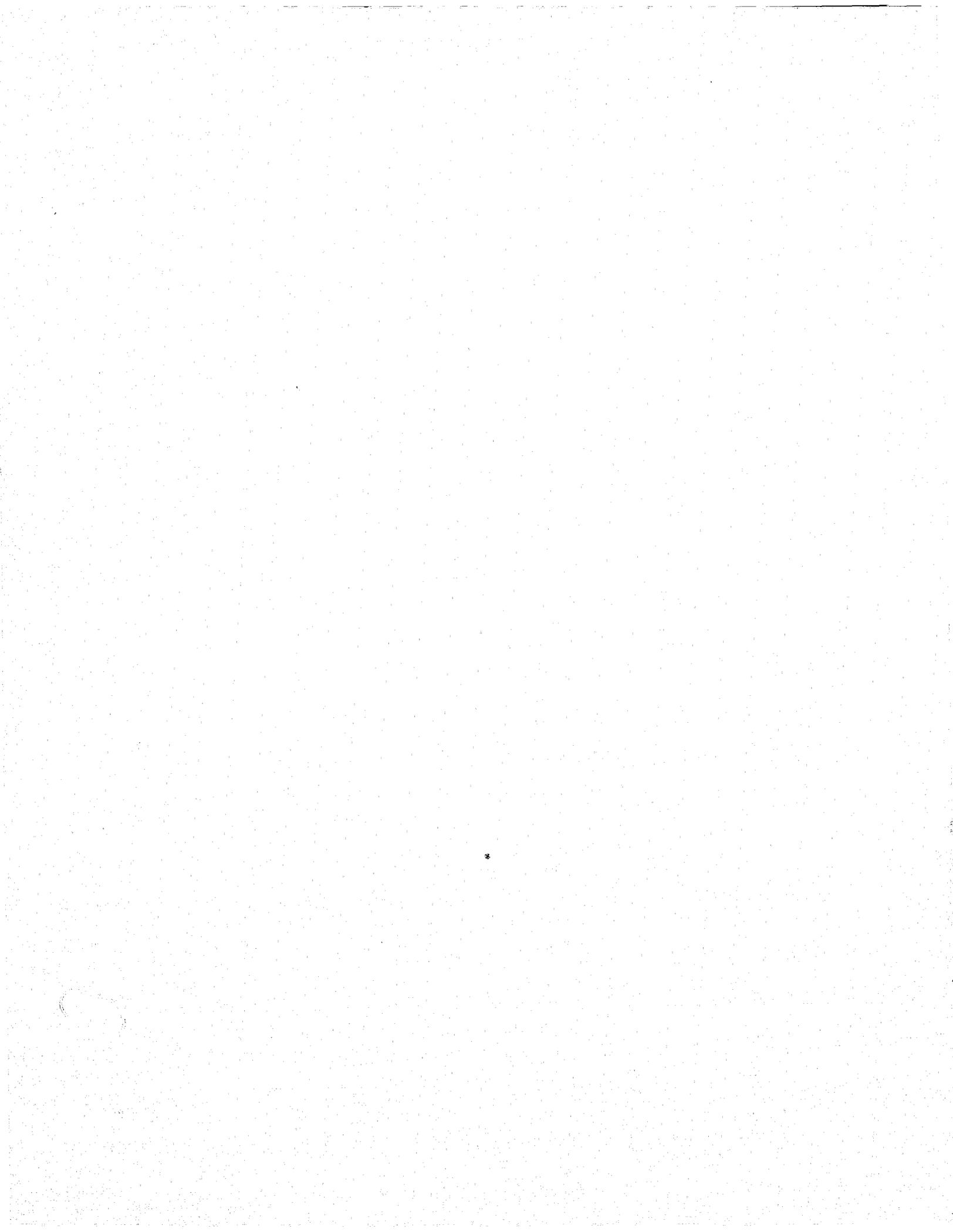
**Management and Implementation**

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**Manual for Police Traffic Services  
Personnel Performance  
Evaluation System**

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Volume **I**

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**Management and Implementation**

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**U.S. Department of Transportation  
National Highway Traffic Safety Administration  
Washington, D.C. 20590**



# Foreword

The National Highway Traffic Safety Administration has a mandated responsibility for the improvement and maintenance of traffic safety on our country's highways. In carrying out this responsibility, NHTSA sponsors a wide range of research and development activities, each of which in some way relates to highway traffic safety.

The evaluation system described in this Manual was developed under NHTSA sponsorship and has a direct relationship to highway safety through law enforcement agencies that provide police traffic services. The use of this system will help such agencies determine if the quantity and quality of the Police Traffic Services (PTS) that they provide are at acceptable levels. Obviously, when a sufficient amount of appropriate services are applied, we can anticipate that traffic law compliance and, thus, safety will increase.

This system has been designed to provide a reasonably precise measure of a patrolman's actual performance of police traffic services. This is an important characteristic. The measures are of specific, defined parts of the patrolman's job and they are quantitative. The measures are not subjective. In addition, the system provides for the evaluation of the quality of performance by means of a systematic assessment of all of the tasks the patrolman must perform in carrying out each major part of traffic services. Basically, this system produces information about the performance of an individual patrolman. However, by aggregating such individual data, it is possible to measure and evaluate the performance of a group, such as a platoon or shift or even an entire department. Similarly, the effectiveness of a particular safety or enforcement program can be assessed. In terms of the police management function, this system is the means by which the quality and productivity of traffic operations can be determined. The manager can then compare this information to his own PTS needs or expectations and from that comparison plan his future management activities. The police supervisor at his level of operations is able to use this system in essentially the same way relative to the group of patrolmen who are his responsibility.

This volume of the Manual (*Volume I: Management and Implementation*) describes the background and concept of the system; it also includes a description of its management uses as well as such specific instructions as are applicable to these management uses. In addition, the police manager is expected to read *Volume II: Supervisor's Guide*. This will provide him complete knowledge of the working of the system so that he may, first, make an informed decision about implementing this system in his agency and, second, (if implemented) manage his supervisors more effectively with regard to the system.

It is suggested that the manager read this volume in the usual way from Page 1 through the entire document as written. The reason for this advice (which may seem unnecessary) is that this volume of the Manual is arranged in a logical (and chronological) sequence beginning with definitions of PTS and performance evaluation and proceeding through the concept of this system to the actual management uses. It is felt that, if the reader begins with the description of the system or its uses, some misunderstanding may develop, which can be avoided by reading and understanding each part of the Manual in order.

The police manager is advised also to read and understand *Volume II: Supervisor's Guide*. The manager will find some repetition between these two volumes. Obviously, all descriptions of this system, even though intended for different readers, will contain some common material. The manager is urged to tolerate such repetition in order to follow the logic of Volume II. There is in Volume II the same logical, orderly development from background information to specific instructions as in this volume. The careful reader will avoid incomplete understanding by proceeding through both volumes of this Manual in order.



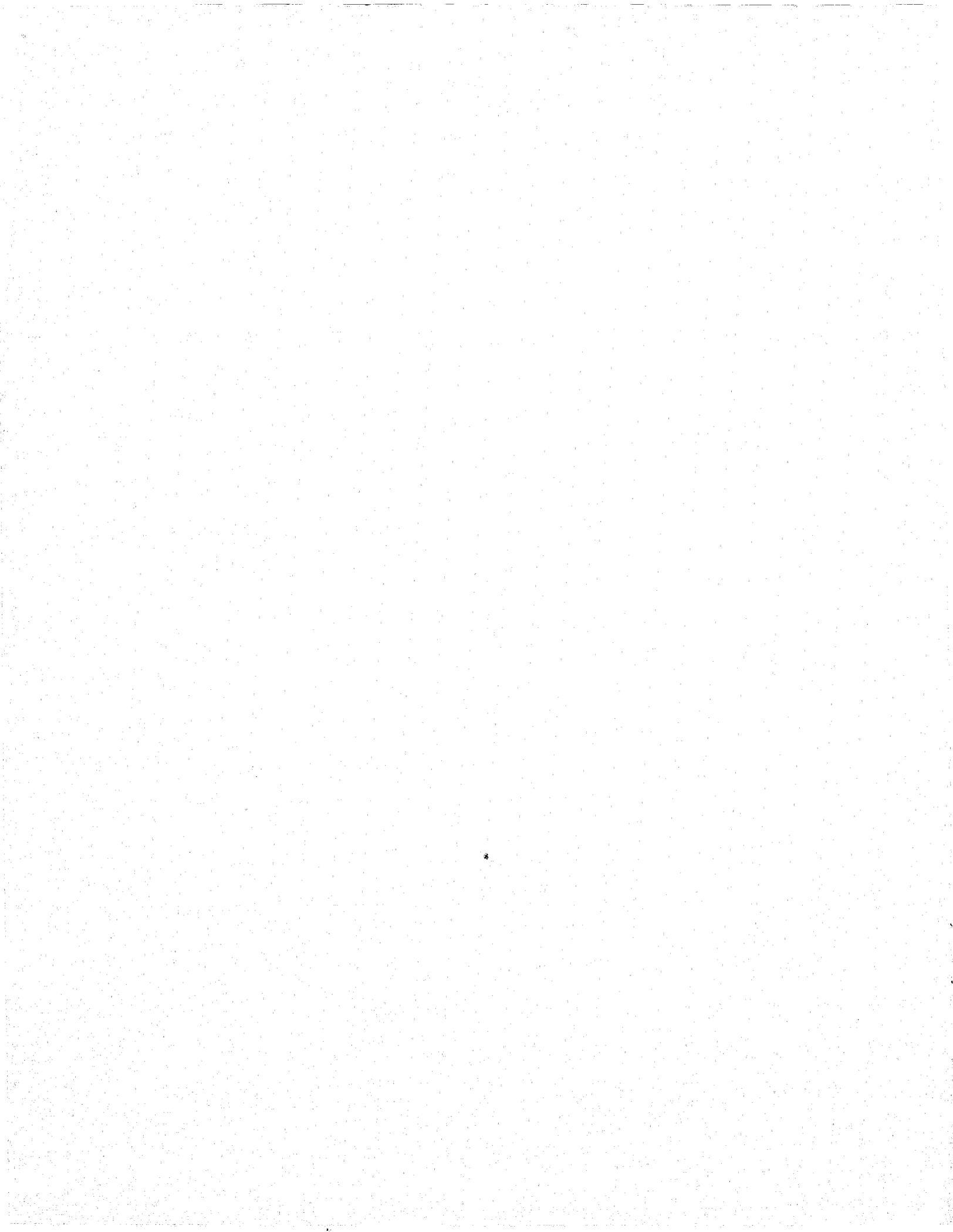
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## Appendix A

## Glossary



# Background

This section of the Manual presents the essential background information required for full understanding of the development and application of the PTS Personnel Performance Evaluation System (or "the system," as it will be referred to throughout this Manual). There are two parts to this background discussion: police traffic services (PTS) and personnel evaluation. In the discussion of PTS there is a definition of PTS, a discussion of PTS relative to highway safety, a review of PTS performance measures and a discussion of PTS as an operational function. In the discussion of personnel evaluation there is a definition, a discussion of the importance of measuring personnel performance and a brief description of the application of personnel evaluation results.

## A. Police Traffic Services

It may seem, as a first reaction, that a definition of PTS is unnecessary because traffic is such a common phenomenon that police traffic services are likewise common and well known. No doubt that reaction is for the most part a valid one. However, in this system a precise definition of PTS is necessary, first, because the system is based on quantitative performance measures of precisely defined job segments. These measures could only have been developed from a complete, definitive definition. Also, such a definition of PTS allows the user to more easily relate the measures to the entire PTS job. Second, not all law enforcement agencies perform all traffic services at all times or with the same priorities. Again, the detailed definition is needed. From such a definition any given agency can identify those services it does provide and relate its priorities to the whole job. Carried on to the evaluation system, this means that only those parts of the system that apply will be selected. (As will be discussed later in this Manual, the system is an adaptive, flexible one that is designed to include all traffic services which can be tailored to an individual department's needs.)

The definition of PTS that is used in this system is consistent with all authoritative sources. It was developed by means of a literature review as well as through direct contacts with police agencies. The process of developing this definition is described in Section II of this Manual (Page 7). PTS consists of five functions, each of which contains a number of related activities. These functions can also be thought of as operational segments of PTS since each of the functions could be a duty assignment for an officer on a day-by-day basis or even for a longer term. The five functions are defined in the paragraphs immediately below. Each definition includes the objective to be met in performing the function as well as a summary of the constituent activities.

### 1. Traffic Law Enforcement

The objective of this function is to deter and detect traffic violations through enforcement. It includes patrol activities as well as general and selective enforcement of all traffic laws. This function begins with the observation and detection of a violation; it includes apprehension of and interaction with the violator, investigation of the violation, and the enforcement decision and actions.

### 2. Accident Scene Management and Investigation

The objectives of this function are to provide for control and stabilization of an accident scene and to perform an investigation of the causative factors. The investigative part of this function is performed only in support of the police responsibilities for safety and enforcement. Therefore, the results of an investigation are used in determining enforcement action, evaluating countermeasure programs, detecting and apprehending violators, and identifying problem areas. This function includes a planning for and use of emergency procedures and vehicles as well as emergency medical services. This function can lead to enforcement actions.

### 3. Traffic Direction and Control

The objective of this function is to insure the safe and orderly movement of vehicular and pedestrian traffic. The function includes regular duty assignments, such as at school crossings as well as traffic control related to emergencies. It encompasses whatever planning is performed by the patrolman as well as the actual manual control of vehicular and pedestrian traffic. Two important applications of this function are the control of traffic in an accident situation and the control of traffic for special events. Traffic direction and control can lead to enforcement actions.

### 4. Court System Interaction

The objective of this function is to provide police input to the adjudication process. This function includes the preparation and presentation of testimony and physical evidence as well as other court-related activities. Only those court activities that arise out of traffic law enforcement are included in this description.

### 5. Highway Service and Assistance

The objectives of this function are 1) to provide assistance to motorists who have encountered a vehicle breakdown, or who are sick, lost or otherwise in need of assistance, and 2) to cope with such highway problems as debris blocking the travelled portion of the highway or inoperative traffic control devices. This is not a law enforcement function as such but can lead to enforcement actions that might arise out of the assistance situation. For example, a motorist in need of assistance may be found to be under the influence and some appropriate charge could be lodged. The specific activities that make up this function are generally concerned with interacting with the public. The officer must be prepared to cope with a wide range of emergency and unusual situations. A good knowledge of the local geography and emergency resources is required.

It is suggested that the reader does not need a more detailed description of the PTS job and its activities in order to proceed through the remainder of this Manual. However, to provide for the fullest understanding of this evaluation system and how it was developed, a complete PTS job description is presented in Ap-

pendix A. As is described later, the first step in developing this system was to produce and validate a description of PTS that would encompass the services provided by any law enforcement agency under the heading of traffic; but it is not expected that all agencies perform all these services. When the reader has a question about the details of PTS as defined here, he should refer to Appendix A.

### B. Operational Importance of PTS

It seems fair to say that traffic law enforcement and traffic services are viewed in a variety of ways by police personnel at all levels. Some personnel contacted in the course of this study appeared to think of traffic as an unwelcome addition to their primary police function of law enforcement. Others thought of it as a primary and essential function. In part, this difference in attitude can be attributed to the type of jurisdiction. Statewide agencies and smaller municipal agencies accord traffic a higher status than larger municipal agencies. Also, the mission of an agency as well as its specific policies determine how traffic is viewed. In spite of individual attitudes, however, it must be recognized that police traffic services are, overall, important to police agencies in terms of highway safety, involvement of personnel and public image.

It is well known that a high rate of traffic law compliance results in improved highway safety. Also it is known that effective, well-managed PTS produces a high degree of compliance. Thus, although the exact relationship is not clearly measurable, PTS does impact highway safety with savings in life, property and dollars.

In terms of personnel involvement, it would probably not be unrealistic to estimate that nearly half of the operational personnel in agencies that provide PTS are involved with traffic. Some state police (or patrol) agencies report that three-fourths or more of their activities are traffic-related. Agencies at the local, municipal level report in some cases one-third or more as traffic-related.

As to the public image of PTS, the importance of traffic should be quite clear. Probably the majority of citizens have their only contact with police in a traffic setting—either enforcement or assistance. Also, most PTS activities are highly visible and many other citizens not directly involved are aware of and observe PTS.

From each of these viewpoints, the operational importance of PTS is quite high. The police manager is, therefore, well advised to provide traffic services of the highest quality and to make the most effective use of PTS personnel that he can. The use of the PTS Personnel Performance Evaluation System is one means toward those ends. The system provides both a measure of the quality of performance and guidance for the improvement and maintenance of traffic services.

One more operational characteristic of PTS should be noted in regard to the use of this system. Traffic services for the most part are performed by an officer working alone and most probably not under direct supervision. Thus, it is practically impossible for a supervisor to judge PTS performance at first hand. This system is designed to accumulate data about actual job performance through activity reports and then to generate measures of performance that can be compared to standards. (The standards will be developed by the agency and the supervisor and can be made specific to each individual evaluation.) The system is, in other words, a tool that allows a supervisory function to be performed under job conditions that essentially preclude direct supervisory observation.

### C. Management Uses of Personnel Evaluation

Personnel evaluation is an essential process in the management of any organization, but it assumes truly major proportions in those organizations that rely heavily on the action, the attitude and the appearance of the personnel involved. Police agencies are outstanding examples of organizations that are dependent on the quality and productivity of their personnel. Police work is not automated and very few important functions are routinized. The quality and the success of a police department are dependent on the effectiveness of its personnel in both mental and physical activities. The human element is critical in both the regular day-to-day operations, as well as in the unexpected, emergency situations that arise in traffic and all other aspects of the police officer's job. Therefore, police commanders and supervisors must regularly attempt to assess how well their officers are performing. Whether this assessment is made intuitively, based on "feelings" about an officer, or it is made in a more systematic, more sophisticated way, the objective is the same: to determine how well each officer is doing and, taken together, how well the squad, platoon or department is doing.

In making an assessment of how well an individual officer or a group of officers is doing, the manager is concerned with the "productivity" of the officer or the group. This is not to imply that the evaluation process equates arrests or citations or any kind of quota to quality of PTS. Productivity simply means that in a given police agency under a specified assignment in a particular patrol area, a patrolman can be expected to encounter a somewhat predictable number of opportunities to apply PTS. A productive officer will find these opportunities and will perform. The non-productive officer will not. This system is designed to help define the expectations (or standards) and then to measure and evaluate performance.

There are many ways in which a manager can measure and evaluate performance with the means this system provides. The easiest way to demonstrate the variety of possible management uses of this system is to refer to a tabulation of the quantitative measures that it can produce. Figure 1 is a reproduction of a summary form used in this system and it contains the names of all the data collected in this system. The data come directly from activity reports that are completed by the individual officer on a daily or weekly basis. It would be presumptuous to attempt to tell the readers of this Manual the possible management uses of the data contained in this tabulation. The data cover the entire range of PTS and obviously include several indicators of successful performance. Police management and command personnel will recognize the value of such indicators.

There are two lines of evaluation to which these data can be applied. They can be the basis for some of the traditional traffic effectiveness measures such as the Enforcement Index which was developed by the Traffic Institute of Northwestern University. These effectiveness measures take many forms but generally express some enforcement, investigation or adjudication frequency relative to the frequency of a traffic "event." For example, the number of Hit-and-Run Arrests per 100 known Hit-and-Run cases would be such an indicator. The Traffic Institute of Northwestern University published some indicators, along with suggested values for satisfactory performance, and a sample of these are shown in figure 2 simple to illustrate the possible management uses of data collected in this system. (The material shown in figure 2 was taken from a Traffic Institute *Training Publication* "Police Traffic Supervision: Evaluation Guides" and is reproduced here with permission.)

These indices of traffic effectiveness have been of concern

**TRAFFIC ACTIVITY SUMMARY**

Officer Name \_\_\_\_\_

Supervisor \_\_\_\_\_

Shield No. \_\_\_\_\_ Evaluation Date \_\_\_\_/\_\_\_\_/\_\_\_\_

Evaluation Period \_\_\_\_/\_\_\_\_/\_\_\_\_ start to \_\_\_\_/\_\_\_\_/\_\_\_\_ end

**1.0 TIME ALLOCATION**

1.1 Total Duty Time \_\_\_\_\_ hrs

1.2 Total Traffic Patrol Time \_\_\_\_\_ hrs

1.2.1 Moving Patrol \_\_\_\_\_ hrs

1.2.2 Stationary Surveillance \_\_\_\_\_ hrs

1.2.3 Traffic Road Checks \_\_\_\_\_ hrs

1.2.4 Planned Selective Surveillance \_\_\_\_\_ hrs

1.3 Total Traffic Direction and Control (TDC) Time \_\_\_\_\_ hrs

1.3.1 Assigned TDC Time \_\_\_\_\_ hrs

1.3.2 As Needed TDC \_\_\_\_\_ hrs

1.4 Total Highway Service/Assistance Time \_\_\_\_\_ hrs

1.5 Total Accident Investigation Time \_\_\_\_\_ hrs

1.5.1 Fatal Accident Investigation \_\_\_\_\_ hrs

1.5.2 Injury Accident Investigation \_\_\_\_\_ hrs

1.5.3 Property Damage Accident Investigation \_\_\_\_\_ hrs

**2.0 TRAFFIC STOPS**

2.1 Total Stops on Patrol \_\_\_\_\_

2.1.1 Moving Patrol Stops \_\_\_\_\_

2.1.2 Stationary Surveillance Stops \_\_\_\_\_

2.1.3 Traffic Road Check Stops \_\_\_\_\_

2.1.4 Planned Selective Surveillance Stops \_\_\_\_\_

2.2 Highway Service/Assistance Stops \_\_\_\_\_

2.3 Total Accident Investigations \_\_\_\_\_

2.3.1 Fatal Accident Investigations \_\_\_\_\_

2.3.2 Injury Accident Investigations \_\_\_\_\_

2.3.3 Property Damage Accident Investigations \_\_\_\_\_

**3.0 MAJOR ACTIONS TAKEN IN PATROL STOPS**

3.1 Arrests \_\_\_\_\_

3.2 Citations \_\_\_\_\_

3.3 Written Warnings \_\_\_\_\_

3.4 Verbal Warnings \_\_\_\_\_

3.5 No Actions \_\_\_\_\_

**4.0 ENFORCEMENTS IN ACCIDENT INVESTIGATIONS**

4.1 Hazardous Violations \_\_\_\_\_

4.2 Other Violations \_\_\_\_\_

4.3 No Enforcements \_\_\_\_\_

4.4 Investigations Continuing \_\_\_\_\_

**5.0 CHARGES FILED**

5.1 Total Arrest Charges \_\_\_\_\_

5.1.1 Alcohol/Drug Traffic Arrests \_\_\_\_\_

5.1.2 Other Traffic Related Arrests \_\_\_\_\_

5.1.3 Non-Traffic Related Arrests \_\_\_\_\_

5.2 Total Citation Charges \_\_\_\_\_

5.2.1 Moving Violations Citations \_\_\_\_\_

5.2.2 Equipment/Regulatory Citations \_\_\_\_\_

5.2.3 Other Citations \_\_\_\_\_

5.3 Total Written Warnings Charges \_\_\_\_\_

5.3.1 Moving Violation Warnings \_\_\_\_\_

5.3.2 Equipment/Regulatory Warnings \_\_\_\_\_

5.3.3 Other Written Warnings \_\_\_\_\_

**6.0 CHARGE DISPOSITIONS**

6.1 Total Convictions \_\_\_\_\_

6.1.1 Bond Forfeitures \_\_\_\_\_

6.1.2 Convictions as Charged, in Court \_\_\_\_\_

6.1.3 Convictions on Lesser Offense \_\_\_\_\_

6.2 Total Non-Convictions \_\_\_\_\_

6.2.1 Not Guilty, in Court \_\_\_\_\_

6.2.2 Nolle Prosequi \_\_\_\_\_

6.2.3 Dismissal \_\_\_\_\_

6.3 Total Dispositions \_\_\_\_\_

**FIGURE 1. TRAFFIC ACTIVITY SUMMARY FORM**

## Range of Values

POLICE TRAFFIC SUPERVISION RATES	City		Rural	
	Ineffective	Satisfactory	Ineffective	Satisfactory
1. Accident Severity or Reporting Rates				
a. Personal injury accident per fatal accident	25	55	7	20
b. Damage accidents per fatal accident	80	200	10	35
2. Accident Investigation Rate				
Accidents investigated per 100 accidents reported	55	95	30	75
3. Accident Citation and Arrest Rate				
Investigations resulting in citations or arrests per 100 accidents investigated	30	55	25	55
4. Accident Violator Citation and Arrest Rate				
Persons in accidents cited or arrested per 100 accidents investigated	30	60	30	60
5. Hit-and-Run Clearance Rate				
Hit-and-Run cases cleared per 100 cases known	50	85	40	80
6. Hit-and-Run Citation or Arrest Rate				
Hit-and-Run drivers cited or arrested per 100 cases known	35	80	30	75
7. The Enforcement Rate (or Index)				
Convictions with penalty paid for hazardous traffic law violations per motor-vehicle traffic accident resulting in injury or death	10	20	5	15

For the rates illustrated in this figure, an upper and lower limit or value is better than a single number as a guide to the quality of enforcement. The two figures used would represent:

1. *Satisfactory* performance or a generally healthy condition. If the actual figure in a community is better than this number, improvement would probably be difficult and costly. It is likely that other things could be done to better advantage than trying to raise this value.
2. *Ineffective* performance or an unhealthy condition. If the actual figure in a community is less than this number, improvement should be fairly easy and definitely profitable. It is safe to recommend that steps be taken at once to improve this rate.

Somewhat different figures appear for some of these rates as guides for rural as compared to urban areas. There are several reasons for this, but the most important one is that rural figures are compiled only from activities of highway patrols which may be supplemented in many cases by county enforcement efforts which are not included.

FIGURE 2. SOME EXAMPLES OF RATES AND SUGGESTED VALUES FOR ASSERTING PTS EFFECTIVENESS (TAKEN FROM A TRAFFIC INSTITUTE TRAINING PUBLICATION)

to police officials for a long time. Some standards are more than 20 years old and no doubt some interest was expressed in performance indicators when the first police agency assumed traffic responsibilities. The reason for the discussion of effectiveness indicators in this Manual is twofold: first, the data collected from the Activity Reports in this system can be used directly in many such indices and second, the indices represent a proper management concern with effectiveness of operations or "productivity" as that concept is used in this Manual. The PTS Personnel Performance Evaluation System is concerned basically with the amount and quality of PTS performed by a patrolman. The effectiveness indices address these issues in a somewhat different way and in the context of an entire department or traffic unit, but the concern is the same; quality and quantity of performance.

It should be of interest to the reader to note a further more direct connection between effectiveness measures and the personnel evaluation that is the concern of this system. In 1974, the International Association of Chiefs of Police passed a resolution concerning effectiveness measures and particularly the need for updating and improving them. The text of that resolution is reproduced below:

**Police Traffic Service Performance Measures  
(1974)**

WHEREAS, The only commonly known and accepted measures of performance or rates for Police Traffic Service efforts were developed over 20 years ago and may not be valid today; and

WHEREAS, Each jurisdiction, and even each individual location within larger jurisdictions, has its own unique circumstances which make it impractical and inappropriate to apply measurement rates or scales developed on the basis of experience in other jurisdictions or locations; and

WHEREAS, Although factors for consideration in performance evaluation may be developed and recommended, the specific comparative measures should be locally developed for local administrative evaluation fitting the needs of the particular jurisdiction; now, therefore, be it

RESOLVED, That the International Association of Chiefs of Police recommends that use of arbitrary or outdated Police Traffic Services administrative rates or measures be discontinued; and be it

FURTHER RESOLVED, That the International Association of Chiefs of Police urges the National Highway Traffic Safety Administration to sponsor a project that will identify factors that are recommended for consideration when evaluating the Police Traffic Services performance of a jurisdiction or any component of a jurisdiction, with specific measures to be developed by the individual jurisdiction.

In the resolution, the reference to "performance of any component of a jurisdiction" should be noted. It was in this regard that the National Highway Traffic Safety Administration instituted the development of this personnel evaluation system. In very simple terms, the intent has been to develop factors for evaluations and measures, applicable to the patrolman—the basic unit of traffic services. In addition, the system provides the means for combining such measures into performance measures of traffic units or departments. This approach is perhaps best illustrated by reference to the list of measures that this system produces. Figure 3 is a tabulation of the measures used for evaluation. In later sections of this Manual, specific instructions for how these are used in the system will be presented. For this introduction, the names of the measures will suffice to illustrate

the broad applications of the system to management decisions and actions. Just for example, the measures of allocation of time to various kinds of patrol and the number of enforcement actions per hour of patrol should be seen as valuable indicators of individual or group performance.

The last section of the Manual (Page 13) includes specific guidance for management application of this system. However, by way of concluding this introduction it should be noted that the system used, as designed, by the supervisor to evaluate his men provides management with information about areas traditionally referred to as "personnel." The most important of these is training. The system results in an assessment of how well the patrolman has done his job in traffic services. The logical continuation of this assessment is to infer how well the patrolman has been trained and then to determine future training needs for the individual or the group. The point does not have to be belabored, but the management decision should be clear if job performance measures indicate either very high or very low levels of achievement. The kind and amount of training that leads to high levels should be pursued while that which leads to low levels should be amended. It must be pointed out that in this context "training" encompasses counselling or remedial training

for the department. When actual job performance is measured and analyzed as in this system, specific training needs will be quite evident to the police manager.

Assignment of personnel can likewise be affected by the results of applying this system. These results could, for instance, identify officers who are particularly productive in the areas of PTS as well as some who are not. Again, the management decision should be clear as regards the assignment of such officers. It should not be inferred that PTS evaluation of itself will be the only input to decisions about either training or assignment. This system will provide an input for management decisions about traffic services. It is intended that managers will use this input to the extent that is appropriate to their own department's needs and policies.



# Development of the PTS Personnel Performance Evaluation System

What has been presented so far in this Manual has had to do with the general background of the system and its application to management decisions and actions illustrated by listings of the data and the measures it produces. In this section of the Manual, the actual development of the system is traced. The objective of this history is to help the police manager understand the practical basis on which the system was built and to help him assess its validity and utility for his own needs and the needs of his department. In a subsequent section, the specific management role in implementing the system is discussed along with some more specific applications.

This Manual and the Evaluation System it presents are the end products of a 21-month's effort that proceeded in two phases.

## A. First Phase

One objective of the first phase was to identify and define the police traffic services tasks performed by officers assigned to PTS duties. The second objective was to determine a set of command "factors" among these tasks that could be used in personnel evaluation. The final objective was to allow for an interim program evaluation that would address the feasibility of continuing the evaluation system developmental effort based on factual results.

The study commenced with a literature review of more than 50 reports and documents that were deemed relevant. These documents were classified into four broad categories—traffic services, job description, personnel evaluation and training. This review provided some information concerning the range of PTS duties and tasks and their commonality among law enforcement agencies. A much more detailed data collection effort was conducted by the study staff members through personal surveys of 19 police agencies, representative of jurisdictional responsibility, geographical location and missions. Using interview guides and structured survey forms, information was acquired from patrol, supervisory and command personnel concerning PTS operations, training and personnel evaluation. Specific PTS functions, duties, and tasks performed by each agency were identified and estimates were obtained of the relative importance of these functions. Information was also solicited from other agencies, either by mail or informally during visits conducted in conjunction with other research projects. In all, information was obtained from 18 State and local agencies.

Although there was basically good agreement among law enforcement agencies concerning what functions constitute PTS, the specific definitions of these functions varied from agency to agency. All of this information was compiled and analyzed to distill the *common* elements, procedures and definitions of PTS that apply to all agencies. Through this process "universally acceptable" definitions for five PTS functions were developed in terms of officer performance, i.e., in terms amenable to evaluation. The five PTS functions were previously defined on Page 1:

- Traffic Law Enforcement
- Accident Management and Investigation
- Traffic Direction and Control
- Court System Interaction
- Motorist Assistance

A major end product of the first phase was the development of a PTS Model Job Description for each of the above PTS functions. The Model Job Description may be found in Appendix A. It describes the five basic PTS functions listed above and presents and defines duties, primary tasks, and tasks that comprise these functions. The Model Job Description also includes an analysis of each duty, primary task, and task relative to five parameters that affect its potential use as a factor for evaluation. These parameters are:

- The *products* of the duty, primary task, or task—i.e., the output of the activity; this may be an action taken by the patrolman, the issuance of a document such as a report or citation, or an effect on someone or something else such as a change in traffic flow. The activity's products represent potential measures or indicators of whether the activity was performed and the quality of its performance.
- The *observability* of the activity and its products—i.e., an assessment of ways and means by which the activity and its output can be detected and measured. Generally speaking, the more readily observable the activity is, the more suited it will be for use as an evaluative factor.
- The *universality* of the activity—i.e., how common is it to the various police agencies and what is its intrinsic importance to the overall job of PTS.
- The degree of focus devoted to the activity during *training*—i.e., the level of emphasis devoted to the duty, primary task, or task in current basic or in-service training programs. In general, the more training devoted to the activity, the more likely it will be to merit careful evaluation.
- The possibility of establishing *gradations* of performance for the activity—i.e., the likelihood that accurate assessment can be made of the quantity and quality of performance based upon the observable products.

As a result of the MJD, it was concluded that the traffic related task performed by an officer can be defined and analyzed. It appeared, then, that the PTS job performed by an officer can also be quantitatively evaluated.

A second important conclusion was that the description is valid. It presents a complete picture of PTS activities; it is segmented to correspond to typical duty assignments and it is in substantial agreement with descriptions prepared by other police research or operational organizations. In a critical review of the description, the Traffic Institute, Northwestern University, acting as a consultant to the research team agreed to the completeness and the structure of the description.

On the basis of the foregoing research, the recommendation

was made and approved to continue the program to develop a PTS performance evaluation system.

## B. Second Phase

The second phase of the research effort commenced subsequent to development of the Model Job Description. The objective of this phase was to derive evaluative factors from the functions, duties, and tasks of the model job descriptions and to develop gradations of performance for each factor. The gradations of performance were to reflect both quantitative and qualitative characteristics.

The first step in this phase was to analyze the data in the Model Job Description to identify those tasks having the greatest relevance and utility for evaluation. Based upon the information listed under the five parameters discussed above, each task was rated on a scale of 1-to-3 relative to the following characteristics:

- *Criticality*—i.e., is the task of high, intermediate or marginal importance to the duty to which it belongs?
- *Importance to highway safety*—i.e., does the task have a high, intermediate or marginal bearing on the police role in reducing the behaviors, circumstances and conditions that cause or contribute to crashes?
- *Observability*—i.e., how easy or difficult would it be for the supervisor to determine how well a patrolman performs the task? Specifically, is the task directly observable, inferable from records or other data, or not observable?
- *Face validity*—i.e., would the typical patrolman consider the task to be of high, intermediate or marginal validity as an indicator of his performance?
- *Utility to the supervisor*—i.e., would the typical supervisor consider the task to be a strong, moderate or weak input to his evaluation of a patrolman's performance.

These characteristics were assigned equal weight in the assessment of tasks as candidate evaluative factors. Thus, a task's cumulative rating ranged from 5 (minimum rating on all characteristics) to 15 (maximum rating on all). To ensure that practical police experience would be applied to this process, the task ratings were supplied by 52 students enrolled in the Northwestern University Traffic Institute's "Long Course" as well as by NHTSA personnel with previous law enforcement experience. The three members of the project staff also supplied independent ratings. The modal value of all 55 ratings was selected as the ranking of any given task relative to each of the five characteristics. Tasks that received a cumulative rating of 10 or more were selected for inclusion in the evaluation system. Because the Model Job Description had been based on the most commonly accepted (and therefore most important) aspects of PTS, more than 90 percent of all tasks received cumulative ratings that were high enough to warrant their inclusion.

Once the tasks were selected, they were grouped into sets of related duties. Each such set constituted a single evaluative factor. A total of eight factors was developed. These factors are briefly described as follows:

### Factor 1.

*Performs Patrol*—This factor aids the supervisor in determining how well an officer utilizes his patrol resources in observing traffic to detect traffic law violations. The duties and tasks selected for this factor were derived from the MJD (Appendix A Function 1.0, Traffic Law Enforcement, Duty 1.1—Conducts Surveillance of Traffic, Sheets 1 and 2.

### Factor 2.

*Makes Traffic Violation Stops*—This factor allows the supervisor to evaluate the type of "traffic stops" an officer makes. The duties and tasks selected for this evolve from the MJD Function 1.0, Traffic Law Enforcement, Duty 1.2—Detects Traffic Law Violation, and a part of Duty 1.3—Apprehends Violator, Sheets 2 through 6.

### Factor 3.

*Evaluates Violation and Selects Enforcement Action*—This factor permits the supervisor to evaluate the various enforcement actions resulting from the stop as well as his skills as a traffic stop investigator. The duties and tasks selected for this factor were derived from the MJD, Function 1.0, Traffic Law Enforcement, Duty 1.3—Apprehends Violator, Sheets 3 through 6.

### Factor 4.

*Issues Enforcement Action*—This factor allows the supervisor to evaluate the type of charges an officer issues and his skills in following procedures required to file these charges. The duties and tasks selected for this factor originated from the MJD, Function 1.0, Traffic Law Enforcement, Duty 1.4—Takes Enforcement Action, Sheets 7 and 8.

### Factor 5.

*Manages and Investigates Traffic Accidents*—This factor aids the supervisor in evaluating an officer's performance of activities required to control and investigate traffic accidents. The duties and tasks selected for this factor were derived from the MJD, Function 2.0, Accident Scene Management and Investigation, Sheets 9 through 12.

### Factor 6.

*Prepares and Presents Traffic-Related Testimony and Evidence*—This factor allows the supervisor to evaluate the ultimate outcome of an officer's enforcement actions. The duties and tasks selected for this factor were originated from the MJD, Function 4.0, Court System Interaction, Sheets 16 through 18.

### Factor 7.

*Provides Highway Service and Assistance*—This factor aids the supervisor in evaluating an officer's performance of activities intended to assist the safety of motorists and other persons in the traffic environment. The duties and tasks selected for this factor were derived from the MJD, Function 5.0, Motorist Assistance, Sheet 19.

### Factor 8.

*Directs and Controls Traffic*—This factor allows the supervisor to evaluate an officer's performance in traffic direction and control activities. The duties and tasks selected for this factor were taken from the MJD, Function 3.0, Traffic Direction and Control, Sheets 13 through 15.

As each factor was developed, both objective and subjective measures of its performance were identified. The objective measures were derived from the analysis of observability incorporated in the MJD. The subjective measures were developed around small groups of closely related and clearly defined tasks

also from the MJD. Finally, the objective and subjective measures were incorporated into the factor rating forms presented in Volume II. Those forms implement the actual rating process in the PTS Performance Evaluation System.

Each factor is an element of the evaluation system and is defined and described in detail in Volume II Pages 2 through 6. A Manual was prepared to assist the first-line supervisor as a general reference source and a day-to-day guide for evaluating the PTS performance of officers under their supervision.

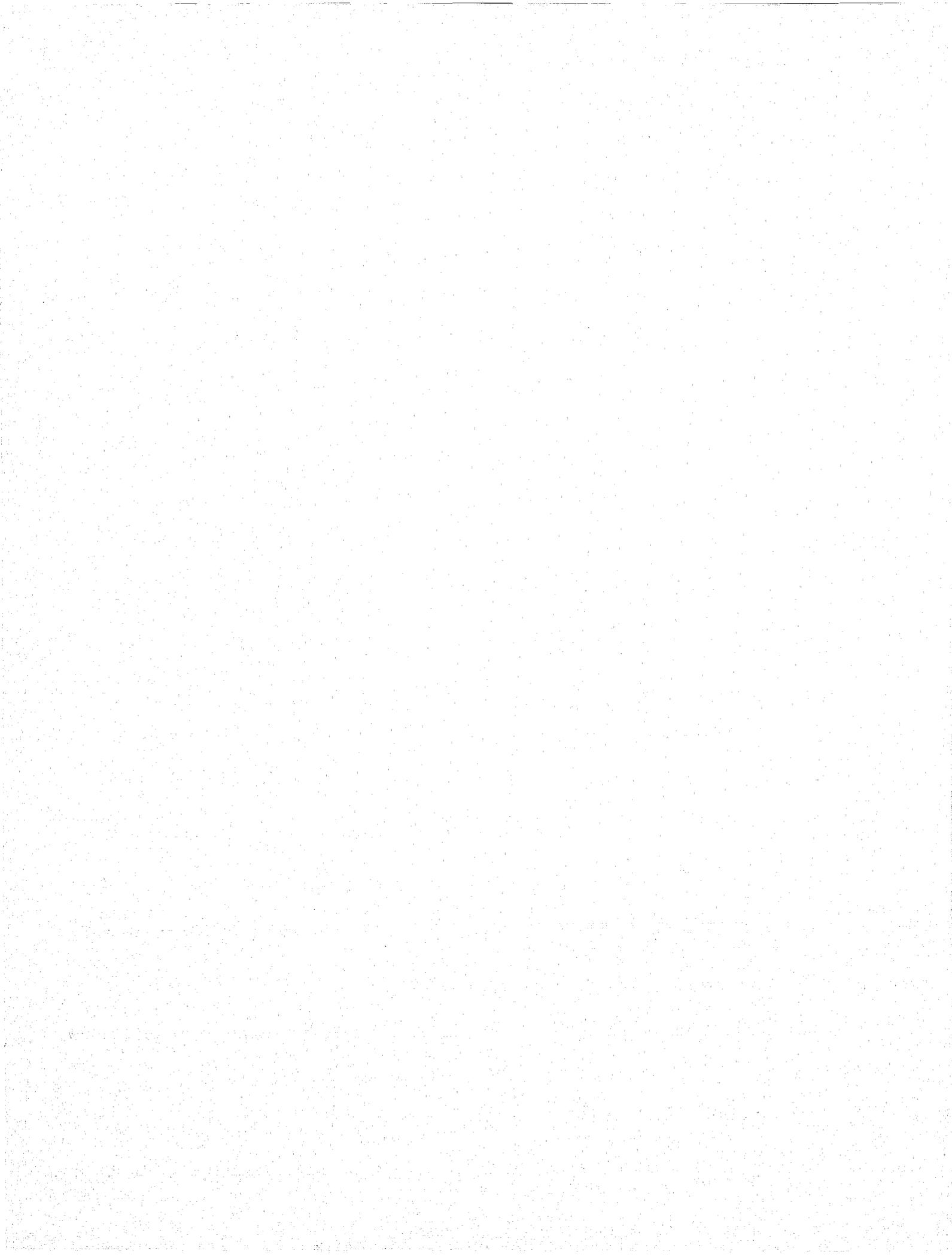
#### C. Pilot Test of the PTS Evaluation System

The PTS Performance Evaluation System was then pilot tested by a total of 29 first-line supervisors from ten representative law enforcement agencies. They used the system to evaluate all or a representative group of the men under their command. In total, 109 officers were rated in this test. The purpose of the as well as the system's strength and weaknesses. The ultimate pilot test was to validate the format and content of the system objective was to insure that the final product would be a practical and valuable tool for all law enforcement agencies engaged in traffic services. The pilot test spanned a period of 3 months.

During the first 2 months, 8 weeks of officers data was collected by each agency utilizing a Weekly Activity Report. At the end of the 8 weeks the performance data were summarized for each officer and the responsible first-line supervisor initiated the performance rating using the PTS Evaluation System. At the end of the pilot test each supervisor was personally debriefed in order to incorporate to the extent possible his comments, criticisms, and suggestions in the final revision.

#### D. Final Revision and Review

During the final stage of this development process of the evaluation system, some revisions to the structure and content of the system were made as a result of the pilot test experience. Although the revision of the system content was relatively minor, major revisions were made to improve the format of the activity reports and factor evaluation forms. Also, the initial supervisor's manual was divided into two separate volumes, primarily to separate the functions of management level personnel and first-line supervisory personnel in the use of this system.



# System Implementation and Application



## A. Management's Role and Responsibilities

The first responsibility of the police manager with regard to the PTS Personnel Performance Evaluation System is to become thoroughly familiar with its content and procedure. Since the reader will have now been through the background and the development of the system it is recommended that he read Volume II which describes the system in detail. When this has been accomplished, he should return to this section for specific guidance about implementation.

The manager's responsibility after becoming familiar with the content and procedures of the system is to make a decision as to whether or not it will be used in his department. The manner in which the system is presented and implemented will impact on the overall success of its application and on the evaluation effectiveness of the system. The system should be implemented for those officers who normally perform PTS activities or any of its constituent elements. For example, law enforcement agencies which employ "general patrol" could implement this system for all its patrol functions that include PTS. On the other hand some municipal departments can implement the system for Traffic Division officers or for specially dedicated units such as Accident Investigation. However, to gain as much PTS evaluation information as possible the manager must implement the system for every officer who is responsible for any PTS function.

Prior to implementation the manager and staff must accomplish the following:

- Adapt the system to the jurisdictional PTS requirements
- Formalize the implementation as part of the agency's policy
- Conduct briefing sessions with all levels of participating supervisory personnel
- Establish agency guidelines for standards of PTS performance
- Provide PTS Performance Evaluation System Training for firstline supervisors and PTS officers.

## B. Initial Adaptation of the System

Each of the eight evaluative factors concerns a particular segment of traffic services; as a group the factors represent the total set of tasks performed by officers in the area of police traffic services. Potentially, the factor rating forms provide 40 quantitative measures and 28 ratings of PTS performance quality. Obviously, not all of the measures and ratings are applicable to any one agency. However, to avoid too gross a generalization of an officer's PTS performance, the factors and associated measures and ratings that are applicable to a given agency must be applied for a meaningful evaluation. Therefore, the manager should begin by reviewing each evaluative factor rating form and determine whether or not it does apply to his agency.

The process of adaptation cannot be set forth anymore explicitly than has been done in the few brief comments given above. What must be done, simply, is to determine which of the

eight factors relate and then to examine the measures and ratings to determine which of these are important to the agency. The following examples may be helpful in the initial adaptation:

- Some law enforcement agencies perform traffic direction and control only in truly emergency situations. Therefore, such an agency may elect to omit that factor completely or to use it only in the occasional situation when an officer has been required to perform traffic direction and control. The important point is that if the function is not a significant one (for that agency) then it should not be used.
- In some agencies the amount of time devoted to moving patrol and to stationary surveillance is rigidly prescribed in departmental procedures. In this case, it would not be useful to include in an officer's evaluation the measures of time utilization. It would, however, be useful to rate the officer's performance under the factor "Perform Patrol." So, in this situation, the measures would not be used, but the performance evaluation could be applied.
- While final disposition of traffic cases is an ultimate indicator of the effectiveness of traffic law enforcement, some agencies find it difficult to document because their cases go to a number of different courts or because there are presently no good lines of communication from the courts back to the agency. Here the choice may be to omit the factor concerning adjudication or, if it's important enough to the agency, better communication can be implemented. In either event, the system allows for use of the factor or its deletion depending on the agency's needs.

A complete set of evaluative factor rating forms as well as data collection and processing forms are included in the back of this Manual to aid the manager in adapting the system.

## C. Adaptation of Specific Evaluative Factors

Once the manager has decided which factors are representative of the agency's PTS activities, the next step is to review carefully each Factor Rating Forms' measures in Section One and each quality of performance descriptor in Section Two and determine which descriptors are not appropriate or not performed by the agency's officers. These should be deleted from the Factor Rating Sheets by simply putting a line through them or by producing revised forms of the sheets.

For example, an agency that does not perform Traffic Road Checks as part of their PTS activities would eliminate any reference to performing Traffic Road Checks from the Factor Rating Forms 1.2. In Factor 1, Performs Patrol, Section One line

A3 would be eliminated. In Factor 2, Makes Traffic Violation Stops, Line B4, Section One and Analysis 6 "Conducts Traffic Road Checks" would also be eliminated.

The manager must also adapt the data collection and processing forms, i.e., the Daily/Weekly PTS Activity Reports, the

Traffic Activity Summary Form and Traffic Activity Measures Form. Using the previous example, where an agency has eliminated "Traffic Road Check" as an activity the following changes would result:

- *Daily/Weekly Activity Report*  
Delete "Traffic Road Checks" from Section One
- *Traffic Activity Summary Form*  
Delete "1.2.3 Traffic Road Checks"  
"2.1.3 Traffic Road Check Stops"
- *Traffic Activity Measures*  
Delete from: Section A all of line A3  
Section B all of line B4

With regard to Factor 6—"Prepares and Presents Traffic Related Evidence and Testimony" management level personnel must establish the necessary liaison with administrative personnel at the courts and the "violations bureau" in order to access the disposition of all traffic charges issued by any of their officers. The officer will only know the disposition of those charges that he has had to appear in court. He will most likely not know the disposition of charges which were adjudicated by pay by mail, bond forfeitures, etc., at a violations bureau or were disposed of by the court without his presence.

If a meaningful evaluation with regard to Factor 6 is to be conducted, timely and accurate charge dispositions must be available to the first-line supervisor. Once the liaison has been established by management, the first-line supervisor can maintain close liaison with key individuals at the "violations bureau" and the courts which will aid in resolving any problems in reported disposition data.

When all of the amendments to the data collection forms have been made, the PTS Performance Evaluation System can be said to be adapted to the given agency. Each of the forms can be used as amended, or revised forms can be produced. The latter approach is recommended especially for agencies that will use automatic data processes or clerical assistance to collect and process data.

#### D. PTS Evaluation Policy

The promulgation of a policy concerning PTS Personnel Performance Evaluation is the most significant action that the police manager takes in the process of implementation. The reason for this is that the policy statement is evidence of the agency's commitment to evaluation and the statement will also make clear what is expected of each person in the agency with regard to PTS evaluation.

In a study completed in June 1975, the IACP, sponsored by NHTSA produced a set of model traffic policies as well as a model set of procedures and a model set of rules and regulations. The reader is advised to read the manuals<sup>1</sup> produced by that study for further guidance about policy development. The IACP gives the following definition of "policy" which should be helpful to the manager responsible for implementing this system:

"Policy consists of principles and values which guide the performance of a department in a particular situation. It is a statement of guiding principles which should be followed in activities which are directed toward the attainment of

<sup>1</sup>Three manuals were produced: *Policies, Procedures, Rules and Regulations*. The study was conducted under Contract Number DOT-HS-036-3-712. Information about procuring these manuals can be had from U.S. Dept. of Transportation, NHTSA, Enforcement and Emergency Services Division, Washington, D.C. 20590.

department objectives. Policy is formulated by analyzing objectives and determining through research those principles which will best guide the department in achieving its objectives. Policy is based upon police ethics and experience, the desires of the community and the mandate of the law.

"Policy is articulated to inform the public and department employees of the principles which will be adhered to in the performance of the law enforcement function. Additionally, policy establishes operational standards to assist department employees in the necessary exercise of discretion in discharging their responsibility."

What all of this suggests for PTS evaluation is that the policy statement should include some statement about each of the following four topics:

- The user level of the system (first-line supervisory level) and the positional level of officers who will be evaluated.
- The extent of PTS coverage that will be evaluated, i.e., which PTS functions will be evaluated.
- The applications of the system.
- Reference to Volume II: Supervisor's Manual for procedural guidance.

#### E. Develop Evaluative Standards

The unique and most important feature of this system is that it *measures* actual job performance (and output) against quantitative standards. *Evaluation* of performance (as "superior," "acceptable," or "unacceptable") is based on those measures. Obviously, then, standards for measurement are critical to the operation of the system. This is not to suggest, however, that such standards can be defined in absolute terms for all agencies. In a given agency, the standards or expectations of performance are determined by a number of considerations that relate to the entire agency or the traffic unit as well as by some that relate to each individual evaluation.

At the agency level, standards are affected by the type of jurisdiction (i.e., State, municipal, highway patrol, etc.) which, to an extent, establishes what kind and how much PTS will be provided. Further, each agency has a specific mission (usually stated in its policy) as to what specific services it will provide under what conditions. Also, at the agency level the priority to be given to PTS and the expected or desired levels of enforcement will be established. All of these considerations will lead to the development by each agency of broad ranges of values for each measure used in the system. This development is a management responsibility that must be carried out when the system is first implemented by the agency.

Each law enforcement agency will already have certain expectations about the performance of all police duties and functions and the personnel will be aware of these. This system is based on the premise of evaluating an officer's productivity only with regard to PTS. Therefore, the officer should be made aware of what is expected of him in this area. Of course, it would be unrealistic at the management level to establish evaluative standards for each individual officer, ~~what is realistic~~ is to establish agency standards or expectations for the PTS measures that are included in the system after its adaptation. These measures are shown on the Traffic Activity Measure Form in the back of the Manual. These standards should be based on the agency's experience or best judgement and should be expressed as a range of values rather than an exact, discreet value. It would *not be realistic* for an officer to meet a standard which is expressed as an exact value. On the other hand, a range

of values allows for individual variability as well as situational variability in the conditions under which traffic services are performed. At the managerial level, then, the range should be broad enough to cover all jurisdictional expectations. Within these ranges, the first-line supervisor can set standards for each evaluation. The first-line supervisor adapts the agency-level standards to fit each officer's PTS productivity taking into consideration the agency's overall requirements and the officers' beat assignments with regard to the patrol area, the tour of duty and reflect to the extent possible the traffic accident and other traffic problems. The first-line supervisor is given guidance in establishing evaluative standards on Pages 21, 28, and 29 of Volume II, Supervisor's Guide, however, the manager does have the overall responsibility to assist the first-level supervisor by establishing the agency's range of operational standards of performance.

#### F. Indoctrination and Training

The first management responsibility during implementation is to provide indoctrination and training in the application of the system, how it is used and what are the agency's standards or expectations. As soon as the system has been adapted and a policy has been prepared, supervisory personnel who will eventually use the evaluation system should be briefed on the PTS Performance Evaluation System. The purpose of these sessions will be to completely familiarize each supervisor with the system and its applications. Each supervisor should be provided with a copy of Volume II, *The Supervisor's Guide* as well as a copy of the agency's policy and other directives with regard to the implementation of the system.

These indoctrination sessions will provide an opportunity for management to discuss the system in detail and especially the role and responsibilities of the supervisor in successfully administering the system.

At these briefing sessions it would certainly be appropriate to discuss the guidelines for data collection and data processing. Although all of the data processing could be accomplished manually, it would certainly enhance the acquisition of these data by the first-line supervisor if it were processed by a computerized data processing unit. In any event, the first-line supervisor should know prior to using the system all of his administrative requirements in order to be able to conduct PTS evaluations using the PTS Performance Evaluation System.

The experienced police manager will recognize that the indoctrination described above will offer an opportunity for communication *from* the supervisors as well as *to* them. All comments and suggestions about PTS evaluation should be given a careful hearing by the manager.

It is equally important to train the officers whose PTS performance will be evaluated as it is to familiarize the first-line supervisors on their role and responsibilities in applying the system. This training could be a part of in-service training or could be conducted through several informal briefing sessions by the officer's first-line supervisor. At these training sessions the officers should be instructed about the system and the agency's policy. Officers should be informed of the applications of the system and how the officers are to be evaluated. It is at these training sessions that each officer is informed of the agency's standards, i.e., the expected productivity. These training sessions should also cover in detail the agency's data collection instrument, i.e., Daily/Weekly Activity Report or the technique employed to access the required data.

Since any new system will produce misunderstanding of

procedures and consequently incorrect data entries at the officer level it is recommended that a trial period be included as part of officer training. Management personnel should assist first-line supervisors in administering the trial period and provide guidance in completing activity report entries and resolve any other system questions to assure that when the system is fully in operation that the data provided at the officer level is in a correct and useful form. The trial period could also be useful for both the manager and the first-line supervisor to re-evaluate the performance standards as well as to test the data processing system's capability for handling the evaluation data.

To summarize this section regarding implementation, management level supervisory personnel must provide the necessary planning, directives, training and follow through in order to achieve their objectives in implementing the PTS Performance Evaluation System.

#### G. Specific Applications

Because this system has been designed for use by any law enforcement agency having PTS responsibilities and because the needs of these agencies vary widely, it is not possible to specify all of the possible applications. It is possible to identify areas of application and offer the police manager some guidance about how the PTS Personnel Performance Evaluation System might be applied to his own agency. The areas discussed here are:

- Individual Performance
- Training
- Counselling
- Job Assignments
- Commendations
- Traffic Program Evaluation
- Departmental Evaluation

##### 1. Individual Performance

The system was primarily developed for use by first-line supervisory personnel to assess the traffic service performance of their individual officers. The sergeant interacts almost daily with his men and provides them with close, active supervision. The first-line supervisor, then, is in the best position to determine objectively and subjectively the traffic service performance of the individuals he supervises.

All or certain parts of the evaluation system can be applied for individual officer PTS performance evaluations. The Weekly PTS Activity Report will provide the first-line supervisor with quantitative data concerning how a patrolman devoted his time during any given week. It will also provide him with information on the types of enforcement action taken relative to traffic stops and the adjudication of traffic offenses in court where the officer had to appear.

The activity report provides a first-level indication that the quantity of an officer's performance is adequate or less than expected. By reviewing each assigned officer's activity report, the supervisor will gain a better understanding of the allocation of his PTS resources. Thus, the activity report itself represents a special application of the evaluation system.

The system can be used to determine whether or not a patrolman fulfills the PTS requirements for a specific patrol area and shift. Departments routinely rotate patrolmen's shift hours which may also mean a change in patrol area. The traffic environment for each patrol shift will change as a function of the traffic flow and volume, time of day, day of week and weather. However, for each patrol shift and its traffic environment,

accident and violation patterns or locations will emerge which impact on the PTS requirements. By conducting a performance evaluation of an officer's PTS performance for a given beat and shift, the supervisor can determine whether or not the officer is meeting the beat's requirement, i.e., the department's standards for the patrol area and shift. This type of evaluation is ideally conducted for departments which have a change of shift hours for officers on a *monthly* basis. Sufficient data should be acquired in a month to conduct a reliable and valid evaluation.

A first-line supervisor may want to conduct a special performance evaluation to assess particular problem areas. For example, as a supervisor he becomes aware of situations or potential problems which may be indicative of an officer's behavior/action, i.e., through citizen complaints, errors in enforcement records, incomplete reports, problems in adjudicating traffic offenses, etc. Consequently, the supervisor may want to conduct a special performance evaluation to determine specific deficiencies and take appropriate remedial action.

### 2. Regular Performance Evaluations

Usually, the department's policy states the interval that a regular performance evaluation should cover, i.e., whether it is on a quarterly, semi-annual, or annual basis. The intent is to ensure that each officer's productivity relative to the department's PTS requirements is reviewed on regular basis so that any deficiencies can be quickly corrected and so that superior performance receives proper notice.

For regular performance evaluations it is suggested that the system be employed at least semi-annually, but not more often than once a month. Ideally, regular PTS performance evaluations should be conducted quarterly. In order for the system to be effective, i.e., lead to maximum productivity, a sufficient time period must elapse in order to acquire the quantitative and qualitative data basis which will yield reliable and valid indications of performance. At the same time formal application of the evaluation system must provide timely feedback of performance in order to effect any remedial actions required to improve productivity.

Each evaluative factor rating sheet is representative of a specific area of PTS, i.e., Accident Scene Management and Investigation or Traffic Direction and Control, etc. All eight of the evaluative factors together comprise the major performance elements for all of PTS. The regular performance evaluation for each patrolman should be comprised of those PTS areas in which sufficient data exists to conduct a valid performance evaluation.

For example, a regular PTS performance evaluation for a patrolman who performs only Accident Management and Investigation activities would employ only Factor Number 5. A patrolman who actively performs all of the PTS functions would be evaluated against all eight factors.

### 3. Training

The PTS Performance Evaluation System has its most useful application in improving officer performance. It has been said several times in this Manual that the system produces measures of how well the officer performed traffic services. This of itself is of interest as a historical record, but more important is the supervisory action that follows. That action is to use the performance records as a basis for training—both initial and in-service—that will lead to the most effective traffic services within the department's resources and policy. We will consider first formal training at the recruit and in-service levels in this

section of the Manual. In the next section we will discuss the application of the system to what has been termed "counseling" which is in effect informal training for the individual officer.

With regard to formal training, it is necessary for supervisory/command personnel to look at the measures of all officers who have PTS assignments. Basically what is being sought is the identification of trends. Simply stated, the supervisor should identify consistent strengths or weaknesses as evidenced by the measures. It is stating the obvious to say that, if all of the patrolmen rated, for example, on traffic direction and control are below the department's expectation, there is a need for special training in that area. Yet, it is this kind of trend that can become apparent by combining and analyzing the measures of performance.

It is not likely that all, or even a majority, will score poorly in one area. What may be likely is to find a lower average in one area which must be taken as an indication of the need to analyze that area further. What can be reasonably expected is to find that, in the area rated poorly, one or more constituent tasks will emerge as "trouble spots." For example, in Traffic Surveillance poor overall performance measures might well be attributed to the way in which the officers allocate their total patrol time between moving and stationary surveillance. It would be useful for the department to maintain a composite record of the analyses for all officers to help identify areas in need of training improvement.

If the composite is compiled in the form of a tabulation showing individual officer's measures for each factor, any deficiencies will be readily apparent. These can thus be thought of as "training requirements" that must be met by recruit or in-service training. How each department meets these requirements will be determined by its own program of training, the resources available and the policy for training. It seems reasonable, however, that any department would undertake first to provide "remedial" training on an in-service basis and next to consider changes in recruit-level training.

All of the preceding discussion has been of deficiencies. There is equal merit in using the system to identify strengths. When an analysis shows that certain factors or tasks are being performed beyond expectations on the average then this indicates a quality of training that should be examined for possible benefit to other areas. If for example, Accident Management and Investigation proves to be performed especially well, then the content and format of that training might be applied to other areas—traffic or non-traffic. The identification and collection of evidence at an accident scene could be easily translated to criminal investigation training. Also, report preparation and presentations could be transferred to enforcement generally.

### 4. Counselling

This application has already been identified as a special kind of training, i.e., informal, individual training. The supervisor will make use of the performance measures for the individual officer as has been described above in the context of training for all patrolmen. The essential difference is that the supervisor is looking for a trend in one officer's record, not in the records of all patrolmen. It is not necessary to repeat the information from the previous section here; each supervisor can easily apply that guidance to counselling. However, there is this suggestion: the rating forms themselves can be used by the supervisor as a checklist for use in observing performance and in providing counselling when the need is indicated. The kind and amount of

counselling that will be used is a matter for each supervisor to select for each situation. As with formal training, the PTS Performance Evaluation System is only a tool to help identify the need, not to prescribe a remedy.

### 5. Job Assignments

The use of this system as an aid in making personal assignments is probably quite obvious. There are, however, a few points that bear special emphasis. First the system measures performance relative to specific assignments (type of duty, time of day and location). Thus, the measures can be used directly as an indicator for assignments. This is no doubt merely a formalization of what good police supervisors regularly try to do: put the best man in each assignment. Second, the system also allows the supervisor to place men together so as to complement weaknesses with strengths, thereby making best use of personnel and providing training by example. Third, the selection and assignment of men to special enforcement programs can be facilitated by the use of this system which will help to identify the special skills needed in a particular program.

### 6. Commendations

The discussion of application of the system so far has been oriented toward identifying deficiencies. The supervisor who uses this system efficiently will be prepared also to recognize superior PTS performance for individual officers. There is great value in commending superior performance. This could take the form of either written or verbal commendations with potentially great morale benefit. It is equally important to recognize good performance as it is to recognize deficiencies. This system provides a means by which the supervisor and the managers can identify superior performance in both quantitative and qualitative terms.

### 7. Program and Department Evaluation

The last application of the PTS Performance Evaluation System to be considered in this manual has to do with evaluation of traffic programs and groups within a department, such as watches, divisions, or platoons. This application is a straightforward extension of the evaluation of an individual patrolman. What is done is to combine the measures of performance by each of the personnel involved to develop a measure for the group. The measures must be combined with due regard for the fact that this system provides a measure of a particular officer on a particular assignment, and thus, simply "averaging" the measures is not always appropriate.

Special enforcement programs are probably the simplest "group" application of the system. In a special enforcement program, the patrolmen are performing the same or quite similar duties and will often be concerned with only one or two of the eight factors. In this situation the supervisor can use the system to determine overall quantitative performance—using the Activity Report completed by each patrolman. This will provide an estimate of the program's effectiveness in terms of the number of stops, arrests or other pertinent events. This answers the question of how well the program met department expectations of increased enforcement. Very often this is practically the only evaluation of such programs and when a program meets or exceeds expectations, it is all that is needed. In the event that a program does not meet the quantitative expectation, this system allows for ready diagnosis. The supervisor looks at the constituent tasks to determine what weaknesses led to less-than-expected achievement. If there is evidence

of a consistent weakness among the personnel assigned to the program, then the remedy lies in the realms of program planning, training or personnel assignment. If the analysis shows no clear deficiency (when the quantitative expectation was not met), then the supervisor will look at the appropriateness of the program at its planning.

For regular traffic operations, the same evaluation as described above would be followed, except that the greater diversity of assignments requires the special attention to combining measures already noted. In the case of regular operation, the quantitative expectation will be assessed first, and further analysis or diagnosis will be made as indicated. The chief virtue of this system is in this two-step evaluation: first, by quantity and second, by analysis of task performance. This enables the supervisor (or command personnel) to judge quickly the suitability and effectiveness of operations relative to the known parameters of traffic density, crash probabilities (or experience) and environmental conditions. Then, and perhaps more importantly, the operations can be diagnosed for improvement as well as for emphasis of good performance. As we have noted with regard to training, the identification of good and superior performance is useful for morale purposes as well as for further application in other situations.

The use of this system to evaluate groups within a department is identical to that for regular traffic operations: assessment of quantitative expectations followed by analysis. This kind of evaluation that compares two or more platoons, for example, can be used to help command personnel assess how well the whole department is doing, and it can also be a part of the supervisor's evaluation. However, in this latter application in particular, the fact that the system measures job performance and that the criteria or standards are set by the department must be kept clearly in mind. The standards are set in the first instance at policy level and are articulated by command and supervisory personnel to the patrolman. Thus, the patrolman's performance reflects what he is capable of doing as well as his perception of what he is expected to do. Therefore, if the system is to be used as an indicator of supervisor performance, it is essential to analyze how the supervisor interpreted standards to his men and then to analyze how he manages the men under him to achieve the desired performance.

For the police manager who wishes to make an evaluation of his department or of a program two additional comments should be made. First, as to the measures to be used. The system generates 40 measures among eight factors. Conceptually, a group of officers could be evaluated on any one or all of these measures and factors in just the same way that an individual officer can. As with the individual, the group should be evaluated on the basis of the measures that management deems appropriate to the objectives that have been set. In other words, if management sets objectives relative to coverage in patrol areas, allocation of time measures are important. Similarly, if an objective is to achieve a good level of convictions (i.e., make only "good arrests or write only "good" citations) then the measures of conviction rate will be of interest. The reader should refer to Vol. II Page 25 for guidance on the selection of measures. What is said there about individual evaluations applies directly to group evaluation.

The second comment in concluding this section has to do with the actual combining of data. When a group is to be evaluated, the data for the selected measures should be taken from the Activity Reports Summaries (see Page 9, Volume II) rather than from the individual's factor ratings. The reason for

this is that if the factor rating forms are used, the resulting group value would be an "average of averages" which mathematically is less desirable than totalling and averaging the "raw" data.

None of these applications can be made in routine fashion. The command or supervisory personnel who use this system

must perform the quantitative assessment first and then analyze performance in the light of the situation(s) in which it was observed or recorded. This system is a tool for managers and supervisors but it cannot replace their knowledge and judgment.

# Appendix A

## Model Job Descriptions

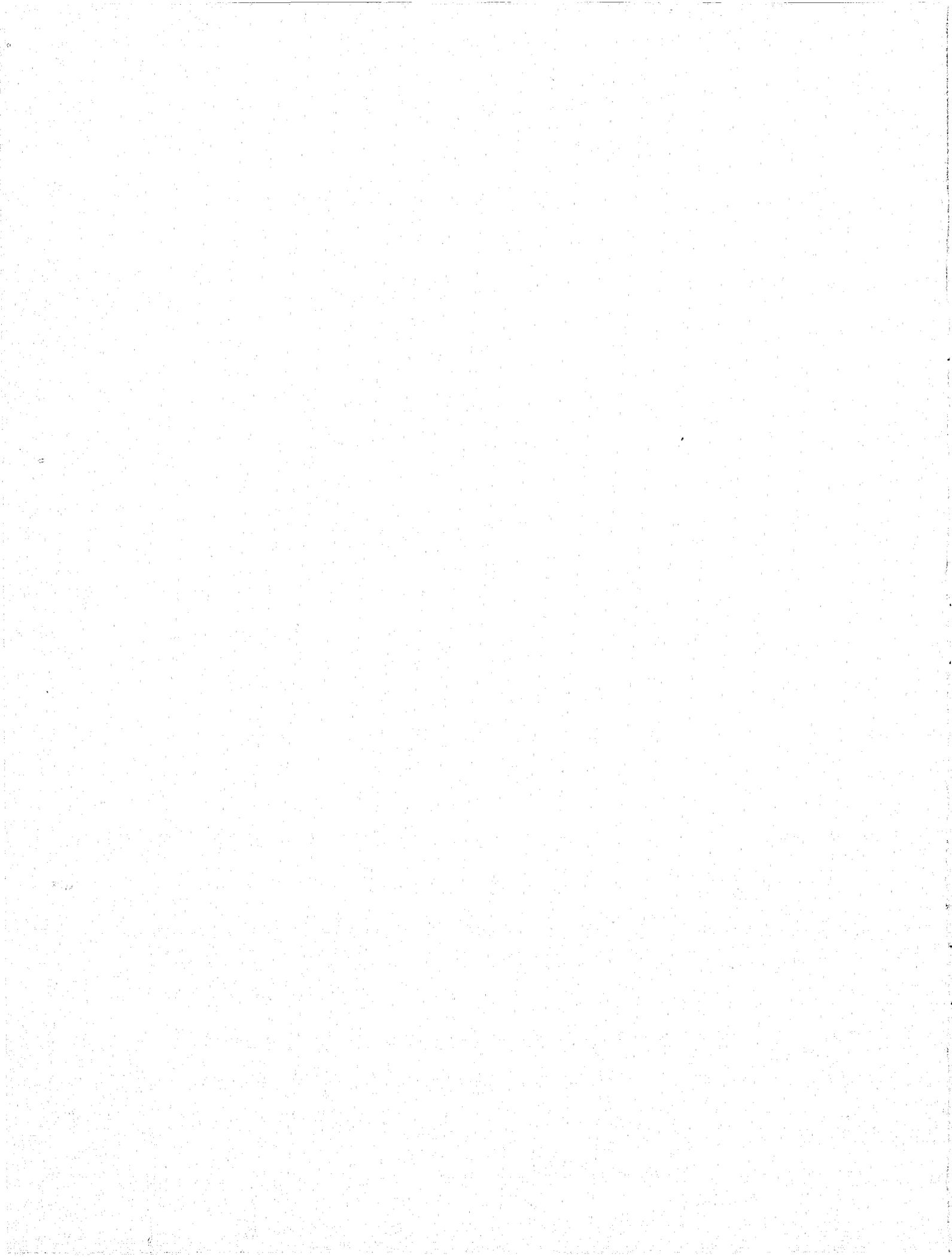
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Mr. James Latchaw of NHTSA provided a very useful review of the job description developed in this study. His practical experience and knowledge of highway patrol operations helped the study team produce a realistic description of traffic services.

Information about traffic services and police personnel evaluation came to this study from many sources. The most productive sources were the several police officers—at all levels—in the agencies that cooperated in the survey either by mail or directly or otherwise shared their knowledge with the study team. We have promised and will maintain confidentiality for all of the information obtained in this study. However, we feel obliged to acknowledge here the following agencies, each in some degree, provided input to this study. We are grateful for their generous and gracious assistance.

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Kentucky State Police  
Lower Merion Township, P.D.  
New Mexico State Police  
Nassau County, New York, P.D.  
Ohio Highway Patrol  
Peoria, Illinois, P.D.  
Pennsylvania State Police  
Phoenix, Arizona, P.D.  
St. Louis, Missouri, P.D.  
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Washington, D.C., P.D.

The Traffic Institute of Northwestern University served as consultant to this study and provided the services of Mr. Richard E. Stephens to review and comment on the job description. His police operational and training experience were valuable to this study.



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## I. Introduction

### A. The Purpose and Status of the Study

It will be helpful to all readers of this report, but especially those who may be reading it with no previous direct involvement, to have an understanding of the objectives of the study and its technical approach.

This study is the initial one in a program of research designed to develop a means for evaluating patrolmen's performance in police traffic services (PTS). As indicated by its title, this study is aimed at the identification of factors in PTS that can become the basis for such evaluation. The following three points are made explicit in the contract Statement of Work:

- the study is to determine what tasks and subtasks of police traffic services can be used to:
- evaluate performance of police personnel (sworn and non-sworn) at the level of patrolman in:
- quantitative as well as qualitative terms.

Four tasks were identified to carry out this study: a review of literature about PTS and police evaluation processes, the collection of data (about PTS and evaluation) from six representative police agencies, the development of a PTS job description to a task level, and (from that description) the identification of factors appropriate for evaluation, including detailed definitions of tasks and subtasks.

The knowledge and the insights gained in the literature review and the data collection tasks are the basis of this Model Job Description (MJD).<sup>1</sup> The MJD which is the subject of this report is a particularly critical part of the whole process of performance evaluation. Basically, the description serves to define the performance that will be evaluated. It is the definition of all the activities that could be part of the job of a patrolman in carrying out traffic services. The MJD has some other special characteristics that relate to the process of performance evaluation:

- The MJD is descriptive—it defines the activities (tasks) that the patrolman must perform; it does not include standards of performance. Standards will be developed in later phases of this program.
- The MJD is complete—it encompasses all of the activities that are functionally part of police traffic services. Any police agency that provides traffic services can find its patrolman-level activities in the MJD. However, not all agencies would provide all of the services described in the MJD.
- The MJD is a "model"—that is intended to be a universally applicable description of patrolman activities. However, the way in which these activities are performed, the relative importance of the activities and the PTS mission (or objectives) must be uniquely defined by each agency. The MJD is a base on which an agency can build its own specific job descriptions and operating procedures.

The reader should keep these characteristics in mind as he goes through the MJD. He should remember that the MJD is not an end in itself, but is a means for structuring PTS activities to allow—ultimately—the application of objective, useful evaluation procedures.

Before presenting the MJD, itself, it will be valuable for most readers to have the further background contained in the next three sections of this Introduction: B. Police Traffic Services, C. Personnel Performance Evaluation, and D. Job Descriptions. The information in these three sections is presented to develop a better appreciation of how the content as well as the form of the MJD came to be as they are and to define more clearly the concepts of evaluation that underlie this study.

### B. Police Traffic Services

It is of interest to consider first what is the overall role of the police in the management of traffic and in highway safety. Much of what is reported in this section came from the review of the literature and is confirmed by information that was collected in interviews and other direct contacts with police agencies.

In the United States, police agencies exist and operate at State, county and local levels. Each agency has its unique responsibilities, procedures and traditions. By and large, the agencies are characterized more by diversity than similarity, but the basic common denominator of police agencies is a commitment to law enforcement. Every police agency is sworn to enforce the laws of the community it serves. In operational terms this means that police serve a regulatory function attempting to control and limit certain kinds of behavior. With regard to criminal and extreme anti-social behavior, the police function has been clearly established by statute from the beginning and thus the policeman's role as a regulator of behavior is likewise well established.

In the early days of the automobile, traffic laws or regulations did not exist and there was, therefore, no police enforcement function. With an increasing number of vehicles, the need for control or regulation of driving behavior became evident. It was natural for police to assume (or be assigned) a regulatory function over vehicular traffic. Some writers express this as the "social control" exerted by police being extended to the vehicular or traffic aspect of society. As traffic laws and regulations developed and proliferated, the traffic law enforcement function came into being and has become increasingly more formalized.

The police, then, have become part of the highway traffic "system" by virtue of an enforcement function. They are now typically charged with other traffic responsibilities in part, at least, simply because they are on the roads and highways to carry out this enforcement function. These other responsibilities include aid to motorists and accident investigation and can generally be described as highway safety functions. In state police departments and highway patrols, these "safety" functions are typically mandated but in other agencies they may be performed simply under administrative order.

<sup>1</sup>The literature is listed in the Bibliography of the Final Technical Report.

Since enforcement is the essential police role and is universally mandated, it is viewed as an important function by police officers at all levels. This was quite evident in the survey conducted earlier in this study when, in 25 rankings of traffic functions, enforcement was ranked "second most important" only four times and "most important" 21 times. In contrast, estimates of the amount of time devoted to each of the functions, that were also made in the survey, indicated that perhaps half of the regular duty time is devoted to other than enforcement. Admittedly, it is difficult to estimate precisely the amount of time spent in each of several job functions unless controlled observations are made. However, these estimates do indicate that a substantial amount of duty time is devoted to functions of less the primary importance. For personnel performance evaluation, the further consequence is that there is relatively less opportunity to observe and evaluate the main PTS function than there is to observe and evaluate functions that for many policemen are peripheral. This situation also gives rise to an attitude that must be considered in developing an evaluation system. That attitude is that evaluation of the non-enforcement functions is not critical and may not even be necessary. While this statement of that attitude is perhaps an overstatement, the attitude was observed to a degree in all of the agencies contacted in this study, and it must be reckoned with in any plan for evaluation.

One more characteristic of PTS that impacts performance evaluation was frequently noted in the survey and merits consideration here. That characteristic is that practically all traffic services (like many other police functions) are performed by a patrolman on his own with no direct supervision. Thus, *direct* evaluation is difficult and attention must be given to evaluation using reports as a basis or using deliberate, controlled observation. Since this study is not concerned with the design of an evaluation system, we need not consider that characteristic further at this time. It is introduced here simply to help the reader understand the comments made about the "observability" of some of the factors in the Model Job Description.

We have so far considered PTS in terms of the nature of the services, i.e., the priority given to them and how they are performed. It is obviously of considerable importance, in evaluation, to be concerned about the content of the services, i.e., what is to be performed. Initially in this study, we used a definition of PTS that was developed in 1969 in a study performed by the IACP for the U.S. Department of Transportation.<sup>1</sup> This study was selected because it included a comprehensive definition that had been developed by operational police personnel. However, the scope of our study is more limited than that of the IACP study. We are directing our attention toward the evaluation of traffic patrolman performance. We found, therefore, that it was possible to describe traffic services in a more compact definition than that used by the IACP. Briefly, we developed the definitions we are using in this study by discussing the IACP definition with each survey respondent. We then helped them to change and reduce that definition to conform to the PTS duties performed by patrolmen in their agency. We then assembled the definitions from each surveyed agency and compiled a "universal" definition of PTS. This "universal" definition (that is expressed here as a Model Job Description) encompasses all traffic services, but a given agency may not perform all

of the defined functions. The functions that make up our definition of PTS are:

- Traffic Law Enforcement
- Court System Interaction
- Accident Scene Management and Investigation
- Traffic Direction and Control
- Motorist Assistance

Each of these is defined in the Model Job Description in the last section of this report.

### C. Personnel Performance Evaluation

The Model Job Description that is the main subject of this report has been developed for use ultimately in evaluating the performance of patrolmen in delivering traffic services. In this section of the report, we present briefly some of the important considerations in performance evaluation as a context for the review and understanding of the MJD.

Personnel performance evaluation is the assessment of on-the-job performance against standards of desired or acceptable performance. This process is based on the description of job performance, the development of standards and the development of a method for evaluation. PTS performance evaluation has applications at at least two levels: the assessment of individual patrolmen and, by aggregating these individual assessments, the assessment of the total traffic operation. These assessments can be simply descriptive or they can be used as tools for merit reviews, salary considerations, effectiveness studies (individually or departmentally), etc. Just how performance evaluation can be used and its efficiency are determined to a degree by the characteristics of the evaluation system. We will consider some of these characteristics and relate them as appropriate to the organization and content of the MJD.

There are, in general, two kinds of performance evaluation: objective and subjective. Or perhaps it would be more accurate to say that some methods of evaluation tend to be objective while others tend to be subjective. Practically no evaluation system can be completely free from subjective interpretation and even the most nondirective, subjective system can be designed to include objective examples and well defined scales or other rating devices. We cannot say unequivocally that either approach is the better one. A subjective assessment made by a conscientious and experienced supervisor is a good basis for evaluating a patrolman's performance and for counselling him. The experience of the supervisor will provide insights into the patrolman's performance that are impossible to obtain in more structured, objective methods. On the other hand, it is practically impossible to achieve consistency among different supervisors or to be certain that a given supervisor is consistent in all of the evaluations he must make over a period of time.

The objective methods of evaluating job performance are somewhat limited in that they deal only with specified elements of job performance that are somehow observable. A subjective appraisal by a skilled supervisor can probe beyond overt behavior and attempt to establish the determinants (i.e., experience, motivation, etc.) of behavior.

What constitutes complete and valid performance evaluation is not easy to determine, especially for policemen who typically work without direct supervision (and, thus, without observation) and who do not make or process a "product." Further, many parts of the policeman's job—PTS as well as other areas—involve the exercise of judgment, or planning or problem eval-

<sup>1</sup>Smith, R.D., et al., *Police Traffic Responsibilities (Manpower Requirements)* prepared for USDOT contract FH-11-6934, July 1969.

uation, and these mental processes do not readily admit of observation and appraisal.

The final development of a performance evaluation system for PTS will have to be shaped by a more penetrating analysis of the evaluation process, some features of which we have only mentioned here. While that development will be the topic of a separate study, we allude to the problems here to establish a frame of reference for our analysis of and comments about the "factors for evaluation." Basically, we have identified these factors by analyzing job performance data obtained in the literature review and from the survey of representative police agencies. In this analysis we have identified the functions, duties, tasks, etc., that make up the job of the PTS patrolman. However, for evaluation we must use factors that have some special characteristics beyond simply being a task in the PTS job. Since we are moving toward an evaluation model for police agencies generally, the first special characteristic must be "universality." We must have assurance that, if an agency is responsible for a given traffic function, the factors will be performed essentially as we have described them for that function. Beyond simply guaranteeing that the factor will be present for evaluation, this universality is a necessary condition if evaluations are to be aggregated and comparisons made among agencies (or to independent criteria).

The second special characteristic of evaluation factors has to do with "observability." We have noted that objective job performance evaluation is based on comparing specified behaviors to a standard. To do that, one must observe the behavior directly or "observe" a product of the behavior and infer something about the quality and the quantity (i.e., frequency, rate, etc.) of the behavior. In the MJD we have included information about the observability of each task. These comments on observability are not intended to indicate that every task so described is suitable for use in an evaluation system. Rather, these comments are included to help in subsequent parts of this whole program when an evaluation method must be selected and developed. Not all tasks that can be "observed" are useful in evaluation. But, obviously, a task that lacks observability or is difficult or expensive to observe cannot be used in any practical evaluation method.

The preceding comments on performance evaluation are for the most part concerned with the *process* of evaluation. In effect, they can be reduced to two simple principles: the tasks (or factors) must be ones that are performed in all police agencies and they must be ones that can be observed. While these two conditions are necessary, they are not sufficient for the selection of evaluation factors. For any system of evaluation the relative importance or value of a factor must also be considered. Values are not necessarily absolute and will differ among agencies and among applications of the evaluation system. There are at least four distinct facets to the characteristic of importance. These will be mentioned only briefly below, but in the actual development of the evaluation system, these must be given intensive study. In this initial phase of the program, we have attempted only to note relative importance as a preliminary guide for the later, more intensive consideration.

- *Impact on highway safety*

We have already noted that the basic concern of police in regard to traffic is traffic law enforcement. However, the concern for protection of life and property on the highway is of equal importance to practically all police agencies. Therefore, the evaluation factors must be examined in terms of potential

impact on safety. Such an examination might, for example, result in assigning a higher priority to accident investigation than to parking control.

- *Operational significance*

Some of the tasks involved in PTS are inherently more important than others. For example, in accident investigation the task of collecting information could be assigned a higher priority than the task of writing the report. The writing task, if poorly performed, may only slow down the use of the report while the information collection task, if poorly performed, could lead to a wrong assessment of causal factors.

- *Application of evaluation*

How the results of performance evaluation are to be used determines to some extent the relative emphasis to be given to the various parts of the evaluation. To illustrate, one possible use of performance evaluation relates to training. Those factors that relate to performance that can be improved (if needed) in the field by a supervisor "counselling" a patrolman would probably be assigned a lesser importance than factors that might require more intensive, formal training.

- *Policy considerations*

While this aspect of importance is listed last here, it might well be considered first in the development of an evaluation system for a given agency. The traffic services that an agency provides, as well as the stated priority of the services, will determine what emphasis will be given to the evaluation system. In this program to develop a "universal" system, the effect of any given policy on evaluation cannot, of course, be incorporated into the system. What must be done in this program is to plan for a system that will allow the selective and differential use of its component functions, duties and tasks.

In the following section, the considerations that we have noted here are specifically related to the MJD and how it has been developed.

#### D. The Nature of a Job Description

Very simply, a job description is a written summary of all the activities that make up a job or an occupation. It describes what the job incumbent must be capable of doing to carry out the job successfully. Jobs are described to meet different objectives, including evaluation, and the effect of the application on the description will be noted below.

Most commonly, the "job" that is being described is the work regularly performed by an individual. That is to say, the word "job" means what it does in everyday conversation. However, some jobs, and a police officer's job is one of these, are made up of many parts that are not particularly related in a functional way but must be performed by one person. For example, a police officer can be called on to investigate crimes, apprehend criminals, provide traffic services, etc. Each such group of activities represents in effect a functionally separate job when the police officer is so assigned or committed. For this kind of occupation, then, a description can encompass all or only part of the work that makes up a person's total job. The Model Job Description (MJD) which we are concerned with here deals only with the work that is involved in police traffic services. When a police officer is assigned to traffic duties, these activities are his "job," but he must also be capable of performing other jobs. Most commonly, police officers will be responsible (by statute, departmental policy or other authority) for: 1) an overall law enforcement or criminal justice mission, 2) a

traffic enforcement and control mission, and 3) a service mission. Thus, it can be said that a police officer's occupation is made up of at least three jobs.

The concept of multiple jobs can also be extended within a given mission. The component parts of a mission might each be considered as the basis of a "job." For example, one mission of a police department could be "to provide for the safe and expeditious flow of vehicular and pedestrian traffic;" then it follows that there must be a "job" of providing traffic services. To the extent that the mission can be analyzed into more specific components—such as "to enforce traffic law"—it is possible to describe component jobs—such as "traffic law enforcement." In this description we consider police traffic services as the total job and the components are considered as more or less independent functions.

A job description is created by an iterative, analytical process. The process consists of a systematic examination of the objectives, the activities, the environment, the tools and the personnel interactions that make up the job. The purpose of this analysis is to identify and describe smaller elements that make up the job. The process can be applied in successive steps (or iterations) so that a job can be analyzed into elements having almost any degree of detail. It is possible, for example, to describe a job in fairly global terms, such as "manually direct vehicular traffic" or in such as detail as "raise hand and rotate palm toward oncoming vehicles."

The level at which the analysis is stopped is determined largely by the use to which the description is put. A job description is not often created simply to describe; it is used as a tool in another process. For example, job descriptions can be developed for the following purposes:

- Identification of training requirements.
- Identification of personnel selection criteria.
- Identification of performance evaluation factors.
- Establishment of command levels.

It should be apparent that a description for the first two purposes must be quite detailed so that the skill and knowledge or the personal traits required to perform a job can be identified. For performance evaluation, the elements of a job description can be less detailed but must be related to behavior (performance) that is observable or results in observable products. For defining command levels, descriptions might be in very broad, general terms.

The elements that make up a job description are usually referred to by generic names, such as "task," "duty," etc. In the MJD the elements are function, duty, primary task, task and subtask, in order from largest to smallest.

The *function* is a major subdivision of the total job of Police Traffic Services (PTS). The function consists of a group of activities related to a single objective of PTS. Thus, "Accident Scene Management and Investigation" is a function that relates to a PTS objective that can be stated as: "to provide for the safety and convenience of the highway user." In operational terms, a function could be the basis for assignment either on a day-to-day basis or over a longer period.

The *duty* is a subset of activities within a function that relate to a single objective of a function. In operational terms, a duty is a clearly discernible set of activities but is not a basis for assignment. For example, "surveillance of traffic" is a duty which is part of the function of enforcement. The officer's surveillance activities are clearly definable and observable, but he would not be assigned to surveillance only. Assignment

would be for the entire function of enforcement.

The primary task consists of related activities within a duty that together result in (or produce) an observable product. For example, "Photograph Accident Scene" is a primary task.

It can be concluded from the above that job analysis and description are not an exact science. This discussion has not been intended to suggest otherwise but has been included here to help the reader appreciate these basic concepts:

- A job description results from an analytical process; it emerges from the global statement of a mission to be performed and is stated in more detailed, operational elements.
- There is a continuity in any job description that can be tracked from the mission down to the least task.
- There is a hierarchy (or order) of activity descriptions that tracks this continuity.
- A job description is designed to meet specific purposes, such as performance evaluation.

We have developed the MJD by following the principles described in this section. Our purpose has been to create a basis for a performance evaluation system that will be responsive to the needs and limitations of police traffic services and the process of evaluation, itself. These constraints have been described earlier in the introduction. The reader should attempt to keep all of this background in mind as he reads the MJD. By doing this, the content of the description will be made more understandable, and the possible development of the factors into a full-blown evaluation system can be visualized.

## II. PTS Description Introduction

### A. Content of Description

The description is largely contained on the special pages that make up the bulk of the remainder of this report. In that format, a definition of each duty and primary task is presented at the left, and in adjacent columns information about the products, the observability and the universality of each task is recorded. The basis of this description is the definition of the total job, viz., Police Traffic Services; this is followed by definitions of each function; and these, by the definitions of duties and primary tasks.

In total, this description includes all of the traffic services performed by any of the agencies contacted in this study. It is probably safe to say that the description encompasses all activities that any agency would classify as "traffic services." While it is not likely that any one agency regularly performs all of the described duties, it is believed that any agency can find in this description a set of duties that corresponds to its own traffic mission.

The columns to the right of the definitions contain information about the duties and tasks that is specifically germane to the evaluation process. The meaning of each column is defined below:

- *Products*—in this column the output of the activity is described. This can be an action performed by the patrolman, a document such as a report or a ticket, or an effect on someone or something else, such as a change in traffic flow.
- *Observability*—here are recorded the facts about how and when the activity or its product can be observed. In this

column the word "simulation" indicates that a task can be simulated by a patrolman for evaluation.

- *Universality*—in general, the MJD includes only activities that are performed in any police agency that has responsibility for the stated duty or function. If there are any exceptions or special considerations, they are noted here. Also noted here are comments about the intrinsic importance of the activity of the PTS job.
- *Training*—one basis for including activities in this description and for assessing the importance of an activity to PTS was the training effort devoted to the activity. Comments on present training practices are included here. It should also be noted that an activity to which much training is devoted will also be one probably meriting careful evaluation.
- *Gradations*—for any evaluation system to be successful, the performance or trait being evaluated must have discernible levels of quality. That is the performance must be measurable (e.g., rate of output) or it must permit descriptions of typically "good," "standard," and "poor" levels. In other words, the activity must have gradations of performance. In this study we have not attempted to describe these gradations, but simply to ascertain which functions admit of gradations.

It must be stressed that the products and gradations as described relate *only to each task or subtask*. Thus, the products and gradations may not be the ultimate ones for the duty or the function, but they will be related. It will be a part of future studies to establish this relationship. To illustrate, driving the patrol vehicle is a task under traffic law enforcement; its product is "driving behavior." Obviously, the product of enforcement would relate to arrests and convictions and driving behavior is only *related* to enforcement. If driving is well performed, there is greater opportunity to make arrests and produce convictions but if it is poorly performed, the opportunity is less.

The development of an evaluation system must recognize this kind of relationship, either to make use of task products as indicators of more comprehensive products or to analyze the overall product diagnostically for remedial training or counseling.

## B. Factor Selection

We have not explicitly identified candidate factors for an evaluation system. Each primary task, task or subtask that can be described and produces an observable product for which gradation of performance can be postulated, is a candidate factor. Even a cursory look at the MJD will suggest that almost every activity in police traffic services could, at least theoretically, be used as an evaluation factor. The actual selection of factors must be made in subsequent studies in which the process and applications of evaluation will be examined. The comments made in Section IC (Page 2) indicate how the factors might be selected for evaluation. In other words, this study has demonstrated that PTS is made up of many activities that can be described in a form that is meaningful for evaluation. Which of these activities, and how many, to include a given system, must be determined by a more intensive study of the evaluation process itself and of the uses that will be made of it in the police community.

## III. PTS Model Job Description

### A. Police Traffic Services Definition

The essential responsibility of all police agencies is to protect the life and property of the community they serve. This is reflected in a traffic responsibility which for most agencies can be summarized as "to provide for the safe and efficient movement of people and goods on the public highways." What this translates to in more operational terms is that police have both an *enforcement* responsibility and a *safety* responsibility relative to the highway system. All police activities performed under those dual responsibilities constitute Police Traffic Services.

All of the activities commonly included within PTS, at the patrolman level, can be classified into one of the following functions: Traffic Law Enforcement, Traffic Direction and Control, Accident Scene Management and Investigation, Motorist Assistance and Court System Interaction. Each of these functions is defined below and these definitions represent the second level of detail in the MJD.

### B. PTS Function Definitions

In an effort to maximize the value of this research, we have attempted to define functions to be consistent with earlier and ongoing studies of PTS supported by NHTSA. Most particularly, we have attempted to be consistent with the work of the International Association of Chiefs of Police which has been contracted to develop model documentation of police traffic services policies, procedures and regulations. The first two phases have been completed, and reference is made to the resultant reports in the Bibliography. It should be understood that these studies produced *models* from which a given department can develop its own policies, etc., to reflect its unique needs and characteristics.

Four of the following functions are essentially identical to ones identified in the IACP studies. These are Traffic Law Enforcement, Accident Scene Management and Investigation, Traffic Direction and Control, and Motorist Assistance. We have identified "Court System Interaction" as a separate function because of the importance assigned to it by the departments involved in this study. In the IACP taxonomy, court activities are subsumed under Administrative Procedures.

#### 1. Traffic Law Enforcement

The objective of this function is to deter and detect traffic violations through law enforcement. It includes patrol activities as well as general and selective enforcement of all traffic laws. This function begins with the observation and detection of a violation; it includes apprehension of and interaction with the violator, investigation of the violation, and the enforcement decision and actions. Ultimately, traffic law enforcement can lead to adjudication. In this description, police activities associated with adjudication are classified as a separate function.

#### 2. Accident Scene Management and Investigation

The objectives of this function are to provide for control and stabilization of an accident scene and to perform an investigation of the causative factors. The investigative part of this function is performed only in support of the police responsibilities for safety and enforcement. Therefore, the results of an investigation are used in determining enforcement actions, evaluating countermeasure programs, detecting and apprehending violators, and identifying problem areas. This function in-

cludes planning for and use of emergency procedures and vehicles as well as emergency medical services. This function can lead to enforcement actions. Also, parts of this function are closely related to some aspects of the function of traffic direction and control.

### 3. *Traffic Direction and Control*

The objective of this function is to insure the safe and orderly movement of vehicular and pedestrian traffic. The function includes regular duty assignments, such as at school crossings as well as traffic control related to emergencies. It encompasses whatever planning is performed by the patrolman as well as the actual manual control of vehicular and pedestrian traffic. Two important applications of this function are the control of traffic in an accident situation and the control of traffic for special events. Traffic direction and control can lead to an enforcement action.

### 4. *Court System Interaction*

The objective of this function is to provide police input to the adjudication process. This function includes the preparation and presentation of testimony and physical evidence as well as other court-related activities. Only those court activities that arise out of traffic law enforcement are included.

### 5. *Motorist Assistance*

The objective of this function is to provide assistance to the motorist in the event of illness, being lost, vehicle failure, etc. The activities that make up this function are those of emergency medical service, emergency service for vehicles, and the delivery of information about traffic and road conditions and location.

For evaluation purposes, it is useful to think of each function as constituting a family of activities which can be performed as a single operational assignment. For example, Traffic Direction and Control may be the sole assignment of a traffic officer just as Accident Investigation might also be a sole, special assignment. Thus, these functional groupings also have an operational or assignment unity and thereby would also be considered as units for evaluation. Based on the literature that was reviewed and on the direct contact with police agencies, we must conclude that other groupings or "families" should be considered in the development of an evaluation system. The grouping of activities might, for instance, be structured to reflect officer

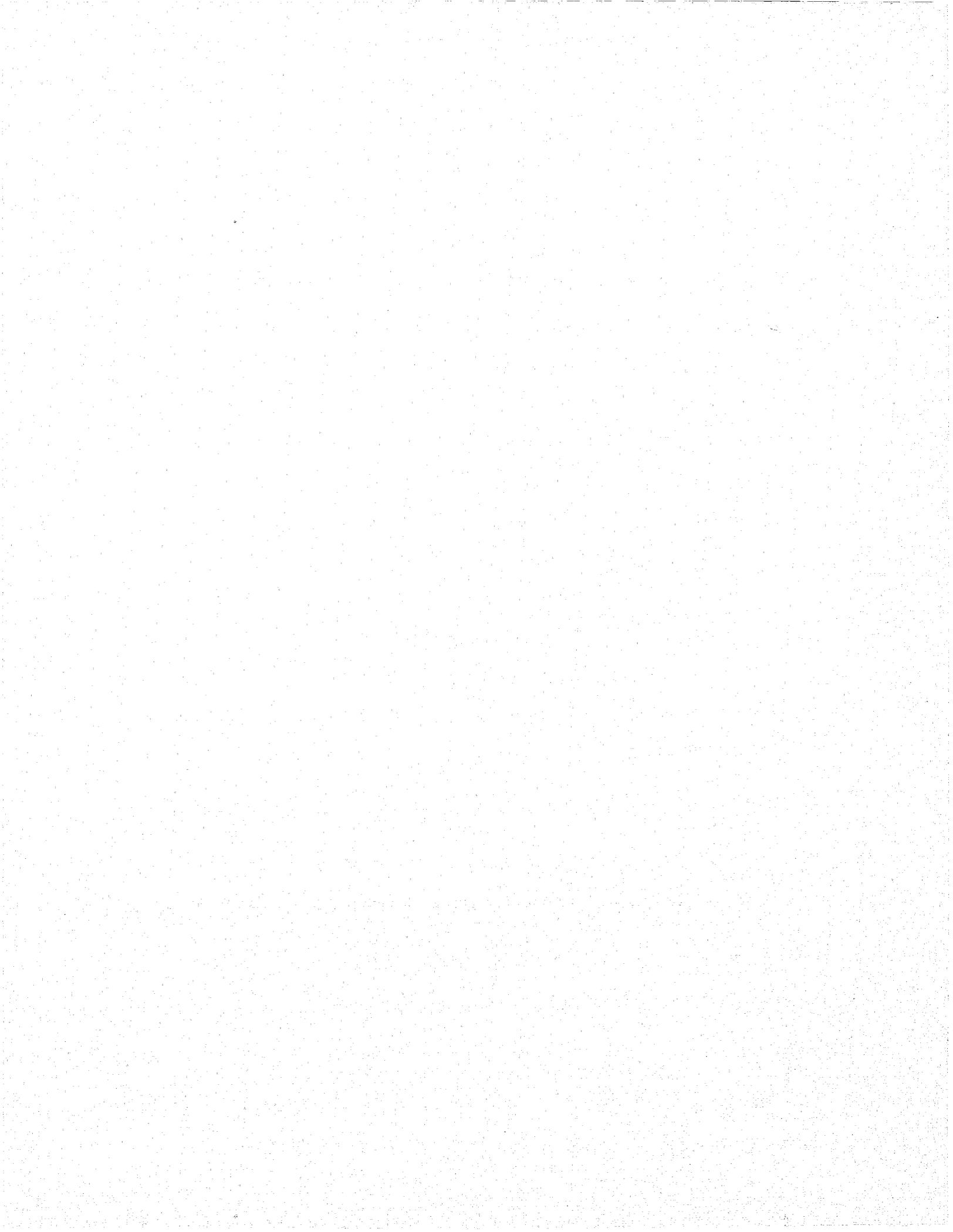
attributes or knowledge. One such grouping might be, *Judgment and Planning* under which the related activities in patrol planning, accident management, motorist assistance, etc., would be included. Another example might be *Appearance and Demeanor* and activities from traffic law enforcement, traffic direction and control and court system interaction would be included. In this latter kind of grouping, selected factors from this study that can be objectively and quantitatively measured would serve to demonstrate the amount and quality of the attributes or knowledge to which they relate. The formulation of such families will be a part of the subsequent studies that further define police evaluation needs.

## C. *Duty/Task Descriptions*

### 1. *Introduction*

For each function (and for the set of related activities) the component duties and primary tasks have been identified, and the following pages contain the definitions of each. The analysis of each function follows the guidelines set down in Section I.D, above, concerning the hierarchy of functions, duties and primary tasks. To help the reader follow this hierarchy, each definition that follows is identified as duty (D), primary task (PT), and task (T). The definitions are presented in no special order except that within each function there is a general sense of time sequence. For example, under Traffic Law Enforcement, the duties are arranged: traffic surveillance, violation detection, apprehension, enforcement, which is the sequence in which these events usually occur. However, the arrangement of these definitions should not be interpreted as a procedural or temporal sequence.

In these definitions no attempt is made to establish a measure of criticality or priority among them. First and foremost, the importance or priority of any part of the patrolman's job is determined by each agency and set forth (formally or informally) as agency policy. Second, regardless of policy, the criticality of any duty is related to the patrolman's assignment and the environment. If a patrolman has been assigned a particular duty or if a situation arises that demands the exercise of a duty, then for that time that duty assumes a very high priority. So, importance or criticality is not a fixed concept and we reflect this fact by not attempting to estimate a priority.



Duty/Task Description	Products	Observability	Universality	Training	Gradations
<p><b>1.1 D</b></p> <p>Conducts surveillance of traffic—observation of vehicular and pedestrian traffic within the patrol environment by the use of moving patrol, stationary patrol or selective enforcement for the purposes of obtaining compliance with vehicular traffic laws.</p> <p><b>1.1.1 PT</b></p> <p>Conducts moving patrol:</p> <p><i>Area patrol</i>—patrol in an area or beat which may include several streets, roads or sections of a highway.</p> <p><i>Line patrol</i>—patrol on a designated route between two points, usually on a city street or highway.</p> <p><b>1.1.1.1 T</b></p> <p>Plans patrol—initiates planning of his patrol in terms of geographical area to be covered, likely accident/violation locations, time of day traffic flow, performance on non-traffic-patrol related activities. Modifies planning to changing traffic flow, environment and events.</p> <p><b>1.1.1.2 T</b></p> <p>Drives the patrol vehicle—operates patrol vehicle in a manner which is appropriate for normal traffic and emergency situations to include the operation of all on-board emergency and non-emergency equipment considering the road conditions, traffic conditions, safety of other vehicle operators and the departmental policies and procedures.</p>	<p><i>Note:</i> The reader is reminded that the job descriptions for Functions 1.0, 2.0, 3.0, 4.0 and 5.0 are divided into hierarchial elements, identified as duties (D), primary tasks (PT), and tasks (T) and, where necessary, sub-tasks (ST). The products (outputs of the activity) as well as gradations (measures of quality, rate of output, conformity to standards, etc.) associated with each of these elements are possible measures of performance of only that element. Analyzing each element separately and collectively can be the basis for evaluating patrolmen's overall PTS performance.</p> <p>Patrol miles and hours logged.</p> <p>Patrol plan: usually a "mental picture" of schedule, route, speed, etc. Planning based on knowledge and experience and agency directive.</p> <p>Vehicle condition, fuel consumption, accidents, distance driven, driving behavior.</p>	<p>Activity reports, dispatch records, vehicle logs.</p> <p>Can be described by the patrolman. May be inferred from activity logs, etc. Can be observed by supervisor.</p> <p>Vehicle logs, maintenance records, accident records, citizens' comments, direct observation.</p>	<p>This task is common to all agencies, but may not be performed exclusively for PTS.</p> <p>Performed universally, particularly for area patrol; rules and directives vary widely.</p> <p>Applies to all agencies using moving patrol.</p>	<p>Training in moving patrol strategy and conduct is common to all agencies. Driver training (basic and specialized) is required.</p> <p>Basic training in patrol planning common to all agencies. Intelligence specific to a patrol area provided as required.</p> <p>Basic and specialized driver (patrol, defensive, etc.) training required as well as specialized to vehicle type, such as motorcycle.</p>	<p>Products relative to:</p> <ul style="list-style-type: none"> <li>• assigned time and area</li> <li>• traffic volume</li> <li>• diversion to other duties</li> </ul> <p>Degree to which plan provides patrol coverage relative to accident/violation incidence and relative to total patrol area.</p> <p>Safety record, rate of fuel consumption, maintenance and service records, vehicle appearance and condition.</p>

1.1.1.3 T

Monitors traffic and environment based on knowledge and experience—this takes requires an awareness of the immediate as well as the surrounding geographical areas (streets, highways), traffic patterns, likely congestion areas and high accident/violation areas or areas requiring special attention. Knows the type of population, housing and business areas and special events. Is aware of the impact of weather and seasonal changes on traffic. Distributes patrol attention time relative to the above environmental considerations. Maintains alertness to detect violations or conditions requiring action.

Relative emphasis placed on types of violations, suspected problem locations and critical times.

Records of warnings, citations, arrests by charge, time and location. Techniques employed to conduct surveillance/monitoring.

Applies to all agencies, however, the performance of this task is unique to the patrol environment.

Basic training in VTL. Counselling as required to direct attention to specific problem types and areas. Basic and specialized training in monitoring techniques/equipment.

Degree of conformance of patrol attention to the types, times and locations of violations in patrol area.

1.1.1.4 T

Maintains an awareness for hazardous/dangerous conditions of the roadway and roadside within the patrol area, e.g., hazardous tree or utility pole, fallen rocks, etc. Follows departmental reporting procedures.

Reporting of hazardous/dangerous conditions.

Dispatchers log. Records of highway hazards, can be described by the patrolman.

Common to most departments. Reporting procedures vary widely.

Training in recognition of roadway hazard and their possible consequences. Departmental reporting procedures.

Number of reported/unreported hazards resulting in accidents or property damage within the patrol area.

1.1.2 PT

Performs stationary surveillance—observes vehicular and pedestrian traffic at a selected location employing conspicuous, visible or concealed surveillance.

Stationary surveillance hours logged, types and location of stationary surveillance employed.

Activity reports, direct observation. Records of warnings, citations, arrests by charge, time and locations.

Applies to all departments.

Training in stationary surveillance strategies, use of speed monitoring equipment.

Products relative to:  
• assigned time  
• diversions to other duties  
• traffic volume  
• number of written citations

*Conspicuous surveillance*—remains in full view of traffic endeavoring to attract attention (e.g., marked and conspicuously parked patrol vehicle).

*Visible surveillance*—remains in full view, however, is so located as to require scrutiny by a person to be discovered (e.g., unmarked patrol vehicle or vehicle parked inconspicuously on a side street, etc.).

*Concealed surveillance*—is not visible to persons during their normal observation of the roadway scene (e.g., patrolman/vehicle is hidden off the road, employing speed measuring equipment, etc.).

1.1.2.1 T

Plans conduct of stationary surveillance—considers patrol area, likely accident/violation locations, time of day traffic volume, type of surveillance to be employed, and the performance of traffic/non-traffic related activities. Modifies planning to changing traffic volume and flow, environment and events.

Patrol plan: usually a "mental picture" of the likely locations, anticipated violations, surveillance techniques and procedures.

Can be described by the patrolman. May be inferred from activity logs, etc. Can be observed by supervisor.

Performed universally, particularly for area patrol; rules and directives vary widely.

Basic training in patrol planning common to all agencies. Intelligence specific to a patrol area provided as required.

Degree to which plan provides patrol coverage relative to accident/violation incidence and relative to total patrol area.

<p><b>1.1.2.2 T</b></p> <p>Monitors traffic and environment based on knowledge and experience—this task requires an awareness of the immediate as well as the surrounding geographical areas (streets, highways), traffic patterns, likely congestion areas and high accident/violation areas or areas requiring special attention. Knows the type of population, housing and business areas and special events. Is aware of the impact of weather and seasonal changes on traffic. In addition, must be able to operate any special surveillance equipment, e.g., speed measuring devices.</p>	<p>Relative emphasis placed on types of violations, suspected problem locations and critical times.</p>	<p>Records of warnings, citations, arrests by charge, time and location. Techniques employed to conduct surveillance/monitoring.</p>	<p>Applies to all agencies, however, the performance of this task is unique to the patrol environment.</p>	<p>Basic training in VTL. Counseling as required to direct attention to specific problem type and areas. Basic and specialized training in monitoring techniques/equipment.</p>	<p>Degree of conformance of patrol attention to the types, times and locations of violations in patrol area.</p>
<p><b>1.1.3 PT</b></p> <p>Conducts traffic road checks—stop all or selected vehicles at a designated area on the roadway for the purpose of inspecting drivers and/or vehicles for possible traffic law violations.</p>	<p>Number of stops, man-hours logged.</p>	<p>Activity reports, direct observation.</p>	<p>Purpose and procedures for road checks vary widely.</p>	<p>Training in road check planning and conduct, training required relative to equipment and regulatory violations.</p>	<p>Products relative to:</p> <ul style="list-style-type: none"> <li>• assigned time</li> <li>• traffic volume</li> <li>• diversions to other duties</li> <li>• number of regulatory and VTL citations relative to this task.</li> </ul>
<p><b>1.1.3.1 T</b></p> <p>Plans conduct of traffic road check—plans and selects the area where the road check is to be conducted. Considers purpose of the road check, environment, time of day, traffic flow, type of vehicles to be inspected, any special equipment requirements (barriers, cones, scales, etc.), placement of equipment sampling of vehicles and vehicle stopping procedure and likely impact on traffic flow. Modifies plan to changing traffic flow, environment and events.</p>	<p>Traffic check "plan:" a mental image and/or checklist including location, equipment, techniques, procedures and anticipated violations.</p>	<p>Can be described by patrolman, may be inferred from activity reports. If plan is written, can be directly observed.</p>	<p>Plans will vary based on purpose and procedures for the conduct of the road check.</p>	<p>Training in road check planning and conduct.</p>	<p>Adequacy of equipment, procedures, techniques selected.</p>

Duty/Task Description	Products	Observability	Universality	Training	Gradations
<p><b>1.1.3.2 T</b></p> <p>Establishes and implements traffic road check—parks patrol vehicle(s) and places road check equipment in such a way as to gain maximum visibility, efficiency and safety. Selects vehicle for traffic road check considering purpose of the road check, availability of a clear check lane or area, type of vehicle, traffic flow, and sampling technique, e.g., every vehicle, every third vehicle, etc. Performs inspection in accordance with departmental policies. Maintains alertness to detect violations or conditions requiring action.</p>	<p>Time and location of check, placement of vehicles, equipment, personnel. Number of stops.</p>	<p>Direct observation, citizens' comments, activity reports.</p>	<p>Will vary depending on the purpose of the road check and the traffic environment.</p>	<p>Training in establishing and conducting road checks.</p>	<p>Suitability of products relative to:</p> <ul style="list-style-type: none"> <li>• traffic flow</li> <li>• anticipated violations</li> <li>• safety</li> <li>• environmental considerations</li> <li>• logistical considerations</li> </ul>
<p><b>1.1.4 PT</b></p> <p>Conducts planned selective surveillance—implements moving patrol, stationary surveillance, traffic road checks, as appropriate, for the purpose of detecting and deterring traffic violations of specific types and/or at specific locations in response to needs evidenced by accident/violation rates. Selective surveillance is based on the systematic allocation of patrol resources planned to counteract specific highway safety problems.</p>	<p>Patrol miles and hours logged.</p>	<p>Activity reports, vehicle logs.</p>	<p>Common to most departments, proportion of patrol resources allocated to selective surveillance varies widely among departments.</p>	<p>Special training, as required, relative to specific violations of interest. Special training, as required relative to appropriate selective surveillance equipment and techniques.</p>	<p>Products relative to:</p> <ul style="list-style-type: none"> <li>• assigned time</li> <li>• traffic volume</li> <li>• diversions to other duties</li> </ul>
<p><b>1.1.4.1 T</b></p> <p>Studies selective surveillance plan—reviews plans to determine focus (i.e., violation types and/or locations), patrol strategy, and selected times; becomes familiar with policies and procedures governing the selective surveillance effort. (Note: Development of the plan generally is not a task performed on the patrolman level.)</p>	<p>Knowledge of plan: patrolman acquires familiarity with the purpose and procedures of the selective surveillance effort.</p>	<p>Can be described by patrolman; can be inferred from activity reports, records of warnings, citations, and arrests, etc.</p>	<p>The degree of patrolman's review required will be highly dependent on the developed plan.</p>	<p>Special training, as required, relative to specific violations of interest. Special training, as required relative to appropriate selective surveillance equipment and techniques.</p>	<p>Degree to which patrolman's understanding accurately reflects purposes and procedures of the plan.</p>
<p><b>1.1.4.2 T</b></p> <p>Implements plan—performs moving patrol, stationary surveillance, or traffic road checks, focusing on the violations/locations of interest, in accordance with the selective surveillance requirements.</p>	<p>Patrol miles and hours logged: patrol locations and time distributions.</p>	<p>Activity reports, vehicle logs, direct observation.</p>	<p>Common to most departments, proportion of patrol resources allocated to selective surveillance varies widely among departments.</p>	<p>Special training, as required, relative to specific violations of interest. Special training, as required relative to appropriate selective surveillance equipment and techniques.</p>	<p>Products relative to:</p> <ul style="list-style-type: none"> <li>• assigned time</li> <li>• traffic volume</li> <li>• diversions to other duties</li> </ul>

1.2 D

Detects (observes) traffic law violation—observation and recognition of vehicular, driver or pedestrian conditions and/or behavior which are illegal or improper, and the acquisition of evidence necessary to support a charge in court.

1.2.1 PT

Detects moving violation.

Numbers, types, locations and time of violations *detected*.

Can be inferred from warning, citations and arrest records.

Common to all departments.

Basic training in VTL; training in detection techniques/equipment.

Number of detections per hours/miles logged, relative to accident characteristics and violation in the patrol area.

1.2.1.1 T

Acquires familiarity with laws governing moving vehicle behavior—knows the driving behaviors/conditions that are specifically prohibited or required by statute. Familiarity with the statute entails knowledge of the elements of the offense, i.e., the actions, omissions, circumstances, conditions, etc., that must be present if the violation is to occur.

Knowledge of statutes.

Can be described by patrolman; amenable to formal (written, oral) testing; can be inferred from the number, frequency of improper enforcement actions taken.

Common to all departments.

Basic training in VTL, case law.

Degree to which patrolman's knowledge accurately reflects statutes. Conviction rate for number of citations or traffic associated arrests.

1.2.1.2 T

Recognizes the impact of environmental factors on prescribed or required moving vehicle behavior—assesses roadway, traffic, weather, lighting, etc., conditions with respect to their implications concerning illegal or improper vehicle operations.

Knowledge of environmental impact on statutes; knowledge of the types of violations commonly associated with various environmental conditions.

Can be described by patrolman, amenable to formal testing (written, oral). Can be inferred from warning, citation, and arrest records.

Common to all departments.

Basic and specialized training, as required, in the environmental factors affecting moving violations.

Degree to which patrolman's knowledge accurately reflects environmental implications.

1.2.1.3 T

Maintains awareness of moving vehicle violation patterns—knows the types and frequencies of moving violations routinely found at his patrol areas and times. Remains alert for all moving violations while devoting attention to the most probable hazardous violations.

Knowledge of violation/accident patterns; patrol strategy.

Can be described by patrolman; can be inferred from activity reports, warning, citations, arrest records.

Common to all departments.

Specialized training as required, to acquaint patrolman with specific violation types and patterns in assigned area.

Degree to which patrol strategy reflects specific needs; accuracy of knowledge of violation/accident patterns.

1.2.1.4 T

Operates special purposes equipment designed to aid detection of specific moving violations—knows how to calibrate and use speed measuring devices to ensure their maximum effectiveness.

Hours of operation of special equipment, times/locations of use, quality of operation.

Direct observation, activity reports, equipment logs; can be inferred from warning, citations and arrest records.

Common to many departments.

Training in the use of special equipment.

Hours of use as a function of hours assigned, times/locations of use relative to violation patterns.

<p><b>1.2.1.5 T</b></p> <p>Recognizes <i>potentially</i> hazardous moving vehicle behavior—remains alert for and is able to assess the implications of driving behaviors that, while not necessarily illegal in themselves, are suggestive of hazardous driving. This subtask is especially relevant to detection of DWI violations.</p>	<p>Knowledge of indicators of hazardous driving.</p>	<p>Can be described by patrolman; can be inferred from warning, citations and arrest records.</p>	<p>Common to all departments.</p>	<p>Training in “aggressive” patrol techniques, training in indicators/symptoms of specific violations.</p>	<p>Number of indicators observed per patrol miles/hours, accuracy of knowledge indicators warranting follow-up surveillance.</p>
<p><b>1.2.2 PT</b></p> <p>Detects pedestrian violation.</p>	<p>Numbers, types, locations and time of violations <i>detected</i>.</p>	<p>Can be inferred from warning, citations and arrest records.</p>	<p>Common to all departments.</p>	<p>Basic training in VTL; training in detection techniques/equipment.</p>	<p>Number of detections per hours/miles logged relative to pedestrian involved accidents and violations within the patrol area.</p>
<p><b>1.2.2.1 T</b></p> <p>Acquires familiarity with laws governing pedestrian behavior—knows the behaviors/conditions that are specifically prohibited or required by statute. Familiarity with the statute entails knowledge of the elements of the offense, i.e., the actions, omissions circumstances, conditions, etc., that must be present if the violation is to occur.</p>	<p>Knowledge of statutes.</p>	<p>Can be described by patrolman; amenable to formal (written, oral) testing; can be inferred from the number, frequency of improper enforcement actions taken.</p>	<p>Common to all departments.</p>	<p>Basic training in VTL, case law.</p>	<p>Degree to which patrolman’s knowledge accurately reflects statutes. Number of pedestrian summons written/number of convictions.</p>

Duty/Task Description	Products	Observability	Universality	Training	Gradations
<p><b>1.2.2.2 T</b></p> <p>Maintains awareness of pedestrian violation patterns—knows the types and frequencies of violations routinely found in his patrol areas and times. Remains alert for all violations while devoting attention to the most probable hazardous violations.</p>	<p>Knowledge of violation/accident patterns; patrol strategy.</p>	<p>Can be described by patrolman; can be inferred from activity reports, warning, citation, arrest records.</p>	<p>Common to all departments.</p>	<p>Specialized training as required, to acquaint patrolman with specific violation types and patterns in assigned area.</p>	<p>Degree to which patrol strategy reflects specific needs; accuracy of knowledge of violation/accident patterns.</p>
<p><b>1.2.3 PT</b></p> <p>Detects vehicular violation—encompasses two classes of violations.</p> <p><i>Vehicle defects, i.e., malfunctioning or inoperative components such as headlights, muffler, etc., which render operation of the vehicle illegal.</i></p> <p><i>Regulatory violations, e.g., lack of registration plates/stickers, expired or absent inspection certificates, etc.</i></p>	<p>Numbers, types, locations and time of violations detected.</p>	<p>Can be inferred from warning, citations and arrest records.</p>	<p>Common to all departments.</p>	<p>Basic training in VTL; training in detection techniques/equipment.</p>	<p>Number of detections per hours/miles logged relative to vehicle violation characteristics in patrol area.</p>
<p><b>1.2.3.1 T</b></p> <p>Maintains familiarity with laws governing vehicle defects and regulatory requirements; includes familiarity with registration/inspection sticker coding schemes.</p>	<p>Knowledge of statutes.</p>	<p>Can be described by patrolman; amenable to formal (written, oral) testing; can be inferred from the number, frequency of improper enforcement actions taken.</p>	<p>Common to all departments.</p>	<p>Basic training in VTL, case law.</p>	<p>Degree to which patrolman's knowledge accurately reflects statutes. Conviction rate for number of citations written/number of convictions for vehicle defects, regulatory violations.</p>
<p><b>1.2.3.2 T</b></p> <p>Recognizes the association between environmental factors and defect violation detection—remains alert for specific defect violations that typically are detectable only during certain time periods (headlights) or under certain weather conditions (windshield wipers).</p>	<p>Knowledge of environmental impact on statutes; knowledge of the types of violations commonly associated with various environmental conditions.</p>	<p>Can be described by patrolman and directly observed; amenable to testing; can be inferred from warning, citation, arrest records.</p>	<p>Common to all departments.</p>	<p>Basic and specialized training, as required, in the environmental factors affecting moving violations.</p>	<p>Degree to which patrolman's knowledge accurately reflects environmental implication.</p>
<p><b>1.2.3.3 T</b></p> <p>Develops ability to conduct "field inspection" of vehicles for possible defects—is familiar with test/inspection procedures that can be implemented without special equipment.</p>	<p>Ability to conduct "field inspection."</p>	<p>Can be described by patrolman and directly observed; amenable to testing; can be inferred from warning, citation, arrest records.</p>	<p>Common to all departments.</p>	<p>Training in "field inspection" techniques/procedures.</p>	<p>Degree of skill, knowledge in conducting "field inspection."</p>

<p>1.2.3.4 T</p> <p>Checks for vehicular violations subsequent to apprehending suspects for moving vehicle violations—conducts license/registration checks and remains alert for symptoms of prescribed defects.</p>	<p>Number of equipment/regulatory violations detected in conjunction with moving vehicle violations.</p>	<p>Can be inferred from warning, citation, arrest records.</p>	<p>Common to all departments.</p>	<p>Training in VTL pertaining to equipment/regulatory violations; counseling in detection procedures/techniques incidental to stops for moving violations.</p>	<p>Number of equipment/regulatory violation detections per stops for moving vehicle violations.</p>
<p>1.2.4 PT</p> <p>Detects parking violation. Refers to parking violations other than routine meter violations, etc. which may be conducted by "parking authority."</p>	<p>Numbers, types, locations and time of parking violations <i>detected</i>.</p>	<p>Can be inferred from warning, citations and arrest records.</p>	<p>Degree to which this task is universally performed is dependent on departmental policies concerning parking violations.</p>	<p>Basic training in VTL; training in detection techniques/equipment.</p>	<p>Number of detections per hours/miles logged relative to parking violation characteristics and accident involvement in the patrol area.</p>
<p>1.2.4.1 T</p> <p>Maintains familiarity with parking regulations throughout patrol area—knows location and time-specific regulations as well as universally prescribed improper parking.</p>	<p>Knowledge of statutes.</p>	<p>Can be described by patrolman; amenable to formal (written, oral) testing; can be inferred from the number, frequency of improper enforcement actions taken.</p>	<p>Common to most departments.</p>	<p>Basic training in VTL.</p>	<p>Degree to which patrolman's knowledge accurately reflects statutes and departmental standards. Number of valid parking citations.</p>
<p>1.2.4.2 T</p> <p>Maintains awareness of parking violation patterns—knows the types and frequencies of parking violations routinely found within his patrol areas, and devotes attention to times and places expected to produce the highest incidence of violations.</p>	<p>Knowledge of violation/accident patterns; patrol strategy.</p>	<p>Can be described by patrolman; can be inferred from activity reports, warning, citation, arrest records.</p>	<p>Common to most departments.</p>	<p>Specialized training as required, to acquaint patrolman with specific violation types and patterns in assigned area.</p>	<p>Degree to which patrol strategy reflects specific needs; accuracy of knowledge of violation/accident patterns.</p>
<p>1.3 D</p> <p>Apprehends violator—pursuit, contact, and stopping of drivers or pedestrians suspected of traffic violation in order to investigate the circumstances pertaining to the suspected violation; determines the appropriate enforcement action, and acquires evidence necessary to support a charge in court.</p>	<p>Number of apprehensions initiated/attempted.</p>	<p>Can be inferred from warning, citation, arrest records, dispatcher's log, activity reports.</p>	<p>Common to all agencies.</p>	<p>Training in factors and departmental policy concerning apprehension decisions.</p>	<p>Number of decisions to apprehend per violations detected. Violation/accident characteristic in patrol area.</p>
<p>1.3.1 PT</p> <p>Decides to apprehend violator.</p>	<p>Number of apprehensions initiated/attempted.</p>	<p>Can be inferred from warning, citation, arrest records, dispatcher's log, activity reports.</p>	<p>Common to all agencies.</p>	<p>Training in factors and departmental policy concerning apprehension decisions.</p>	<p>Number of decisions to apprehend per violations detected. Violation/accident characteristic in patrol area.</p>

continued

<p><b>1.3.1.1 T</b></p> <p>Evaluates the importance of the observed/suspected violation relative to the environment and other traffic services requirements—is able to assess properly whether the suspected violation outweighs other immediate demands on his attention. Determines whether pursuit/apprehension will create unacceptable traffic hazards relative to the nature of the suspected violation.</p>	<p>Evaluation outcome: determination of the relative importance of apprehension versus the “risks” that will arise if apprehension is initiated.</p>	<p>Can be directly observed or inferred from patrolman’s driving record or citizen’s comments, Inferred from warning, citations, arrest records, activity reports.</p>	<p>Common to all agencies.</p>	<p>Training in evaluation factors. Specialized driver training.</p>	<p>Correctness of the evaluation, relative to standard practices.</p>
<p><b>1.3.1.2 T</b></p> <p>Interprets departmental policy concerning apprehension—knows the guidelines that are set forth regarding the decision to apprehend, how and when to initiate pursuit, etc.</p>	<p>Decision to initiate pursuit and apprehension.</p>	<p>Inferred from warning, citations, arrest records, specifically, type of cited violations and environmental conditions that existed.</p>	<p>Common to all agencies.</p>	<p>Training in departmental policy and apprehension considerations.</p>	<p>Ratio of number of apprehensions not in conformance with departmental policies.</p>
<p><b>1.3.1.3 T</b></p> <p>Determines whether assistance is necessary to ensure or facilitate apprehension—assesses environmental and other constraints on his ability to apprehend; evaluates the nature of the suspected violation; determines the availability of assistance; and calls for assistance when necessary.</p>	<p>Assistance decision.</p>	<p>Dispatch records. Activity reports.</p>	<p>Common to all agencies.</p>	<p>Training in departmental policy concerning call for assistance relative to PTS.</p>	<p>Correctness of decision making. Number of apprehensions requiring assistance.</p>

Duty/Task Description	Products	Observability	Universality	Training	Gradations
<p><b>1.3.1.4 T</b></p> <p>Obtains description of suspect/vehicle to facilitate apprehension—ensures his ability to identify the driver/pedestrian as the suspected violator subsequent to apprehension and relays description to assisting officer and/or department, as necessary.</p>	<p>Description: written or memorized for recording as soon as possible; transmission of description to dispatcher.</p>	<p>Can be directly observed from:</p> <ul style="list-style-type: none"> <li>• activity record</li> <li>• patrolman's notes</li> <li>• radio/voice communications</li> </ul>	<p>Common to all agencies.</p>	<p>Specialized training in suspect/vehicle description and usage techniques.</p>	<p>Completeness/accuracy of descriptions.</p>
<p><b>1.3.2 PT</b></p> <p>Plans pursuit (apprehension)—pursuit will take place either in a patrol vehicle (from moving patrol or stationary surveillance) or on foot (from traffic direction assignment). Considers the departmental policies regarding when to pursue and speed of pursuit.</p>	<p>Mental plan of pursuit conduct:</p> <ul style="list-style-type: none"> <li>• type of pursuit</li> <li>• speed</li> <li>• route</li> <li>• use of warning lights, siren, etc.</li> </ul>	<p>Can be described by patrolman.</p>	<p>Common to all agencies, although departmental policies vary.</p>	<p>Training in apprehension/pursuit considerations. Specialized driver training.</p>	<p>Ability to formulate pursuit plan. Knowledge of possible escape routes.</p>
<p><b>1.3.2.1 T</b></p> <p>Determines appropriate pursuit speed and maneuvers—evaluates the nature of the violation, traffic speed, traffic density, type of roadway and other environmental conditions, and his own driving ability and the patrol vehicle's capabilities. Uses sound judgment in considering the degree of hazard the pursuit presents to other than roadway users.</p>	<p>Selected speed and adaption of initial rate.</p>	<p>Can be described by patrolman. Citizen complaints.</p>	<p>Common to all agencies.</p>	<p>Training in apprehension/pursuit considerations. Specialized driver training.</p>	<p>Degree to which pursuit strategy reflects nature and seriousness of violation and possible traffic environment consequences. Number of complaints/property damage incidents as a result of pursuit actions.</p>
<p><b>1.3.2.2 T</b></p> <p>Determines the need for activating vehicle emergency displays (lights, siren, etc.)—possesses familiarity with statutory regulations and departmental policy governing use of displays, and evaluates environmental conditions and the nature of the violation in light of these regulations/policies.</p>	<p>Use of vehicle emergency display.</p>	<p>Can be described by patrolman as well as amenable to testing.</p>	<p>Common to all agencies.</p>	<p>Basic training in VTL. Specialized training, as required, relative to vehicle emergency displays procedures.</p>	<p>Degree to which patrolman adhered to policy, statutes and standard practice.</p>
<p><b>1.3.2.3 T</b></p> <p>Anticipates possible evasive action on the part of the violator—possesses familiarity with the surrounding area, especially regarding potential "escape routes" available to the pursued. Recognizes the likelihood that evasion may be attempted, given the nature of the violation.</p>	<p>Knowledge of possible "escape routes."</p>	<p>Can be described by the patrolman.</p>	<p>Common to all agencies.</p>	<p>Specialized training in suspect evasive actions, psychology of suspect behavior.</p>	<p>Ratio of suspects pursued to number apprehended relative to traffic violations.</p>

1.3.3 PT	Plans enforcement action.	Mental plan developed by patrolman based on knowledge, experience and agency directives.	Can be described by the patrolman. Can be inferred from warning, citations, arrest records.	Common to all agencies.	Basic training in VTL. Specialized training in enforcement techniques/procedures.	Degree to which plan leads to correct enforcement action.
1.3.3.1 T	Recognizes and interprets departmental policy concerning enforcement action—evaluates the nature of the violation, degree of traffic hazard involved, and alternative enforcement actions available in forming a <i>tentative</i> decision concerning the subsequent action to be taken.	Experience and knowledge of statutes and departmental policies.	Can be described by the patrolman. Can be inferred from warning, citations, arrest records.	Common to all agencies.	Basic training in VTL. Specialized training in enforcement techniques/procedures.	Number of enforcement actions taken by type and location. Conviction rate or number of valid citations.
1.3.3.2 T	Observes and evaluates evidence relating to the suspected violation—recognizes the need to collect evidence pertaining to the violation to support a charge in court, and remains alert for evidence that may necessitate modification of the tentative enforcement decision.	Collection of supportive evidence.	Can be directly observed or inferred from warnings, citations, arrest records and officer's court case records. Notes taken or described by patrolman.	Common to all agencies.	Basic and specialized training, as required, pertaining to collection of evidence in support of a violation.	Number of cases dismissed due to lack of supporting evidence.
1.3.4 PT	Conducts pursuit.	Number of pursuits attempted/completed. Types, locations and time of violation pursued.	Activity report. Dispatcher's record. Can be inferred from warnings, citations, arrest records or described by patrolman.	Common to all agencies.	Specialized training in pursuit/apprehension techniques.	Number of pursued violations per hours/miles logged.
1.3.4.1 T	Remains alert for possible hazards to himself, the violator, and others—evaluates the environment to adopt pursuit maneuvers and speeds that are consistent with maximizing safety. Refrains from taking imprudent risks while striving to apprehend.	Technique of pursuit.	Can be directly observed or described by patrolman.	Common to all agencies.	Specialized training in pursuit/apprehension techniques.	Number of pursued violators attempted/completed. Degree to which patrolman minimized risks.
1.3.4.2 T	Attempts to keep the violator in sight—remains alert for conditions favoring the violator's escape.	Pursuit strategy.	Can be described by patrolman.	Common to all agencies.	Specialized training in pursuit/apprehension techniques.	Degree to which pursuit strategy is successful in apprehension. Also conformance to standard practice.

<p><b>1.3.4.3 T</b></p> <p>Attempts to maneuver into a control position as quickly as possible—without taking imprudent risks; strives to accomplish apprehension quickly to avoid continuation of the violation and its attendant hazards.</p>	<p>Number of pursuits conducted/time to stop/subsequent violations.</p>	<p>Can be inferred from activity report, warnings, citations, and arrest records. Citizen comments. Driving record.</p>	<p>Common to all agencies.</p>	<p>Specialized training in pursuit/apprehension techniques.</p>	<p>Number of pursued and apprehended violators per hours/miles logged. Number of subsequent violations.</p>
<p><b>1.3.4.4 T</b></p> <p>Re-evaluates the situation continuously to determine the appropriate pursuit mode and behavior—reassesses the need to employ emergency displays, call for assistance, modify pursuit speeds, etc. Takes proper account of changing conditions in the environment, violator's behavior, etc. Decides whether to abandon or continue pursuit.</p>	<p>Evaluation outcome: determination of the relative importance of apprehension versus the "risks" that will arise if apprehension is initiated.</p>	<p>Can be directly observed or inferred from patrolman's driving record or citizen's comments. Inferred from warning, citations, arrest records, activity reports.</p>	<p>Common to all agencies.</p>	<p>Training in the considerations a patrolman must take into account in the conduct of pursuit action. Specialized driver training.</p>	<p>Correctness of the evaluation, relative to standard practices.</p>

Duty/Task Descriptions	Products	Observability	Universality	Training	Gradations
<p><b>1.3.4.5 T</b></p> <p>Attempts to acquire better descriptive information on the pursued suspect/vehicle observes, memorizes, and records registration number, vehicle make and model year, etc., to facilitate subsequent apprehension.</p>	<p>Completeness of descriptive information with regard to:</p> <ul style="list-style-type: none"> <li>• vehicle make</li> <li>• model year</li> <li>• registration number</li> <li>• vehicle color</li> <li>• etc.</li> </ul>	<p>Can be described by patrolman. Dispatcher's log. Patrolman's notes. Inferred from warnings, citations, arrest records.</p>	<p>Common to all agencies.</p>	<p>Training in vehicle recognition, descriptive information.</p>	<p>Completeness/accuracy of descriptive data.</p>
<p><b>1.3.5 PT</b></p> <p>Makes stop.</p>	<p>Numbers, types, location and time of stops made.</p>	<p>Can be directly observed or inferred from warnings, citations and arrest records. Dispatcher's log.</p>	<p>Common to all agencies.</p>	<p>Training in pursuit driving techniques to include apprehension.</p>	<p>Number of stops per hours/miles logged.</p>
<p><b>1.3.5.1 T</b></p> <p>Maneuvers into an appropriate control position to initiate stop—is cognizant of safety considerations and departmental policies concerning control positions. Anticipates possible subsequent actions on the part of the pursued (evasion, sudden stop, etc.), and ensures his ability to react properly to such actions.</p>	<p>Location of patrol vehicle relative to suspect.</p>	<p>Can be directly observed or described by patrolman.</p>	<p>Common to all agencies.</p>	<p>Specialized training in pursuit driving, apprehension techniques.</p>	<p>Degree to which patrolman can attract violator's attention while minimizing subsequent violations and maximizing safety.</p>
<p><b>1.3.5.2 T</b></p> <p>Selects an appropriate stopping site—ensures that the stopping site minimizes traffic hazards/congestion. Attempts to choose a site providing favorable lighting conditions.</p>	<p>Tentative stopping site.</p>	<p>Can be described by the patrolman.</p>	<p>Common to all agencies.</p>	<p>Specialized training in pursuit driving, apprehension techniques.</p>	<p>Degree to which the site selected affords safety to violator and patrolman.</p>
<p><b>1.3.5.3 T</b></p> <p>Communicates stop command to the suspect—makes appropriate use of patrol vehicle displays (lights, horn, etc.) to acquire the suspect's attention, continuously re-evaluates the situation to ensure that the suspect recognizes the stop command.</p>	<p>Number of stop commands attempted.</p>	<p>Can be directly observed. Inferred from warnings, citations, arrest records.</p>	<p>Common to all agencies.</p>	<p>Specialized training in pursuit driving, apprehension techniques.</p>	<p>Number of stops attempted per successful stop.</p>

1.3.5.4 T

Positions patrol vehicle at stopping site—follows departmental procedures in positioning patrol vehicle. Ensures his own safety, and the safety of his and the violator's vehicles from traffic hazards. Activates vehicle lights in accordance with departmental procedures.

1.3.5.5 T

Attends to preliminary safeguards before approaching suspect's vehicle—notifies dispatcher of the location and purpose of the stop, in accordance with departmental procedures. Observes vehicle for suspicious/unusual behavior on the part of the occupants.

1.3.6 PT

Approaches vehicle and violator.

1.3.6.1 T

Keeps the vehicle/occupants in view throughout the approach—remains alert for suspicious/unusual behavior on the part of occupants. Shows proper concern for ensuring his own safety.

1.3.6.2 T

Observes the condition and appearance of the vehicle, suspect, and other occupants—checks all passenger positions to verify the number of occupants. Examines driver's appearance for evidence of intoxication, illness, or other conditions of interest. Examines vehicle for evidence of damage/defects or regulatory violations.

1.3.6.3 T

Positions himself properly with respect to the suspect and vehicle—follows departmental procedures in establishing a position that maximizes his own safety while permitting unobstructed view of the vehicle and occupants.

Number of pursuit stops, patrol miles and hours logged.

Safeguards initiated in approaching violator. Notification of dispatcher.

Technique of approach and of observation of unusual suspect behavior.

Suspect screening technique. Number of violations, types, location, time and supporting evidence.

Number of stops and proper position relative to suspects and vehicle.

Directly observable. Can be inferred from patrolman, driving record, warnings, citations and arrest records. Dispatch records.

Can be directly observed or inferred from dispatcher's record.

Can be directly observed or described by the patrolman. Can be inferred by supporting evidence from warning, citation or arrest records.

Can be described by patrolman or can be observed directly, or inferred from activity records, warning, citations or arrest records.

Directly observable. Can be described by patrolman.

Common to all agencies.

Specialized training in pursuit driving, apprehension techniques.

Training in safeguards employed prior to approaching a suspect's vehicle.

Training in techniques employed while approaching violator's vehicle.

Basic training in VTL and specialized training in recognition of unusual suspect behavior and supportive violations.

Training on how to position oneself with respect to suspect and vehicle.

Number of pursuit stops per miles logged. Ratio of safe to unsafe stops relative to positioning the patrol vehicle.

Number of violator stops with dispatcher notification versus total violator stops. Degree to which patrolman adheres to departmental policies regarding his safety while approaching suspect vehicle for traffic offenses.

Degree to which patrolman applies safety precaution as well as being able to distinguish unusual suspect behavior.

Number and types of violations and supportive evidence.

Number and type of violations by completeness/accuracy. Supportive evidence. Total number of stops versus number of stops patrolman jeopardized his safety.

<p><b>1.3.6.4 T</b></p> <p>Maintains control of the situation throughout the approach—remains alert for attempts by the suspect or other occupants to move or exit the vehicle. Instructs them, as necessary, to remain in the vehicle.</p>	<p>Number of stops. Ability to maintain control of situation.</p>	<p>Can be observed directly, or inferred from activity report, dispatch records, warning, citations, or arrest records.</p>	<p>Common to all agencies.</p>	<p>Training in likely suspect behavior or prior to interview.</p>	<p>Total number of stops and the degree to which patrolman had the ability to maintain control for each type of violation.</p>
<p><b>1.3.7 PT</b></p> <p>Interviews violator.</p>	<p>Number of violators interviewed and number of stops.</p>	<p>Directly observed. Can be inferred from suspect comments, warning, citation, arrest records.</p>	<p>A must for all agencies.</p>	<p>Training in conducting suspect/violator interview.</p>	<p>Total number of stops/interviews and the degree to which the interview was complete and accurate.</p>
<p><b>1.3.7.1 T</b></p> <p>Maintains a professional attitude and demeanor throughout the interview—conducts himself in a businesslike fashion, avoiding both discourteous and “overly friendly” behavior toward the suspect. Avoids arguing with the suspect.</p>	<p>Interview report or record.</p>	<p>Can be described by patrolman or directly observed. Can be inferred from warning, citation, arrest records. Violator complaints.</p>	<p>A must for all agencies.</p>	<p>Training in conducting suspect/violator interview.</p>	<p>Total number of stops/interviews and completeness accuracy of information obtained. Number of complaints.</p>
<p><b>1.3.7.2 T</b></p> <p>Obtains necessary identification from the suspect—follows departmental procedures in requesting and accepting license, registration, etc.</p>	<p>Ability in obtaining required identification.</p>	<p>Directly observed. Can be inferred from suspect comments, warning, citation, arrest records.</p>	<p>A must for all agencies.</p>	<p>Training in conducting suspect/violator interview.</p>	<p>Accuracy completeness of ID information per number of written violations. Number of regulatory violations detected.</p>

Duty/Task Descriptions	Products	Observability	Universality	Training	Gradations
<p><b>1.3.7.3 T</b></p> <p>Observes and evaluates suspect's appearance and behavior—remains alert for suspicious/unusual actions, mannerisms, etc. Remains alert for evidence bearing on the violation and/or other possible offenses.</p>	<p>Suspect screening technique. Number of violations, types location, time and supporting evidence.</p>	<p>Can be described by patrolman or directly observed. Can be inferred from warning, citation and arrest records.</p>	<p>Standard procedure.</p>	<p>Basic training in VTL and specialized training in recognition of unusual suspect behavior and supportive violations.</p>	<p>Number and types of violations and supportive evidence.</p>
<p><b>1.3.8 PT</b></p> <p>Observes and evaluates violator during interview.</p>	<p>Number of violations, type, location and time.</p>	<p>Can be directly observed or inferred from warning, citation, arrest records. Can be described by patrolman.</p>	<p>Common to all agencies.</p>	<p>Training in violator evaluation techniques/procedures.</p>	<p>Number of wrong evaluations per number of written violations.</p>
<p><b>1.3.8.1 T</b></p> <p>Checks driver's appearance, identification, etc., relative to the presumed owner of the vehicle—communicate, with dispatcher concerning registration check.</p>	<p>Validity of owner, registration.</p>	<p>Can be directly observed. Can be inferred from dispatcher's record or from warning, citation, and arrest records.</p>	<p>Common to all agencies.</p>	<p>Training in techniques for validating vehicle ownership and license.</p>	<p>Degree to which patrolman attempts to verify/identify vehicle owner or operator.</p>
<p><b>1.3.8.2 T</b></p> <p>Evaluates evidence obtained during interview—identifies the nature and scope of suspected violations involved in the incident.</p>	<p>Supporting evidence.</p>	<p>Can be directly observed or inferred from warning, citation, arrest records. Can be described by patrolman.</p>	<p>Common to all agencies.</p>	<p>Training in supporting evidence evaluation.</p>	<p>Completeness, relevancy of supporting evidence.</p>
<p><b>1.3.8.3 T</b></p> <p>Determines need for removing suspect(s) from vehicle for further investigation—evaluates evidence of possible DWI or non-traffic offenses necessitating search of driver/vehicle. Shows proper concern for his own and driver's safety in removing the suspect from the vehicle and conducting further investigation. Follows departmental procedures in any required search investigation.</p>	<p>Supporting evidence.</p>	<p>Can be directly observed. Can be described by patrolman. Can be inferred from warning, citation or arrest records.</p>	<p>Performed in all investigations unless policy states that suspects either never or always leave vehicle.</p>	<p>Specialized training or as required, relating to search/investigation techniques concerning traffic violations and gathering of supportive evidence.</p>	<p>Number of violations without sufficient evidence/incomplete investigation per number of written violations. Conviction rate.</p>

<p><b>1.3.9 PT</b></p> <p>Observes and evaluates vehicle interior.</p>	<p>Investigation of supporting evidence.</p>	<p>Can be directly observed. Can be described by patrolman. Can be inferred from warning, citation or arrest records.</p>	<p>A necessary task.</p>	<p>Specialized training or as required, relating to search/investigation techniques concerning traffic violations and gathering of supportive evidence.</p>	<p>Degree to which patrolman applies investigative techniques and recognizes supportive evidence.</p>
<p><b>1.3.9.1 T</b></p> <p>Examines control/dashboard for evidence of auto theft—verifies that ignition key is present; examines windows, doors for evidence of forced entry.</p>	<p>Supporting evidence.</p>	<p>Can be described by patrolman or directly observed.</p>	<p>The degree or investigative techniques vary among agencies.</p>	<p>Specialized training or as required, relating to search/investigation techniques concerning traffic violations and gathering of supportive evidence.</p>	<p>Number of auto theft detections/arrests and resulting conviction rate.</p>
<p><b>1.3.9.2 T</b></p> <p>Examines interior of vehicle for evidence of suspicious or contraband materials—remains alert for attempts by the occupants to hide materials under seats, etc.</p>	<p>Supporting evidence.</p>	<p>Can be directly observed. Can be described by patrolman. Can be inferred from warning, citation or arrest records.</p>	<p>The degree or investigative techniques vary among agencies.</p>	<p>Specialized training or as required, relating to search/investigation techniques concerning traffic violations and gathering of supportive evidence.</p>	<p>Number of contraband detections/arrests and resulting conviction rate.</p>
<p><b>1.3.9.3 T</b></p> <p>Determines need to conduct search of the vehicle—evaluates evidence and conducts search (if necessary), following established procedures.</p>	<p>Decision to continue search.</p>	<p>Can be inferred from supporting documentary evidence. Can be described by patrolman or directly observed.</p>	<p>The degree or investigative techniques vary among agencies.</p>	<p>Specialized training or as required, relating to search/investigation techniques concerning traffic violations and gathering of supportive evidence.</p>	<p>Number of violations without sufficient evidence/incomplete investigation per number of written violations. Conviction rate. Degree to which patrolman applies investigative techniques and recognizes supportive evidence.</p>
<p><b>1.3.10 PT</b></p> <p>Decides upon enforcement action.</p>	<p>Number of enforcement actions, type, location and time.</p>	<p>Can be inferred from warning, citation, and arrest records.</p>	<p>A required task by all agencies.</p>	<p>Basic training in VTL and enforcement action.</p>	<p>Number of enforcement actions by type and location per miles/hours logged. Violations relative to accident characteristics in the patrol area.</p>
<p><b>1.3.10.1 T</b></p> <p>Recognizes and correctly interprets departmental policy concerning enforcement action—knows what alternative actions are permitted in the various situations he may encounter.</p>	<p>Knowledge of possible enforcement actions.</p>	<p>Can be inferred from warning, citation and arrest records. Amenable to testing.</p>	<p>A logical method process.</p>	<p>Basic training in VTL violations, counselling on departmental policies.</p>	<p>Degree to which patrolman enforcement actions reflect departmental policies. Accuracy of knowledge.</p>

<p><b>1.3.10.2 T</b></p> <p>Evaluates the nature of the violation(s) to determine the applicable elements of the policy—assesses the seriousness of the offense(s), the likelihood that the offense(s) would continue if the suspect were released, and the presence of special circumstances specifically covered in statutes or policy to determine which alternatives apply to the situation at hand.</p>	<p>Evaluation results. Determination of whether or not enforcement action is warranted.</p>	<p>Can be described by patrolman. Can be inferred from warning, citation and arrest records.</p>	<p>A necessary evaluation performed by all agencies.</p>	<p>Basic training in VTL violations, counselling on departmental policies.</p>	<p>Correctness of the evaluation relative to prescribed standards.</p>
<p><b>1.3.10.3 T</b></p> <p>Bases enforcement decision on the facts of the case only—avoids being swayed by extraneous factors, such as the suspect's attitude or appearance, time of day, etc. Demonstrates consistency in his enforcement decisions.</p>	<p>Number of enforcement actions, type, location and time.</p>	<p>Can be described by patrolman. Can be inferred from warning, citation and arrest records.</p>	<p>Although a necessary step performed in all agencies final decision for enforcement action will vary among individual officers.</p>	<p>Basic training in VTL violations, counselling on departmental policies.</p>	<p>Total number of stops, type of violations and the number of resulting citations and arrests, conviction rate.</p>

Duty/Task Description	Products	Observability	Universality	Training	Gradations
<p><b>1.4 D</b></p> <p>Take enforcement action. Arrest, citation, or warning of any person believed to have violated a traffic law, ordinance, or regulation. Such enforcement action may take one of three general forms:</p> <ol style="list-style-type: none"> <li>(1) Issuance of a (written or verbal) warning; this action entails no additional requirement for court action.</li> <li>(2) Issuance of a traffic citation; this action contemplates trial adjudication or other court disposition of the charge; the accused receives written notice to appear, and is released.</li> <li>(3) Physical arrest; the accused is taken into custody for the purpose of holding him to answer a charge in court.</li> </ol> <p>Once a decision has been made concerning the appropriate enforcement action, the subtasks incidental to that action usually are independent of the offense committed. One major exception to this rule concerns DWI arrest. Thus, DWI and non-DWI enforcement actions are discussed separately.</p>	<p>Number of enforcement actions, type, location and time.</p>	<p>Can be inferred from warning, citation and arrest records.</p>	<p>A necessary task performed by all department/agencies.</p>	<p>Basic training in VTL and enforcement action.</p>	<p>Number of enforcement actions by type and location per miles/hours logged. Violations relative to accident characteristics in the patrol area.</p>
<p><b>1.4.1 PT</b></p> <p>Takes non-arrest enforcement action.</p>	<p>Number of non-arrest actions by type of violation, location and time.</p>	<p>Can be described by patrolman or directly observed. Can be inferred from warning ticket.</p>	<p>Varies among agencies in that the type of non-arrest action taken (written or verbal warnings) is dependent on jurisdictional statutes and agency policies.</p>	<p>Basic training in VTL and counselling on departmental policies regarding non-arrest action.</p>	<p>Number of non-arrest actions by type, location, time per miles/hours of patrol logged.</p>
<p><b>1.4.1.1 T</b></p> <p>Ensures there are no outstanding warrants against the driver/vehicle before issuing warning or citation—communicates with dispatcher; checks stolen vehicle list.</p>	<p>Driver/vehicle "wants list" check indicated.</p>	<p>From dispatcher's records check. Inferred from warnings, citation and arrest records.</p>	<p>Procedure varies among agencies.</p>	<p>Specialized training, as required, in departmental policies regarding situations requiring driver/vehicle check.</p>	<p>Number of citations, arrests resulting from driver/vehicle check.</p>
<p><b>1.4.1.2 T</b></p> <p>Informs driver of the violation and enforcement action—maintains professional, business-like attitude in informing driver. Avoids "debating" charge/enforcement action with driver.</p>	<p>Communication with suspect.</p>	<p>Can be described by patrolman or directly observed. Can be inferred from warning ticket and violator comments.</p>	<p>Common to all agencies.</p>	<p>Training in proper demeanor/attitude. Basic training in VTL and taking enforcement action.</p>	<p>Degree to which patrolman adheres to departmental policies.</p>

<p>1.4.1.3a T</p> <p>Issues warning in accordance with departmental policy—properly completes warning form (if written); informs driver of the significance and implications of the warning.</p>	<p>Number of warnings issued by type, location and time.</p>	<p>Inferred from warnings issued or directly observed.</p>	<p>Varies among agencies in that the type of non-arrest action taken (written or verbal warnings) is dependent on jurisdictional statutes and agency policies.</p>	<p>Departmental policy concerning warning tickets.</p>	<p>Number of warnings per miles/hours logged. Evaluation of type of violations warranting/not warranting a warning.</p>
<p>1.4.1.3b T</p> <p>Issues citation in accordance with the departmental policy—properly completes citation form. Provides copy to driver. Explains the driver's obligations/options to him.</p>	<p>Number of citations issued by type, location and time.</p>	<p>Inferred from citations issued or directly observed.</p>	<p>Common to all agencies.</p>	<p>Basic training in VTL. Departmental policy concerning citations.</p>	<p>Number of citations per miles/hours logged. Violations by type and location relative to accident characteristics within the patrol area.</p>
<p>1.4.1.4 T</p> <p>Terminates activity at scene—releases driver, after returning his documents (license, registration, etc.). Assist motorist in returning to normal flow of traffic by utilizing traffic direction and control procedures; notifies dispatcher of return to patrol.</p>	<p>Terminates enforcement action.</p>	<p>Directly observable or can be described by patrolman. Can be inferred from dispatcher's log.</p>	<p>A logical step performed by all agencies.</p>	<p>Departmental policy regarding non-arrest actions.</p>	<p>Average amount of time spent in processing non-arrest violations.</p>
<p>1.4.1.5 T</p> <p>Transmits enforcement action records to appropriate personnel/departments—follows departmental procedures in forwarding copies of citation or warning form to designated recipients.</p>	<p>Transmittal of non-arrest records.</p>	<p>Can be inferred by processed warnings and citations.</p>	<p>Common to all agencies.</p>	<p>Departmental policy regarding transmittal of non-arrest records.</p>	<p>Degree to which patrolman adheres to departmental procedures regarding transmittal of non-arrest records.</p>
<p>1.4.2 PT</p> <p>Conducts site-of-apprehension DWI investigation.</p>	<p>Number of DWI investigations, location and time.</p>	<p>Can be observed by supervisor or inferred by warnings, citations or arrest records and from activity report and dispatcher's log.</p>	<p>Must be performed by all agencies. Step by step procedures vary widely among police agencies.</p>	<p>Specialist training in DWI enforcement techniques is required. Some is provided in all agencies.</p>	<p>Number of DWI arrests per patrol miles/hours logged.</p>
<p>1.4.2.1 T</p> <p>Assesses suspect's physical and mental condition through informal (simple) tests—observes driver during interrogation and exit from vehicle; notes gait, steadiness, coordination, etc. Assesses odor of alcoholic beverages. Evaluates speech, etc.</p>	<p>Interrogation procedure.</p>	<p>Can be explained by patrolman or directly observed. Can be inferred from DWI processing records.</p>	<p>Procedures vary widely among agencies.</p>	<p>Specialized training in DWI enforcement techniques.</p>	<p>Completeness and accuracy of supportive evidence for patrolman's DWI investigations.</p>

continued

<p>1.4.2.2 T</p> <p>Conducts formal (psychophysical) and/or pre-arrest screening breath tests for alcoholic influence—follows departmental procedures in selecting and conducting tests; selects tests that are suited to the environment and circumstances pertaining to the site-of-apprehension.</p>	<p>Outcome of pre-arrest tests which aids in the DWI determination.</p>	<p>Can be described by the patrolman or directly observed. Can be inferred from arrest supportive documentation.</p>	<p>Although a logical step, the type of tests administered will vary depending on jurisdictional statutes.</p>	<p>Specialized training in the DWI techniques and procedures to include departmental policies.</p>	<p>Number of DWI arrests per patrol miles/hours logged. Degree to which patrolman adheres to departmental DWI investigation standards.</p>
<p>1.4.2.3 T</p> <p>Re-evaluates initial suspicion of DWI in light of the outcome of the above 2 subtasks—proceeds to DWI arrest if investigation discloses probable cause, otherwise proceeds to other appropriate enforcement action.</p>	<p>Decision to arrest/not arrest as DWI.</p>	<p>Can be inferred from activity reports. Dispatcher logged, and arrest records, can be described by patrolman.</p>	<p>Decision to arrest/not arrest will vary only at the discretion of the patrolman, which is common to all agencies.</p>	<p>Specialized training in the DWI techniques and procedures to include departmental policies.</p>	<p>Number of DWI suspects arrested/not arrested. Conviction rate on that charge.</p>
<p>1.4.3 PT</p> <p>Arrests violator.</p>	<p>Number of arrests by type, location and time.</p>	<p>Can be inferred from arrest records, activity reports and dispatcher's log.</p>	<p>A necessary step once the decision is made.</p>	<p>Basic training as well as specialized training in the type of offenses warranting arrest, and application of techniques/procedures.</p>	<p>Number of traffic violation arrests per patrol miles/hours logged.</p>
<p>1.4.3.1 T</p> <p>Shows proper concern for his own safety throughout the arresting process—recognizes the possibility of hostile reaction on the part of the suspect. Takes care to ensure that he maintains the advantage throughout the incident.</p>	<p>Control/arrest procedure.</p>	<p>Can be directly observed or explained by patrolman.</p>	<p>A necessary step once the decision is made.</p>	<p>Training in techniques/procedures in making an arrest and departmental policies.</p>	<p>Degree to which patrolman has the ability to control traffic related arrests.</p>

Duty/Task Description	Products	Observability	Universality	Training	Gradations
<p><b>1.4.3.2 T</b></p> <p>Informs the suspect that he is under arrest— notifies the suspect of the charge and arrest decision as soon as possible. Follows departmental procedures and judicial guidelines in informing suspect of his rights.</p>	<p>Informing suspect of rights procedure.</p>	<p>Can be described by the patrolman or directly observed. Can be inferred from arrest records.</p>	<p>Must be performed by all agencies.</p>	<p>Training in techniques/ procedures in making arrests and departmental policies.</p>	<p>Degree to which patrolman follows prescribed procedure.</p>
<p><b>1.4.3.3 T</b></p> <p>Takes the appropriate steps to “neutralize” the situation—follows departmental policy and evaluates the situation to determine the necessity for and degree of search of the arrestee and vehicle, use of handcuffs, etc. Uses the minimum amount of force necessary to neutralize the situation.</p>	<p>Control procedures.</p>	<p>Can be described by the patrolman or directly observed. Can be inferred from arrest records.</p>	<p>Required in all situations, steps applied vary by departmental policy.</p>	<p>Basic training as well as departmental policy regarding physical arrest procedures.</p>	<p>Degree to which patrolman follows prescribed procedure.</p>
<p><b>1.4.3.4 T</b></p> <p>Notifies dispatcher of arrest—calls in charge, detailed description of arrestee, etc. Requests any assistance necessary to facilitate search, transport of arrestee, his vehicle and property, etc.</p>	<p>Dispatcher notification of DWI arrests and required assistance.</p>	<p>Can be described by patrolman and inferred from dispatcher’s log.</p>	<p>Although common to all agencies, the notification process varies depending upon agency procedure.</p>	<p>Departmental policy regarding arrest procedure.</p>	<p>Degree to which patrolman adheres to departmental standards.</p>
<p><b>1.4.3.5 T</b></p> <p>Gathers physical evidence—collects fruits of the crime, contraband or other relevant materials, etc. Compiles an inventory of all materials/properly taken into possession.</p>	<p>Physical supportive evidence, inventory, lists.</p>	<p>Can be inferred from arrest records or inventory lists.</p>	<p>Required by all agencies, however, process varies by agency.</p>	<p>Basic training in recognition of physical evidence. Departmental procedure regarding collection and processing.</p>	<p>Ability to recognize supportive evidence and degree to which he follows departmental procedures. Number of cases dismissed due to insufficient evidence.</p>
<p><b>1.4.3.6 T</b></p> <p>Follows departmental procedures in arranging for the care and disposition of the arrestee’s vehicle—evaluates the situation to determine the options available. If the possibility exists of entrusting the vehicle to a third party, verifies that this meets with the approval of the arrestee and that the third party is capable of operation.</p>	<p>Vehicle disposition procedure.</p>	<p>Can be described by patrolman or inferred from dispatcher’s log and arrest records.</p>	<p>A necessary process, however, the actual procedures vary among agencies.</p>		

<p><b>1.4.3.7 T</b></p> <p>Arranges for the proper care and disposition of "special" personnel and property—children, pets, etc., accompanying the arrestee are dealt with in accordance with departmental policy and with special assurance of their safety and well-being.</p>	<p>Disposition of "special" personnel and/or property.</p>	<p>Can be described by patrolman or inferred from dispatcher's log and arrest records.</p>	<p>A necessary process, however, the actual procedures vary among agencies</p>	<p>Departmental policy regarding handling and care of "special" personnel and property.</p>	<p>Degree to which patrolman adheres to departmental guidelines.</p>
<p><b>1.4.3.8 T</b></p> <p>Transports arrestee to the appropriate reception point—determines, via policy and/or dispatcher's instructions, the proper transport destination. Shows proper concern for his own and arrestee's safety during transport. Keeps the dispatcher informed of his location.</p>	<p>Arrangements for arrestee transport.</p>	<p>Can be inferred from dispatcher's log and patrolman's activity report. Can be inferred from arrest record.</p>	<p>Varies depending on departmental policy.</p>	<p>Training in techniques/procedures utilized in transporting arrestee's and the applicable department policies.</p>	<p>Number of arrests by type, location and time requiring transport of arrestee and the degree to which patrolman adhered to departmental guidelines.</p>
<p><b>1.4.3.9 T</b></p> <p>Conducts, arranges for or assists in the administering post-arrest DWI tests—if qualified, will actually administer post-arrest tests or observes and receives documentary evidence which will confirm or reject that the suspect is legally intoxicated. Assesses whether or not to continue type of enforcement action or release suspect.</p>	<p>Result of post-arrest test.</p>	<p>Can be described by patrolman or directly observed. Can be inferred from arrest records.</p>	<p>The type of post-test administered varies among agencies. Whether or not this step is accomplished before or after "booking" varies not only among agencies but within an agency.</p>	<p>Requires specialized training as a certified operator of a post-arrest DWI testing device. Training on VTL relative to DWI arrests and the departmental guidelines governing DWI arrests.</p>	<p>Validity of DWI post test and the degree to which the patrolman adhered to departmental standards. DWI conviction rate.</p>
<p><b>1.4.3.10 T</b></p> <p>Follows departmental procedures in booking the arrestee—ensures that the chain of possession is preserved in handing over physical evidence. Conducts or assists in booking in accordance with the nature of the offense and applicable policy/procedure.</p>	<p>Booking procedure.</p>	<p>Can be described by the patrolman or directly observed. Can be inferred from arrest records.</p>	<p>Although common to all agencies actual booking procedures vary.</p>	<p>Departmental booking procedure.</p>	<p>Number of arrests versus number of arrests that did not adhere to departmental standards.</p>
<p><b>1.4.3.11 T</b></p> <p>Completes arrest records and transmits copies to appropriate personnel/departments—records all essential and relevant information; avoids errors of commission or omission.</p>	<p>Arrest records distribution and procedure.</p>	<p>Can be inferred from arrest records processed.</p>	<p>Common to all agencies.</p>	<p>Specialized training concerning an agency's arrest records preparation and disposition procedure.</p>	<p>Number of arrest records processed versus completeness accuracy.</p>

Duty/Task Description	Products	Observability	Universality	Training	Gradations
<p><b>2.1 D</b></p> <p>Manages accident scene--proceeds to accident scene; plans and initiates emergency procedures (to care for injured persons, to insure physical safety at the scene, to remove debris and vehicles, and to secure vehicles and property); plans and initiates traffic control procedures.</p> <p><b>2.1.1 PT</b></p> <p>Proceeds to accident scene.</p> <p><b>2.1.1.1 T</b></p> <p>Obtains information about accident location severity. Uses appropriate communication procedures to insure having complete and accurate information.</p> <p><b>2.1.1.2 T</b></p> <p>Plans route to scene. Uses geography of area and knowledge of traffic and of accident to select the most expeditious route.</p> <p><b>2.1.1.3 T</b></p> <p>Drives patrol vehicle. Uses knowledge of laws and accident severity to guide driving performance. Considers road conditions, traffic conditions, safety of other vehicle operators and the department of policies and procedures.</p>	<p><i>Note: The combination of accident management and accident investigation into a single function is based on what appears to be the most common assignment of duties. Typically, the patrolman who responds to an accident performs both kinds of activities and is responsible for follow-up investigation. We recognize that investigation is often a specialized assignment, and suggest that in those cases one can use the MJD by simply partitioning this function into two parts. The common basis for these activities (i.e., an accident) and the fact that the responding patrolman often performs both are sufficient reason for combining the activities into one function as defined here.</i></p> <p>Route to scene. Time to respond.</p> <p>Record of accident information. Communication procedures.</p> <p>Mental plan or route.</p> <p>Vehicle condition, fuel consumption, accidents, distance driven, driving behavior.</p>	<p>Route can be reported by patrolman or observed (if supervisor present). Time from dispatcher log.</p> <p>Can be inferred from subsequent tasks. Communication records.</p> <p>Can be described by the patrolman.</p> <p>Vehicle logs, maintenance records, accident records, citizens' comments, direct observation.</p>	<p>Must be performed.</p> <p>Must be performed.</p> <p>Mental process that is performed in all agencies.</p> <p>Applies to all agencies.</p>	<p>Usually part of basic classroom training. Patrolman encouraged to "practice" mock routes on regular patrol.</p> <p>Communication procedures are trained.</p> <p>Usually part of basic classroom training. Patrolman encouraged to "practice" mock routes on regular patrol.</p> <p>Basic and specialized driver (emergency, defensive, etc.) training required as well as specialized to vehicle type, such as motor-cycle.</p>	<p>Time/distance relationships relative to departmental or other standards.</p> <p>Recorded information compared to actual. Procedures compared to departmental or other standard.</p> <p>Time/distance relationships relative to departmental or other standards.</p> <p>Safety record, rate of fuel consumption, maintenance and service records, vehicle appearance and condition.</p>

2.1.1.4 T	Parks patrol vehicle. Locates vehicle safely and with regard for protection of the accident scene and to facilitate subsequent activities.	Position of vehicle.	Can be reported by patrolman, or observed.	Must be performed.	Included in accident training (may be part of driver training).	Position can be evaluated against departmental or other standards.
2.1.2 PT	Plans emergency procedures and strategy for control and stabilization of scene.	Mental plan.	Inferred from subsequent tasks or reported by patrolman.	A logically necessary step, but may not be separately identified.	Is identified for training in some programs.	Plan compared to departmental or other criteria.
2.1.2.1 T	Plans while enroute, based on accident severity and location, potentially hazardous substances or conditions, and knowledge of own and available resources.	Mental plan.	Inferred from subsequent tasks or reported by patrolman.	A logically necessary step, but may not be separately identified.	Is identified for training in some programs.	Plan compared to departmental or other criteria.
2.1.2.2 T	Obtains more detailed information about accident and environment, using appropriate communication and recording procedures.	Record of accident information. Communication procedures.	Can be inferred from subsequent tasks. Communication records.	Must be performed.	Communication procedures are trained.	Recorded information compared to actual. Procedures compared to departmental or other standard.
2.1.2.3 T	Communicates needs and plan while enroute to scene.	Record of accident information. Communication procedures.	Can be inferred from subsequent tasks. Communication records.	Must be performed.	Communication procedures are trained.	Recorded information compared to actual. Procedures compared to departmental or other standard.
2.1.2.4 T	Observes accident scene and environment to assess needs and evaluate plan.	Assessment of needs.	Inferred from subsequent tasks or reported by patrolman.	A logically necessary step, but may not be separately identified.	Is identified for training in some programs.	Plan compared to departmental or other criteria.
2.1.2.5 T	Modifies strategy and plan for emergency procedures and control of scene, based on actual conditions. Sets priority for emergency procedures (i.e., first aid, hazard control, traffic control).	Mental plan of emergency priorities.	Inferred from subsequent tasks or reported by patrolman.	A logically necessary step, but may not be separately identified.	Is identified for training in some programs.	Plan compared to departmental or other criteria.
2.1.2.6 T	Communicates needs, plans and request for assistance to dispatcher.	Notification of required assistance.	Can be inferred from subsequent tasks. Communication records.	Must be performed.	Communication procedures are trained.	Recorded information compared to actual. Procedures compared to departmental or other standard.

continued

<p><b>2.1.3 PT</b></p> <p>Initiates most urgent emergency procedure based on actual conditions. Usually will involve first aid and protection of injured from further hazard. Knowledge of first aid and other emergency procedures as well as of potential hazards is used.</p>	<p>Implementation of the plan.</p>	<p>Inferred from subsequent tasks or reported by patrolman.</p>	<p>A logically necessary step, but may not be separately identified.</p>	<p>Is identified for training in some programs.</p>	<p>Plan compared to departmental or other criteria.</p>
<p><b>2.1.3.1 T</b></p> <p>Administers first aid to stop bleeding, restore breathing and protect injured from further injury. (Further first aid may be required and be carried out by patrolman; such further, specialized activities are not part of this traffic-related description.)</p>	<p>Products, etc., are defined by specialized training (such as Red Cross first aid or Emergency Medical Technician).</p>				
<p><b>2.1.3.2 T</b></p> <p>Determines nature of potential hazard and decides upon course of action. (Further, specific hazard control activities may be performed; they are not part of this traffic-related description.)</p>	<p>Time to bring hazard under control. Control procedures.</p>	<p>Can be reported by patrolman. Observed, if supervisor present.</p>	<p>Need for this activity can be encountered by any agency.</p>	<p>Common hazards such as flammable liquids often in basic training. Unusual hazards (e.g., nuclear waste) covered in few specialized courses.</p>	<p>Time to effect control. Procedure compared to a standard.</p>
<p><b>2.1.3.3 T</b></p> <p>Determines need for traffic (and bystander) control, based on preventing further damage or injury at the scene and on maintaining (and protecting) traffic flow.</p>	<p>Mental image of traffic to be controlled.</p>	<p>Not observable, but can be inferred by patrolman's subsequent actions.</p>	<p>Performed in all agencies, when required. Basic task in manual TDC.</p>	<p>Usually subject of special training in basic ("academy") level training.</p>	<p>Rate of flow. Delay time at point.</p>

Duty/Task Description	Products	Observability	Universality	Training	Gradations
<p><b>2.1.3.4 T</b></p> <p>Positions warning devices to protect the scene and divert traffic safely.</p>	<p>Positions warning devices.</p>	<p>Can be directly observed.</p>	<p>Performed in all agencies, when required.</p>	<p>Usually subject of special training in basic ("academy") level training. Review of department policies regarding use of warning devices.</p>	<p>Number of subsequent accidents as a result of poor placement of warning devices.</p>
<p><b>2.1.3.5 T</b></p> <p>Selects and establishes (using control devices) detours as needed. Uses knowledge of probable traffic flow, and time required to restore scene. Also considers amount and kind of traffic, available alternates and local geography.</p>	<p>Establishment of a detour route.</p>	<p>Can be directly observed by the supervisor or can be described by the patrolman.</p>	<p>Performed by most agencies as the need arises.</p>	<p>Training in departmental procedures concerning the establishment of detour routes. Requires knowledge of alternate routes capable of handling traffic.</p>	<p>The degree to which the detour route can facilitate traffic volume/flow with minimum inconvenience. Clarity of route markings.</p>
<p><b>2.1.3.6 T</b></p> <p>Manually directs and controls traffic around scene as required.</p>	<p>Traffic flow through point of control.</p>	<p>Can be directly observed by the supervisor or can be described by the patrolman.</p>	<p>Performed by most agencies as the need arises.</p>	<p>Basic and "field" training in TDC techniques and procedures.</p>	<p>Impact patrolman has on rate of flow and clarity and uniformity of TDC signals and gestures.</p>
<p><b>2.1.4 PT</b></p> <p>Protects and preserves evidence, and insures availability of witnesses.</p> <p><b>2.1.4.1 T</b></p> <p>Identifies relevant and admissible evidence based on knowledge of accident investigation procedures as well as accident causes and key events.</p> <p><b>2.1.4.2 T</b></p> <p>Physically marks location of any evidence (vehicles, parts of vehicles, injured persons or bodies) that must be moved in the course of any scene management activity.</p>	<p>The products of this Primary Task are the steps taken to be sure that evidence and witnesses will be available later in the investigation. However, the actual evidence exhibits and testimony can be considered products.</p>	<p>Can be observed by supervisor or described by patrolman. Evidence exhibits and testimony can be assumed to indicate completion of this task.</p>	<p>Always performed if investigation is to be made.</p>	<p>Included in basic accident training.</p>	<p>Rate of convictions relative to departmental or other standards. The degree to which the collection, preservation, and identification of evidence permits future causal analysis.</p>

2.1.4.3 T

Physically marks location of "perishable" evidence (tire marks and debris, for example) that might be lost in the course of other activities.

(All above comments apply to Tasks 2.1.4.1 through 2.1.4.4 as well.)

2.1.4.4 T

Identifies witnesses (including drivers and passengers) and takes steps to insure their availability for subsequent interview. For example, records destination for injured persons removed by ambulance; requests drivers and other witnesses not to leave the scene (directs them to a safe area).

2.1.5 PT

Oversees and assists in removal of vehicles and debris.

Accident scene condition for resumption of traffic.

Observed directly, reported by officer, or from citizen comments.

Not all agencies require (or allow) patrolman to participate in removal.

Process of removal not part of most training. It is usually only cited as one activity in accident management sequence.

Adherence to standard practices or to procedures as taught.

2.1.5.1 T

Evaluates urgency of removing vehicle, based on knowledge of vehicle code, the environment, traffic flow, availability of resources for moving vehicle and owner/driver attitude and condition.

Plan for removal of vehicle.

Inferred from subsequent tasks or reported by patrolman.

A logically necessary step, but may not be separately identified.

Is identified for training in some programs.

Plan compared to departmental or other criteria.

2.1.5.2 T

Directs (and assists) tow-truck operator in removal (considering safety of persons and vehicles at the scene, traffic flow, preservation of evidence and security of the damaged vehicle and its contents. Records destination of damaged vehicle; also assures

Removal/relocation of damaged vehicles.

Observed directly, reported by officer, or from citizen comments.

Not all agencies require (or allow) patrolman to participate in removal.

Process of removal not part of most training. It is usually only cited as one activity in accident management sequence.

Adherence to standard practices or to procedures as taught.

2.1.5.3 T

Supervises and assists removal or relocation of damaged vehicle without tow-truck—considers safety of persons and vehicles at the scene, traffic flow, preservation of evidence and security of the damaged vehicle and its contents. Records destination of damaged vehicle; also assures himself that the owner/driver's wishes and legal requirements are met and capability to effect removal safely with available equipment and personnel.

Removal/relocation of damaged vehicles.

Observed directly, reported by officer, or from citizen comments.

Not all agencies require (or allow) patrolman to participate in removal.

Process of removal not part of most training. It is usually only cited as one activity in accident management sequence.

Adherence to standard practices or to procedures as taught.

2.2 D

Conducts investigation of accident on-scene.

*Note:* This duty is performed to some extent by all agencies, but to differing degrees of detail as determined by: agency policy, environmental and traffic conditions, and accident severity. In many agencies, specialized personnel have the responsibility of accident investigation and respond to calls from on-scene when severity is a criterion, or respond routinely to all accident calls. In at least a few agencies, non-sworn personnel (e.g., Police Aides) perform this duty, operating as specialized units.

2.2.1 PT

Determines need for and scope of investigation. This decision can be made at any time in the sequence of tasks that make up the Accident Scene Management duty. The patrolman proceeding to and on the accident scene will assess the need for investigation along with his decisions about the management of the scene and the need for emergency services. Knowledge of departmental policy, the environment and traffic conditions at the scene and an awareness of factors that indicate severity are used in this decision.

Mental plan of investigation.

May be inferred from subsequent tasks or described by patrolman.

Performed to some extent by all agencies, however, personnel assigned to conduct investigation varies among agencies.

Training in accident reporting/investigation is provided by all agencies to the extent required by the policy and procedures of the agency. Complete investigation training is provided only for specialized personnel.

Suitability of plan relative to departmental or other standards.

2.2.2 PT

Implements plan for investigation by calling for special personnel or by beginning own collection of information. (Although planning for investigation goes on throughout the management duty, it is not implemented until the scene is stabilized and traffic flow restored.)

Mental plan. Also communication procedure.

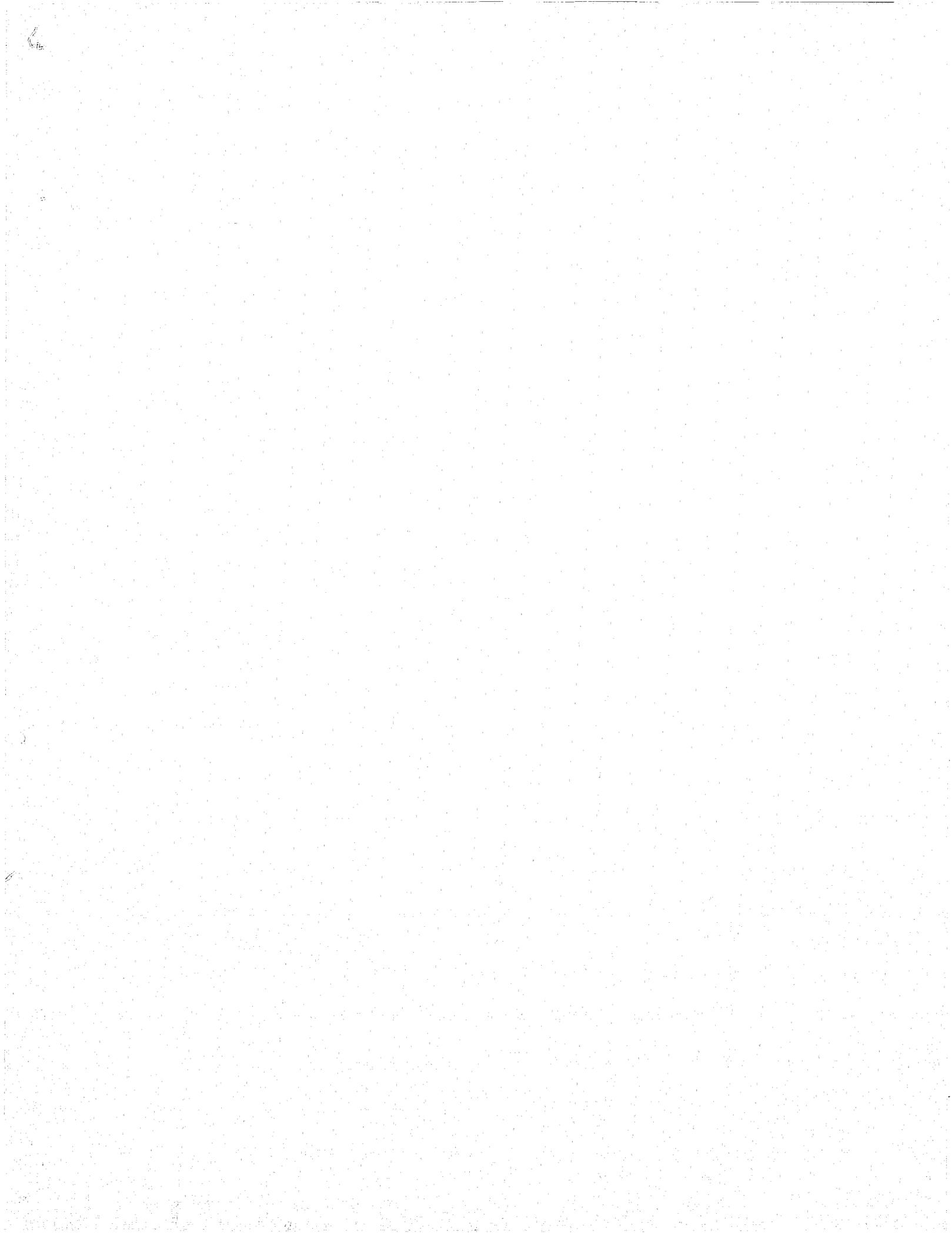
May be inferred from subsequent tasks or described by patrolman.

Performed to some extent by all agencies, however, personnel assigned to conduct investigation varies among agencies.

Part of basic training curriculum for most agencies. Specialized personnel requires advanced training.

Suitability of plan relative to departmental or other standards and conformance to departmental or other standards.

Duty/Task Description	Products	Observability	Universality	Training	Gradations
<p><b>2.2.3 PT</b></p> <p>Collects information and evidence from persons who were involved in or witnessed accident. Required knowledge of human behavior, and of legal rights and obligations of drivers and witnesses. Must be able to establish a good rapport with subjects—not overbearing yet authoritative. Observes subjects carefully for signs of emotional stress, intoxication, etc.</p>	<p>Attitude and demeanor.</p>	<p>Can be observed or inferred from information collected in subsequent tasks.</p>	<p>Performed to some extent by all agencies, however, personnel assigned to conduct investigation varies among agencies.</p>	<p>Part of basic training curriculum for most agencies. Specialized personnel requires advanced training.</p>	<p>Conformance to departmental or other standards.</p>
<p><b>2.2.3.1 T</b></p> <p>Identifies and locates all drivers involved—assures himself that drivers are on scene or receiving medical treatment (if they are not fatalities) and available for interrogation.</p>	<p>Availability of witnesses.</p>	<p>Inferred from information.</p>	<p>Performed to some extent by all agencies, however, personnel assigned to conduct investigation varies among agencies.</p>	<p>Part of basic training curriculum for most agencies. Specialized personnel requires advanced training.</p>	<p>Conformance to departmental standards.</p>
<p><b>2.2.3.2 T</b></p> <p>Initiates “hit-and-run” procedures, if one or more drivers not accounted for, by attempting to establish missing driver’s identity from witnesses—places call for additional help and/or pursuit of missing drivers.</p>	<p>Time elapsed to call. Procedures used.</p>	<p>Dispatcher log. Observed or as reported.</p>	<p>Performed to some extent by all agencies, however, personnel assigned to conduct investigation varies among agencies.</p>	<p>Part of basic training curriculum for most agencies. Specialized personnel requires advanced training.</p>	<p>Conformance to departmental standards.</p>
<p><b>2.2.3.3 T</b></p> <p>Conducts preliminary interrogation of drivers—identifies drivers with vehicles, obtains drivers’ travel plans, observes signs of intoxication, emotional stress, fatigue or illness.</p>	<p>Information collected and reported.</p>	<p>Can be directly observed or described by patrolman.</p>	<p>Performed to some extent by all agencies, however, personnel assigned to conduct investigation varies among agencies.</p>	<p>Part of basic training curriculum for most agencies. Specialized personnel requires advanced training.</p>	<p>Number of investigations judged satisfactory versus total initiated. Also, if prosecuted, ratio of convictions.</p>
<p><b>2.2.3.4 T</b></p> <p>Interrogates other witnesses, prepares written statements for signature, obtains a signature. Must be certain to obtain witnesses’ names and addresses and inform them they may be called for further information or for court appearance.</p>	<p>Information collected and reported.</p>	<p>Can be directly observed or inferred from written statements or completed investigation forms.</p>	<p>Performed to some extent by all agencies, however, personnel assigned to conduct investigation varies among agencies.</p>	<p>Part of basic training curriculum for most agencies. Specialized personnel requires advanced training.</p>	<p>Number of investigations judged satisfactory versus total initiated. Also, if prosecuted, ratio of convictions.</p>



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<p><b>2.2.3.5 T</b></p> <p>Completes interrogation of drivers. Obtains driver license certificates, records pertinent data. Examines for signs of intoxication and other impairment. Fills out required report forms (relative to driver).</p>	<p>Information collected and reported.</p>	<p>Can be directly observed or inferred from written statements or completed investigation forms.</p>	<p>Performed to some extent by all agencies, however, personnel assigned to conduct investigation varies among agencies.</p>	<p>Part of basic training curriculum for most agencies. Specialized personnel requires advanced training.</p>	<p>Number of investigations judged satisfactory versus total initiated. Also, if prosecuted, ratio of convictions.</p>
<p><b>2.2.4 PT</b></p> <p>Collects information and evidence from vehicles involved.</p>	<p>Information collected and reported.</p>	<p>Can be described by the patrolman or directly observed. Can be inferred from completed investigation forms and statements.</p>	<p>Performed to some extent by all agencies, however, personnel assigned to conduct investigation varies among agencies.</p>	<p>Part of basic training curriculum for most agencies. Specialized personnel requires advanced training.</p>	<p>Number of investigations initiated versus number with insufficient information and evidence. Conviction rate.</p>
<p><b>2.2.4.1 T</b></p> <p>Records, by description and/or sketch, the path, point of contact and final position of vehicles.</p>	<p>Information collected and reported.</p>	<p>Can be described by the patrolman or directly observed. Can be inferred from completed investigation forms and statements.</p>	<p>Performed to some extent by all agencies, however, personnel assigned to conduct investigation varies among agencies.</p>	<p>Part of basic training curriculum for most agencies. Specialized personnel requires advanced training.</p>	<p>Number of investigations initiated versus number with insufficient information and evidence. Conviction rate.</p>
<p><b>2.2.4.2 T</b></p> <p>Locates, by actual measurement or estimation, the locations of the vehicles. May be done with vehicles or the marked positions if vehicles have been removed.</p>	<p>Information collected and reported.</p>	<p>Can be described by the patrolman or directly observed. Can be inferred from completed investigation forms and statements.</p>	<p>Performed to some extent by all agencies, however, personnel assigned to conduct investigation varies among agencies.</p>	<p>Part of basic training curriculum for most agencies. Specialized personnel requires advanced training.</p>	<p>Number of investigations initiated versus number with insufficient information and evidence. Conviction rate.</p>
<p><b>2.2.4.3 T</b></p> <p>Examines vehicles for evidence of defects and physical (mechanical) failures. Makes use of knowledge of vehicles, effects of failures and motor vehicle standards.</p>	<p>Information collected and reported.</p>	<p>Can be described by the patrolman or directly observed. Can be inferred from completed investigation forms and statements.</p>	<p>Performed to some extent by all agencies, however, personnel assigned to conduct investigation varies among agencies.</p>	<p>Part of basic training curriculum for most agencies. Specialized personnel requires advanced training.</p>	<p>Number of investigations initiated versus number with insufficient information and evidence. Conviction rate.</p>
<p><b>2.2.4.4 T</b></p> <p>Photographs vehicles to record impact damage, damage from contact with road or other structure, evidence such as paint smear or blood, and driver/passenger impact with or ejection from vehicle.</p>	<p>Photograph prints.</p>	<p>Prints can be viewed and evaluated.</p>	<p>Used in many investigations but not all agencies or all accidents.</p>	<p>Special photographic training.</p>	<p>Each print can be judged for content. Also, efficiency, i.e., number of useful prints out of total.</p>
<p><b>2.2.5 PT</b></p> <p>Collects information and evidence from roadway and environment.</p>	<p>Information collected and reported.</p>	<p>Can be described by the patrolman or directly observed. Can be inferred from completed investigation forms and statements.</p>	<p>Performed to some extent by all agencies, however, personnel assigned to conduct investigation varies among agencies.</p>	<p>Part of basic training curriculum for most agencies. Specialized personnel requires advanced training.</p>	<p>Number of investigations initiated versus number of insufficient information and evidence. Conviction rate.</p>

<p><b>2.2.5.1 T</b></p> <p>Measures or estimates distances to produce accurate scale sketch or a representation of the roadway and immediately surrounding area. Develops approximate centers and angles of intersections.</p>	<p>Plan view and/or description of scene.</p>	<p>Available in accident report or patrolman's notebook.</p>	<p>Performed to some extent by all agencies, however, personnel assigned to conduct investigation varies among agencies.</p>	<p>Part of basic training curriculum for most agencies. Specialized personnel requires advanced training.</p>	<p>Can be compared to scene and "scored" on basis of accuracy.</p>
<p><b>2.2.5.2 T</b></p> <p>Measures or estimates tire tracks, skid marks, scratches and other pavement marks. Identifies these and correlates (by sketch or narrative) with the Plan View (2.2.5.1) and the vehicle description (2.2.4.1).</p>	<p>Plan view and/or description of scene.</p>	<p>Available in accident report or patrolman's notebook.</p>	<p>Performed to some extent by all agencies, however, personnel assigned to conduct investigation varies among agencies.</p>	<p>Part of basic training curriculum for most agencies. Specialized personnel requires advanced training.</p>	<p>Can be compared to scene and "scored" on basis of accuracy.</p>
<p><b>2.2.5.3 T</b></p> <p>Establishes key points (e.g., point of contact) probable sight lines and other parts of the accident geometry that will aid in future analysis of causes and events.</p>	<p>Collection of information.</p>	<p>Can be described by the patrolman or directly observed. Can be inferred from investigation documents.</p>	<p>Performed to some extent by all agencies, however, personnel assigned to conduct investigation varies among agencies.</p>	<p>Part of basic training curriculum for most agencies. Specialized personnel requires advanced training.</p>	<p>Number of accidents investigated versus number with insufficient information due to inadequate investigation. The degree to which the collection of information permits future causal analysis.</p>
<p><b>2.2.5.4 T</b></p> <p>Photographs roadway to record whole scene, vehicle locations, pavement marks and property damage.</p>	<p>Photograph prints.</p>	<p>Prints can be viewed and evaluated.</p>	<p>Used in many investigations but not all agencies or all accidents.</p>	<p>Special photographic training.</p>	<p>Each print can be judged for content. Also, efficiency, i.e., number of useful prints out of total.</p>

Duty/Task Description	Products	Observability	Universality	Training	Gradations
<p><b>2.2.6 PT</b> Takes appropriate enforcement action—arrest, citation, warning or none—on basis of information collected during investigation, and statutory authority (misdemeanor not in his presence).</p> <p><b>2.2.7 PT</b> Concludes on-scene investigation by verifying highway clear and safe, appropriate warning devices in place, all vehicles and persons removed from scene, and appropriate agencies have been notified for repair and restoration of highway and structures. Also confirms all investigatory forms are complete and that information needed for further investigation is available.</p> <p><b>2.2.8 PT</b> Carries out “follow-up” investigation of people 2.2.3, vehicle 2.2.4 and roadway 2.2.5, as needed.</p> <p><b>2.2.9 PT</b> Coordinates with court system to develop testimony and evidence.</p> <p><b>2.3 D</b> Analyzes and describes (in notebook or appropriate forms) the events of the accident including causal, contributing and environmental factors. Assembles information from people 2.2.3, vehicle 2.2.4 and roadway 2.2.5.</p>	<p><i>Note:</i> Products, etc., for this task, are the same as those described for Function 1.0—Traffic Law Enforcement, Tasks 1.3.10 through 1.4.11.</p> <p>Restoration of scene to normal.</p> <p><i>Note:</i> Products, etc., are essentially the same as for 2.2.3, 2.2.4, and 2.2.5, which are the Primary Tasks of the initial investigation.</p> <p>See Function 4.0</p> <p>Accident investigation report.</p>	<p>Can be observed or reported. Also citizen comments.</p> <p>Report forms and/or notebook.</p>	<p>Task must be completed for each accident.</p> <p>Performed to some extent by all agencies, however, personnel assigned to conduct investigation varies among agencies.</p>	<p>No special training has been observed. But the task is identified as a necessary one.</p> <p>Part of basic training curriculum for most agencies. Specialized personnel requires advanced training.</p>	<p>Number of complaints. Subsequent traffic problems and/or accidents at scene.</p> <p>Number of investigations judged satisfactory versus total initiated. Also, if prosecuted, ratio of convictions.</p> <p><i>Note:</i> This product is the summation of all the investigatory tasks and can be used as basis for evaluating each of them as well as the total investigation. The cause analysis may be accomplished by accident investigation specialists and is usually performed days after the accident occurred.</p>

Duty/Task Description	Products	Observability	Universality	Training	Gradations
<p><b>3.1 D</b></p> <p>Manually directs and controls vehicular and pedestrian traffic—conducts TDC as part of a regular assignment or because of: unusually heavy traffic flow or congestion, inoperative traffic control device, accident, or any situation that requires TDC to restore and/or maintain a safe and smooth flow of vehicular and pedestrian traffic. Manual TDC makes use of hand/arm signals and gestures, whistle, and during hours of darkness a lighted baton or manual control of traffic control device.</p> <p><b>3.1.1 PT</b></p> <p>Conducts point traffic control as part of a regular assignment or unusually heavy traffic flow.</p> <p><b>3.1.1.1 T</b></p> <p>Observes vehicular and/or pedestrian traffic that requires direction and control to expedite movement.</p> <p><b>3.1.1.2 T</b></p> <p>Selects a conspicuous and safe position that can be clearly seen by all lines of vehicular and pedestrian traffic.</p> <p><b>3.1.1.3 T</b></p> <p>Develops a TDC strategy on the basis of the amount, priorities and directions of traffic movement. Knows the geographical and normal traffic environment. Also applies departmental policy. Coordinates traffic flow in conjunction with nearby traffic control devices or nearby point control patrolmen.</p>	<p>Traffic flow at point of control.</p> <p>Traffic flow through point of control.</p> <p>Mental image of traffic to be controlled.</p> <p>Selected location in street from which to perform TDC.</p> <p>Plan for manual TDC—commonly only a mental product.</p>	<p><i>Note:</i> Observability and other characteristics are as detailed in the task descriptions below.</p> <p>Can be observed by supervisor or recorded mechanically. Can be reported by patrolman or by citizens' comments.</p> <p>Not observable, but can be inferred by patrolman's subsequent actions.</p> <p>Observed directly. Reported by patrolman. Can be simulated.</p> <p>Not directly observable. Can be inferred and can be reported by patrolman. Can be simulated.</p>	<p>Performed in all agencies, when required. Basic task in manual TDC.</p> <p>Mental/visual process performed in all agencies, when required.</p> <p>Performed in all agencies, when required. Basic task in manual TDC.</p> <p>Must be performed but not a formal, tangible process.</p>	<p>Usually subject of special training in basic ("academy") level training.</p> <p>Basic training in techniques and procedures utilized in performing TDC.</p> <p>Training at the basic level of police training in techniques and procedures in conducting TDC.</p> <p>Basic and "field" training in TDC.</p>	<p>Rate of flow. Delay time at point.</p> <p>The ability of the patrolman to recognize a traffic situation that requires TDC.</p> <p>Rate of flow and delay time at point is part of the indirect evaluation. Also evaluation of locations selected when observed.</p> <p>Correctives of strategy, i.e., priorities assigned to traffic flow and volume, flow rate and delay time. Also "plan" can be compared to department policy and/or standard practice.</p>

3.1.1.4 T

Regulates the vehicular and pedestrian flow. Uses uniform hand/arm signals and gestures, whistles, and during periods of darkness lighted baton to direct and control all traffic. Adheres to departmental and standard practices.

3.1.1.4.1 ST

Stops vehicular traffic considering motorist/vehicle reaction time.

3.1.1.4.2 ST

Starts vehicular traffic when its traffic lane is clear.

3.1.1.4.3 ST

Indicates right turn.

3.1.1.4.4 ST

Indicates left turn.

3.1.1.4.5 ST

Indicates straight through.

3.1.1.4.6 ST

Crosses pedestrians only when it is safe. Supplements hand/arm whistle and during periods of darkness a lighted baton, signals with verbal instructions.

3.1.1.4.7 ST

Uses supporting equipment where warranted, i.e., high visibility vest, gloves, etc.

3.1.1.4.8 ST

Limits use of verbal commands to avoid confusion.

3.1.1.5 T

Keeps intersection clear—does not permit traffic to enter an intersection it cannot clear.

Traffic volume and flow through point of control. In addition, the signals, etc., are the direct "output" or evidence of this task and subtasks.

The signals, etc., can be observed directly; described by the patrolman, simulated or by citizens' comment.

Where required, performed in all agencies.

Basic and "field" training in TDC. Emphasis on the uniformity of the signals and gestures.

Degree of "smoothness" and safe movement of traffic flow and volume. The signals, etc., can be compared to departmental standards and/or standard practices.

Intersection free of stopped vehicles. Also related is traffic flow through point of control.

Can be directly observed by supervisor or inferred from citizens' comments.

When required, performed in all agencies.

Basic and "field" training in TDC techniques and procedures.

Degree to which patrolman maintains the traffic under his control. Rate of flow. Delay time at intersection.

<p><b>3.1.1.6 T</b></p> <p>Allocates traffic movement time commensurate with traffic volume and flow. (Streets with similar flows should have equal and adequate time phases.)</p>	<p>Phases of traffic through point of movement.</p>	<p>Can be directly observed by supervisor or inferred from citizens' comments.</p>	<p>Common to agencies employing TDC.</p>	<p>Basic and "field" training in TDC techniques and procedures.</p>	<p>Degree to which the control of traffic phases is commensurate with traffic volume.</p>
<p><b>3.1.2 PT</b></p> <p>Controls a traffic control device manually—observes traffic conditions and assists the signal operation whenever the signal alone cannot adequately control the flow of vehicular and/or pedestrian traffic.</p>	<p>Traffic flow through point of control. Control of signal intervals.</p>	<p>Can be directly observed by supervisor.</p>	<p>Common to patrol areas with signalized intersections.</p>	<p>Specialized training in the manual control of electro/mechanical traffic control devices.</p>	<p>Degree to which the control of traffic phases is commensurate with traffic volume and delay time adequacy of phases.</p>
<p><b>3.1.2.1 T</b></p> <p>Supplements the traffic control device by use of uniform hand/arm signals gestures, whistle, and during periods of darkness a lighted baton. Knows the manual and automatic operation of the traffic control device. Selects a position away from the signal control box to avoid confusion.</p>	<p>Safe and expeditious movement of traffic through the point of control.</p>	<p>Can be directly observed by supervisor or reported by patrolman or citizens' comments.</p>	<p>Performed infrequently by most agencies.</p>	<p>Specialized training in the manual control of electro/mechanical traffic control devices.</p>	<p>Degree to which patrolman maintains the traffic under his control. Rate of flow. Delay time at intersection.</p>

Duty/Task Description	Products	Observability	Universality	Training	Gradations
<p><b>3.1.2.2 T</b> Operates the traffic control device. Knows the manual and automatic control of the traffic control device. Selects a position that does not create confusion (stays at the control box). Operates the phases of the traffic control device. Places the traffic control device in the automatic mode when it is determined that the signal can handle the traffic flow.</p> <p><b>3.1.2.3 T</b> Manually directs and controls traffic at a malfunctioning traffic control device.</p> <p><b>3.1.2.3.1 ST</b> Observes that the control device is malfunctioning, e.g., unlighted signal lamp, malfunctioning of phases, not visible to approaching traffic, etc. Notifies the department of the malfunction.</p> <p><b>3.1.2.3.2 ST</b> Determines that manual traffic control procedures are required (either by self-determination or by department directive). Knows how to turn the device off or arrange to have it turned off.</p> <p><b>3.1.2.3.3 ST</b> Conducts traffic direction and control.</p> <p><b>3.1.3 PT</b> Conducts TDC at the scene of an accident/disaster. See Function 2.0—Accident Scene Management and Investigation for a description of planning tasks prior to the performance of this primary task.</p>	<p>Traffic flow through point of control. Control of signal intervals.</p> <p>Safe and expeditious movement of traffic through the point of control.</p> <p>Re-establish traffic movement while protecting the scene. May require the establishment of a detour route.</p>	<p>Can be directly observed by supervisor.</p> <p>Can be directly observed by supervisor or reported by patrolman or citizens' comments.</p> <p>Directly observable. Can be described by the patrolman or inferred from the patrolman's activity report.</p>	<p>Common to patrol areas with signalized intersections.</p> <p>Performed infrequently by most agencies.</p> <p>Common to all agencies.</p>	<p>Specialized training in the manual control of electro/mechanical traffic control devices.</p> <p>Specialized training in the manual control of electro/mechanical traffic control devices.</p> <p>Training in the TDC techniques and procedures employed at accident disaster scenes.</p>	<p>Degree to which the control of traffic phases is commensurate with traffic volume and delay time adequacy of phases.</p> <p>Degree to which patrolman maintains the traffic under his control. Rate of flow. Delay time at intersection.</p> <p>Evaluation of the severity of the accident and the impact of TDC techniques employed by the patrolman to re-establish the safe movement of traffic.</p>

<p>3.1.4 PT</p> <p>Conducts TDC at special events (parades, sport events, etc.).</p>	<p>Traffic flow at point of control.</p>	<p>Directly observable. Can be described by patrolman.</p>	<p>Performed infrequently by most agencies.</p>	<p>Training in TDC techniques and procedures for special events to include agency policies.</p>	<p>The degree to which the patrolman influences the movement of traffic. Quality of TDC.</p>
<p>3.1.4.1 T</p> <p>Plans or reviews plan for the control of traffic--knows the immediate and surrounding area. Anticipates type of traffic and volume and impact on normal traffic flow. Plans a detour route. Coordinates planning with fellow patrolman on same duty. Considers primary and alternate positions on the roadway for conducting TDC. Considers using police car as a warning device. Requests any support equipment (barricades, detour signs, cones, stanchions, etc.). Implements any departmental SOP's. Modifies planning in accordance with situation and traffic environment.</p>	<p>Knowledge of the plan or establishment of a plan. Plan can be written or a mental process. Requests for support equipment.</p>	<p>Can be described by the patrolman. Can be inferred from written notes or discussions.</p>	<p>Although performed by most agencies, directives and policies vary widely among agencies.</p>	<p>Specialized training and departmental procedures for developing and implementing plans for movement of traffic at special events.</p>	<p>After action reports evaluating the performance of TDC at the special event. The degree to which the plan provided for the movement of traffic as a result of the special event.</p>
<p>3.1.4.2 T</p> <p>Assists in establishing detour route (placement of signs, barricades, etc.).</p>	<p>Establishment of a detour route.</p>	<p>Can be directly observed by the supervisor or can be described by the patrolman.</p>	<p>Performed by most agencies as the need arises.</p>	<p>Training in departmental procedures concerning the establishment of detour routes. Requires knowledge of alternate routes capable of handling the traffic.</p>	<p>The degree to which the detour route can facilitate traffic volume/flow with minimum inconvenience. Clarity of route markings.</p>
<p>3.1.4.3 T</p> <p>Conducts TDC manually. Gives adequate directions to unfamiliar traffic. Monitors or reports any unusual situations. Uses radio/telephone communication as required.</p>	<p>Traffic flow through point of control.</p>	<p>Can be directly observed by the supervisor or can be described by the patrolman.</p>	<p>Performed by most agencies as the need arises.</p>	<p>Basic and "field" training in TDC techniques and procedures.</p>	<p>Impact patrolman has on rate of flow and clarity and uniformity of TDC signals and gestures.</p>
<p>3.1.5 PT</p> <p>Provides special escort to facilitate special traffic (parades, funerals, hazardous material, etc.).</p>	<p>Movement of special traffic to destination.</p>	<p>Can be observed directly by supervisor. Can be reported by patrolman or by using agency.</p>	<p>Provided by all agencies having a traffic responsibility.</p>	<p>Usually included in basic training as "classroom" course.</p>	<p>Rate of movement of special traffic. Conformance to department policy.</p>

<p>3.1.5.1 T</p> <p>Plans the escort route—determines pick-up point and release point. Plans best possible route considering normal traffic flow and possible obstacles, i.e., bridge heights, weight units, major intersections, etc. Determines rate of movement and possible length of time to complete escort. Arranges for any additional escort or equipment. Coordinates plan with supervisor. Modifies plan with changing situation and environment.</p>	<p>Plan for movement of escorted traffic. Typically this is not a patrolman's task, but he may have to perform it in the unusual event that he encounters unplanned special traffic.</p>	<p>Can be directly observed by the supervisor or can be described by the patrolman.</p>	<p>Performed by most agencies as the need arises.</p>	<p>Training in departmental procedures concerning the establishment of detour routes. Requires knowledge of alternate routes capable of handling the traffic.</p>	<p>Conformance of route to good practices and to departmental policy.</p>
<p>3.1.5.2 T</p> <p>Drives the patrol car to the pick-up point at the prescribed time.</p>	<p>Driving behavior. Arrival time at pick-up point.</p>	<p>Dispatchers records can be observed by supervisor or described by the patrolman.</p>	<p>Performed by most agencies as the need arises.</p>	<p>Drivers training relative to escort special traffic. Review of departmental policies and knowledge of routes to facilitate special traffic.</p>	<p>Adequacy of route. Time lines. Patrolman driving record.</p>
<p>3.1.5.3 T</p> <p>Activates adequate warning (lights, siren when warranted) and escorts special traffic over prescribed route at a rate of movement which facilitates the special traffic.</p>	<p>Activation of warning systems. Rate of movement over route.</p>	<p>Can be directly observed by supervisor or described by patrolman. Can be inferred from citizen's comments.</p>	<p>Performed by most agencies as the need arises.</p>	<p>Counselling on departmental policy regarding use of warning lights.</p>	<p>Safe rate of movement. Amount of inconvenience for normal traffic. Degree to which patrolman adhered to department policies.</p>
<p>3.1.5.4 T</p> <p>Observes that the special traffic has cleared any critical point. (May require rear communication link.) Establishes police vehicle as a barrier to facilitate movement of special traffic at critical intersections.</p>	<p>Clearance of critical points.</p>	<p>Can be directly observed by supervisor. Can be described by patrolman.</p>	<p>Performed by most agencies as the need arises.</p>	<p>Departmental policy regarding escorting techniques and procedures for special traffic.</p>	<p>Degree to which patrolman adhered to departmental policy. Safe movement of special traffic.</p>

Duty/Task Description	Products	Observability	Universality	Training	Gradations
<p><b>3.1.5.5 T</b> Escorts special traffic to release point.</p> <p><b>3.2 D</b> Observes violations while performing TDC. This duty is described in detail under Function 1.0 Traffic Law Enforcement.</p> <p><b>3.3 D</b> Takes enforcement action. This duty is described in detail under Function 1.0 Traffic Law Enforcement.</p>	<p>Termination of escort.</p>	<p>Can be directly observed by supervisor. Can be described by patrolman.</p>	<p>Performed by most agencies as the need arises.</p>	<p>Departmental policy regarding escorting techniques and procedures for special traffic.</p>	<p>Degree to which patrolman adhered to departmental policy. Safe movement of special traffic.</p>

Duty/Task Description	Products	Observability	Universality	Training	Gradations
<p><b>4.1 D</b></p> <p>Collects and Prepares Testimony—The observation, recording, organization, and review of relevant facts directly witnessed in order to ensure the ability to testify to those facts under direct and cross-examination in court.</p> <p><b>4.1.1 PT</b></p> <p>Observes and records relevant facts.</p> <p><b>4.1.1.1 T</b></p> <p>Knows the elements of the offense in question—is familiar with the specific actions, etc., that constitute the offense, i.e., knows <i>what</i> must be proved if the charge is to be supported.</p> <p><b>4.1.1.2 T</b></p> <p>Knows the various types of evidence that may be used to prove each element—is familiar with the relevance and admissibility of facts and circumstances that may pertain to specific elements, i.e., knows <i>how</i> each element may be proved.</p> <p><b>4.1.1.3 T</b></p> <p>Remains alert for any and all relevant admissible evidence throughout detection, apprehension and enforcement—assesses the legal significance of all facts incidental to the violation; actively looks for relevant facts; uses speed measuring equipment and associated techniques properly to obtain quantitative evidence.</p>	<p><i>Note:</i> The activities of collecting and preserving testimony and evidence relate to both PTS and criminal matters. The traffic patrolman may perform these duties as a result of a traffic arrest, as part of an accident investigation or as a result of criminal matters consequent to a traffic stop, e.g., illegal drugs or unlawful firearms. Also, testifying and presenting evidence are common to both traffic and criminal offenses.</p> <p>Products for all of the tasks for this duty are:</p> <ul style="list-style-type: none"> <li>• Collection and recording of relevant facts and evidence</li> <li>• Knowledge of:               <ul style="list-style-type: none"> <li>—Elements of an offense</li> <li>—Types of evidence and facts required to prove each element of the offense</li> </ul> </li> <li>• Prepared testimony</li> </ul> <p>(All above comments apply to Tasks 4.1.1 1 through 4.1.1.4)</p> <p>The products, etc., of these tasks are described on the previous pages.</p>	<p>Can be described by the patrolman. Can be inferred by reviewing written records/notes prepared by the patrolman or from court case records.</p>	<p>Must be performed and required by all agencies.</p>	<p>Part of basic training in all agencies. Some agencies counsel/review prepared testimony for completeness and accuracy. Additional training required in VTL identification of all elements of an offense and supportive evidence. Training required with regard to recording and organization of facts and evidence.</p>	<p>Completeness and accuracy of all facts and evidence. Conviction rate or number of cases prepared/lost due to insufficient or irrelevant, or inaccurate supportive evidence.</p>

4.1.1.4 T

Compiles accurate, complete notes on all facts—takes care to preserve written record of all information pertaining to the elements of the offense. Verifies accuracy of all cases—specific items (names, places, times, etc.). Ensures the safekeeping of all notes for subsequent retrieval/review. Ensures that notes are legible, and avoids abbreviations, etc., that might later be uninterpretable.

4.1.2 PT

Reviews and Organizes Testimony for presentation.

- Organization and review of testimony prior to court appearance.
- Reviews testimony with prosecutor.
- Determines admissible facts and case strategy.

Can be described by prosecutor. Can be directly observed from documentation.

A logical step required by most agencies, but not all.

Basic training provides minimal exposure to court related subjects. Additional training and knowledge is gained by experience and counseling by supervisors. Specialized training required on preparation and organization of all relevant/permissible testimony.

- Degree to which the prepared testimony aided in the adjudication process.
- Number of cases lost due to inadequate testimony.
- Conviction rate by type of violations.

4.1.2.1 T

Retrieves notes and other documents—maintains files of all relevant documents (notes, arrest forms, etc.) in a manner that ensures that they can be located when needed.

(All above comments apply to Tasks 4.1.2.1 through 4.1.2.3 as well.)

4.1.2.2 T

Reviews documents to re-familiarize himself with the facts of the case—refreshes his memory concerning all evidence bearing on the offense. Examines notes for discrepancies, errors, or omissions.

4.1.2.3 T

Meets with prosecutor to discuss facts and case strategy—provides all potentially relevant facts to the prosecutor. Attempts to anticipate possible defense counsel tactics. Determines which facts are admissible and discusses how these are to be introduced.

4.2 D

Collects and Preserves Physical Evidence—The acquisition, identification and preservation of objects and materials relevant to the offense to ensure their availability and admissibility in court.

<p>4.2.1 PT</p> <p>Acquires physical evidence.</p>	<p>Acquisition and preservation of physical evidence and knowledge of relevancy.</p>	<p>Can be described by the patrolman. Can be inferred from arrest records, and from prepared court related documents</p>	<p>Required by all agencies in any case involving physical evidence.</p>	<p>Although part of the basic curriculum for all agencies, additional training required to recognize relevant physical evidence. Training in techniques and procedures for maintaining the chain of evidence and training with regard to recording and organizing facts and evidence.</p>	<p>Degree to which the patrolman acquired and preserved physical evidence and adhered to standards. Relevancy of the evidence. Conviction rate by type of offense. Number of cases lost because of inadequate physical evidence.</p>
<p>4.2.1.1 T</p> <p>Knows what types of physical evidence are relevant to the elements of the offense—is aware of the legal significance, and value to the adjudication process, of objects and materials that might be found or created (e.g., photographs) at the scene of the offense.</p>	<p>(All above comments apply to Tasks 4.2.1.1 through 4.2.1.4 as well.)</p>				

Duty/Task Description	Products	Observability	Universality	Training	Gradations
<p><b>4.2.1.2 T</b></p> <p>Preserves Physical Evidence—Recognizes physical evidence that can easily be lost or destroyed (e.g., skid marks), and acts swiftly and surely to ensure its preservation. Takes possession of any and all objects that might prove relevant. Actively seeks for physical evidence routinely or commonly associated with the offense in question.</p> <p><b>4.2.1.3 T</b></p> <p>Identifies physical evidence to ensure its subsequent admissibility—establishes the chain of possession. Unambiguously marks and inventories all items to establish their connection with the offense. Takes care to ensure that the evidence is not damaged or destroyed in the identification process.</p> <p><b>4.2.1.4 T</b></p> <p>Transfers physical evidence to appropriate personnel for testing and safekeeping—acts swiftly in accordance with the likelihood that the evidence may be destroyed with the passage of time. Ensures preservation of the chain of possession during the transfer process.</p>	<p>The products, etc., of these tasks are described on the previous pages.</p>				
<p><b>4.2.2 PT</b></p> <p>Reviews evidence and relates to testimony.</p>	<p>Maintenance of evidence chain of possession and final review of evidence and testimony.</p>	<p>Can be described by the patrolman. Can be inferred by reviewing procedures utilized in maintaining chain of possession.</p>	<p>Common to all agencies.</p>	<p>Part of basic level training. Additional training required with regard to departmental procedures utilized in establishing the chain of possession. Training is provided by some agency prosecutors with regard to case preparation methods and procedures.</p>	<p>Degree to which the patrolman acquired and preserved physical evidence and adhered to standards. Relevancy of the evidence. Conviction rate by type of offense. Number of cases lost because of inadequate physical evidence.</p>
<p><b>4.2.2.1 T</b></p> <p>Retrieves physical evidence and related materials for case preparation—ensures that chain of possession has been maintained (transfer for forms, etc.); verifies ability to identify materials.</p>	<p>(All above comments apply to Tasks 4.2.2.1 through 4.2.2.2)</p>				

4.2.2.2 T

Discusses relevance and admissibility of physical evidence with prosecutor—determines points to be established through testimony to support the physical evidence.

4.3 D

Testify and present evidence in court. The officer's role as a witness, providing evidence under direct and cross-examination, including his bearing, attitude, appearance, and general behavior incidental to the adjudication process.

4.3.1 PT

Maintain appropriate demeanor and appearance.

Patrolman's demeanor and appearance.

Directly observable in court while patrolman is testifying or presenting evidence. Can be described by the prosecutor.

Required by all agencies.

Included as part of basic training in all agencies—at least as a lecture (classroom) subject. Some agencies provide mock practice and observation in court.

Performance can be evaluated against a standard or norm that can be in a narrative form. Quantitative gradations (ranking) are possible.

4.3.1.1 T

Demonstrates professionalism—appears on time; is well-groomed and properly attired (usually full uniform); remains attentive to the proceedings. Shows proper respect for the court.

(All above comments apply to Tasks 4.3.1.1 through 4.3.1.3 as well.)

4.3.1.2 T

Maintains neutrality—never appears biased against defendant; keeps conferences with prosecutor to a minimum.

4.3.1.3 T

Uses appropriate language and diction—avoids slang expressions or police jargon; speaks out loudly enough to be heard. Answers questions concisely.

4.3.2 PT

Follows correct procedures of testimony and evidence.

Presentation of testimony and evidence.

Directly observable in court while patrolman is testifying or presenting evidence. Can be described by the prosecutor.

Must be performed and required by all agencies.

Included as part of basic training in all agencies—at least as a lecture (classroom) subject. Some agencies provide mock practice and observation in court.

Degree to which patrolman adheres to prescribed procedures in presenting evidence and testimony. Number of cases lost due to inadequate presentation of evidence and testimony. Conviction rate by type of offense.

<p>4.3.2.3 T</p> <p>Remains attentive to issues concerning admissibility—listens for objections; refrains from answering until objections are decided upon.</p>					
<p>4.3.3 PT</p> <p>Maintains proper conduct during cross-examination.</p>	<p>Patrolman's demeanor and appearance.</p>	<p>Directly observable in court while patrolman is testifying or presenting evidence. Can be described by the prosecutor.</p>	<p>Required by all agencies.</p>	<p>Included as part of basic training in all agencies—at least as a lecture (classroom) subject. Some agencies provide mock practice and observation in court.</p>	<p>Degree to which patrolman maintains a "professional" hearing and demeanor during defense cross-examination. Adequacy and relevancy of testimony and physical evidence.</p>
<p>4.3.3.1 T</p> <p>Preserves self-control—maintains composure in the face of badgering by defense counsel. Avoids retorts and argumentative answers.</p>					

Duty/Task Description	Products	Observability	Universality	Training	Gradations
<p><b>4.3.3.2 T</b> Remains alert for attempts to discredit testimony—corrects misquotes, mis-statements, and distorted paraphrases of his testimony by defense counsel. When asked to repeat testimony, attempts to use the same words as originally employed.</p> <p><b>4.3.3.3 T</b> Remains alert for attempts by defense counsel to elicit “half-truths”—politely insists on being allowed to provide a full answer to “yes or no” questions.</p>	<p>The products, etc., of these tasks are described on the previous pages.</p>				

Introduction

The activities that make up this function are widely different in content, but are related in that they all have the objective of helping the motorist who has suffered a vehicle failure or is lost, sick or injured or has encountered some other emergency. Providing such help to motorists is within the definition of traffic services of all police agencies. It is also an obligation of general patrol officers and officers on anti-crime assignments.

There is a range of policy positions on what kinds and how much help is to be provided. For example, many departments prohibit using a patrol vehicle to push another car. Also, in the State police departments and highway patrols, assistance is given an especially high priority. For performance evaluation the jobs associated with each service that is mandated (or allowed) by a department must be defined. If an officer, for example, is required to attempt minor mechanical repairs, he obviously must be acquainted with the appropriate procedures. His performance of these procedures can then be evaluated.

The approach taken in this study has been that only traffic services as such will be considered for possible inclusion in a PTS evaluation system. Therefore, in this functional area the products, gradations, etc., of the technical services (first aid, minor repairs, etc.) have not been identified. Rather, such products as the volume and frequency of stops to aid motorists, response time and conformance to departmental policy have been identified here. These products and the activities leading to them are the PTS facets of this function.

Duty/Task Description	Products	Observability	Universality	Training	Gradations
<p><b>5.1 D</b></p> <p>Determine need for motorist assistance and obtain information about kind and extent of assistance required.</p>	<p><i>Note: This is a generic duty description that is made up of either the tasks involved in observing signs of need while on patrol or those involved in receiving and responding to a dispatcher's call.</i></p>				
<p><b>5.1.1 PT</b></p> <p>Observes signs of need for assistance, such as disabled vehicle, motorist's signal, flag, flare, etc.</p>	Recognition of need. Citizen comments.	Inferred from activity report. Observed directly.	All departments require this.	Usually included in training for patrol driving and observation.	Can be evaluated against exposure (hours or miles of patrol).
<p><b>5.1.1.1 T</b></p> <p>Plans approach (return) to stopped vehicle based on his own present activity and traffic, road and weather conditions. Also attempts to assess urgency of motorist need.</p>	Driving behavior. A "plan" which is his mental picture of the factors involved.	Can be inferred from activity reports. Reported by patrolman. Observed directly or simulated.	All departments require this.	Usually included in training for patrol driving and observation.	Can be evaluated against exposure (hours or miles of patrol).
<p><b>5.1.1.2 T</b></p> <p>Parks patrol vehicle. Locates vehicle safely and with regard for safety of stopped vehicle.</p>	Position of vehicle.	Can be reported by patrolman, observed directly or simulated. Can be inferred from accident reports.	All departments require this.	Usually included in training for patrol driving and observation.	Can be evaluated against exposure (hours or miles of patrol).
<p><b>5.1.2 PT</b></p> <p>Obtains information about need from dispatcher using appropriate communication procedures.</p> <p>(Tasks 5.1.1.1 and 5.1.1.2, as described above, are performed following receipt of information in 5.1.2.)</p>	Patrolman's record of call. Recording of communication.	Activity report. Can be reported by patrolman.	All departments require this.	Included in patrol and in communication training. Often only classroom in academy training but included in OJT.	Degree of conformance to departmental procedures. Response time.

continued

5.1.3 PT	Evaluates situation to determine kind and amount of aid needed.	Selection of appropriate response.	Inferred from activity report. Reported by patrolman.	A logically necessary step but not explicitly described as a separate activity in most departments.	Training for this occurs in patrol training, interview techniques and observation training. It is not necessarily a separately trainable activity.	Degree of conformance to policy.
5.2 D	Performs required service within departmental policy or operating procedures. <ul style="list-style-type: none"> <li>• make minor mechanical repair</li> <li>• call for wrecker-repair service</li> <li>• provide (or call for) fuel</li> <li>• move vehicle off of roadway</li> <li>• provide first aid</li> <li>• transport motorists (passengers) to phone, rest area, etc.</li> <li>• transport injured or sick</li> </ul>	See <i>Introduction</i> to Function 5.				
5.2.1 PT	Directs and controls traffic manually as required to maintain traffic flow and assist emergency vehicle arrival/departure. See Function 3.0, Traffic Direction and Control.	Safe and expeditious movement of traffic through the point of control.	Can be directly observed by supervisor or reported by patrolman or citizens' comments.	Performed infrequently by most agencies.	Training at the basic level of police training in techniques and procedures in conducting TDC.	Degree to which patrolman maintains the traffic under his control. Rate of flow.
5.2.2 PT	Provides directional and highway/traffic status information to motorists on request or as needed (to individual motorists or to all traffic at a traffic stop). Considers departmental policies and standards.	Number of stops for assistance.	Activity reports. Citizens' comments.	Required by all agencies.	Not usually an explicit training subject.	Can be evaluated against exposure (hours/miles of patrol).
5.2.3 PT	Terminates activity at scene—assists motorist in returning to normal flow of traffic by utilizing traffic direction and control procedures; notifies dispatcher of return to patrol.	Terminates assistance action.	Directly observable or can be described by patrolman. Can be inferred from dispatcher's log.	A logical step performed by all agencies.	Basic training in Traffic Direction and Control techniques and procedures.	Number of motorist assistance stops and average amount of time spent.
5.3 D	Checks unattended/abandoned vehicles to determine need for assistance or removal from roadway due to traffic hazard.					

continued

<p><b>5.3.1 PT</b></p> <p>Determines if vehicle is stolen by initiating records check.</p>	<p>Validity of owner, registration. Number of checks made.</p>	<p>Can be directly observed. Can be inferred from dispatcher's record or from warning, citation, and arrest records.</p>	<p>Common to all agencies.</p>	<p>Training in techniques for validating vehicle ownership and license.</p>	<p>Degree to which patrolman attempts to verify/identify vehicle owner or operator.</p> <p>Number of stolen vehicles identified per hours/miles of patrol.</p>
<p><b>5.3.2 PT</b></p> <p>Evaluates the degree of hazard and implementation of departmental policies regarding need to remove.</p>	<p>Evaluation outcome.</p>	<p>Can be described by patrolman.</p>	<p>Required by most agencies.</p>	<p>Not an explicit training subject.</p>	<p>Degree of conformance to departmental procedures.</p>

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## Activity Report (Model)

A daily/weekly log or summary of an officer's activities. Two models (daily and weekly) are shown in Volume II of the Manual. However, the exact format should be determined by each agency's administrative requirements. The models have been designed for easy adaptation while continuing to meet the needs of the evaluation system.

## Activity Summary Worksheet

Form to facilitate manual processing of *Weekly Activity Report data*.

## Charge Dispositions

*Bond Forfeitures*—The number of charges for which the suspect "paid his fine" at the violations bureau.

*Convictions as Charges, In Court*—The number of charges for which the court made a direct determination of guilty as charged.

*Convictions on Lesser Offense*—The number of charges that were reduced prior to conviction

*Dismissal*—The number of charges that were dismissed

*Nol Pros (Nolle Prosequi)*—The number of charges that were nolle, i.e., not prosecuted.

*Not Guilty, In Court*—The number of charges for which the suspect was tried and acquitted.

*Total Convictions*—The number of charges filed by the officer for which the suspect received *some* conviction, either on the original charge or a reduced charge.

*Total Non-Convictions*—The number of charges filed by the officer for which the suspect received *no* conviction.

## Charges Filed

*Alcohol/Drug Traffic Arrest Charges*—The number of alcohol/drug traffic arrest charges the officer filed.

*Equipment/Regulatory Citation Charges*—The number of individual equipment or regulatory violations for which the officer filed citation charges.

*Equipment/Regulatory Written Warnings*—The number of individual equipment or regulatory violations for which the officer filed written warnings.

*Moving Violation Citation Charges*—The number of individual moving violations for which the officer filed citation charges.

*Moving Violation Written Warnings*—The number of individual moving violations for which the officer filed written warnings.

*Non-Traffic Related Arrest Charges*—The number of arrest charges the officer filed for non-traffic offenses.

*Other Citation Charges*—The number of individual violations other than moving or equipment/regulatory for which the officer filed citation charges.

*Other Traffic Related Arrest Charges*—The number of arrest charges the officer filed for traffic offenses not involving alcohol/drugs.

*Other Written Warnings*—The number of written warnings filed by the officer for violations other than moving or equipment/regulatory offenses.

*Total Arrest Charges*—The number of charges filed by the officer that, by themselves, would have resulted in physical, custodial arrests.

*Total Citation Charges*—The number of charges filed by the officer that, by themselves, would have resulted in the issuance of a traffic citation.

*Total Written Warning Charges*—The number of charges filed by the officer that, by themselves, would have resulted in the issuance of a written warning.

## Enforcement in Accident Investigations

*Hazardous Violations*—The number of accident investigations that resulted in enforcement action for hazardous traffic violations.

*Investigations Continuing*—The number of accident investigations which are still proceeding, and for which no enforcement action has yet been taken.

*No Enforcements*—The number of accident investigations that resulted in no enforcement action for any violation.

*Other Violations*—The number of accident investigations that did not result in hazardous violation enforcement but *did* result in enforcement actions for other violations.

## Evaluative Factor

Functionally related police traffic service tasks that can be measured and evaluated as a unit. There are, in total, eight such PTS evaluative factors.

*Evaluative Factor 1: Performs Patrol*—This factor aids the supervisor in determining how well an officer utilizes his patrol resources in observing traffic to detect traffic law violations.

*Evaluative Factor 2: Makes Traffic Violation Stop*—This factor allows the supervisor to evaluate the type of "traffic stops" an officer makes.

*Evaluative Factor 3: Evaluates Violation and Selects Enforcement*—This factor permits the supervisor to evaluate the various enforcement actions resulting from the stop as well as his skills as a traffic stop investigator.

*Evaluative Factor 4: Issues Enforcement Action*—This factor allows the supervisor to evaluate the type of charges an officer issues and his skills in following procedures required to file these charges.

*Evaluative Factor 5: Manages and Investigates Traffic Accidents*—This factor aids the supervisor in evaluating an officer's performance of activities required to control and investigate traffic accidents.

*Evaluative Factor 6: Prepares and Presents Traffic-Related Evidence and Testimony*—This factor allows the supervisor to evaluate the ultimate outcome of an officer's enforcement actions.

*Evaluative Factor 7: Provides Highway Service and Assistance*—This factor aids the supervisor in evaluating an officer's performance of activities intended to assist the safety of motorists and other persons in the traffic environment.

*Evaluative Factor 8: Directs and Controls Traffic*—This factor

allows the supervisor to evaluate an officer's performance in traffic direction and control activities.

### Evaluative Factor Rating Form

*A form for rating (quantitatively and qualitatively) an officer's performance.* It is designed to facilitate the evaluation of a particular segment of police traffic services. There is a unique form for each factor but each form consists of three major parts. Section One of each form provides for the comparison of performance measures to standards of performance. Section Two concerns the quality of an officer's activity. The supervisor rates the quality of performance for PTS task descriptors on a five-point scale. Section Three of each form provides space for narrative comments of an officer's evaluation.

### Moving Patrol

*A patrol technique;* patrolman drives his vehicle throughout an assigned area or along a designated route and remains alert for a wide variety of violations and for other conditions or circumstances that require police intervention.

### Patrol Stops

*Arrests*—The total number of cases in which the *major* action taken against a suspected violator stopped on patrol was an arrest.

*Citations*—The number of cases in which the *major* action taken against a suspected violator stopped on patrol was a citation.

*No Actions*—The number of cases in which no enforcement action whatsoever was taken against suspected violators stopped on patrol.

*Verbal Warnings*—The number of cases in which the *major* action taken against a suspected violator stopped on patrol was a verbal warning.

*Written Warnings*—The number of cases in which the *major* action taken against a suspected violator stopped on patrol was a written warning.

### Planned Selective Surveillance

*A patrol technique* which may be a special case of moving patrol, stationary surveillance or traffic road checks. It is distinguished from the other three in that it almost always is conducted at the direction of command and supervisory personnel rather than at the officer's discretion. It is used to concentrate patrol resources on a specific type of violation.

### Police Traffic Service (PTS)

In the context of the PTS Personnel Performance Evaluation System, all those physical and mental actions a police officer must do to carry out his assigned duties relative to vehicular and pedestrian traffic on the roads and highways of his jurisdiction. At the patrolman level, all of the activities can be classified into one of the following functions: Traffic Law Enforcement, Traffic Direction and Control, Accident Scene Management and Investigation, Motorist Assistance, and Court System Interaction.

### Productivity Measures

Quantitative and qualitative indication of how much or how often a particular officer has performed a specific action or duty as well as how well he has performed it.

### PTS Performance Evaluation Summary Form

*An administrative form* which permits a convenient and compact summary of each officer's evaluation as well as an overall PTS performance evaluation.

### Standards of Performance

Quantitative and qualitative expectations of productivity as determined by a number of considerations that relate to the entire agency or the traffic unit as well as by some that relate to each individual evaluation.

### Stationary Surveillance

*A patrol technique;* patrolman stops and positions his vehicle at some selected point and observes traffic in the immediate neighborhood. Although the officer remains alert for all violations, he usually is concentrating on a limited range of traffic offenses.

### Time Allocation

*As Needed TDC Time*—The number of hours the officer spent in conducting traffic direction and control in response to detected needs.

*Assigned TDC Time*—The number of hours the officer spent in conducting traffic direction and control on a planned, scheduled basis.

*Fatal Accident Investigation Time*—The number of hours the officer spent managing and investigating fatal accidents.

*Injury Accident Investigation Time*—The number of hours the officer spent managing and investigating injury accidents.

*Moving Patrol Time*—The number of hours the officer spent on moving patrol.

*Planned Selective Surveillance Time*—The number of hours the officer spent on planned selective surveillance.

*Property Damage Accident Investigation Time*—The number of hours the officer spent managing and investigating property damage accidents.

*Stationary Surveillance Time*—The number of hours the officer spent on stationary surveillance.

*Total Accident Investigation Time*—The number of hours the officer spent managing and investigating all types of accidents.

*Total Duty Time*—The number of hours the officer was on duty during the evaluation period. This includes his police traffic service time as well as *all* other duty hours.

*Total Highway Service/Assistance Time*—The number of hours the officer spent providing highway services and assistance.

*Total TDC Time*—The number of hours the officer devoted to any type of traffic direction and control.

*Total Traffic Patrol Time*—The number of hours the officer devoted to patrol. This includes all types of patrol that he performed.

*Traffic Road Checks Time*—The number of hours the officer spent conducting traffic road checks.

### Traffic Activity Measures

An analysis of how much traffic service work an officer has performed in relation to the amount of time he has spent and stops he has made. These analyses are indicated on the Traffic Activity Measures Form.

### Traffic Activity Summary

Quantitative data summary of a patrolman's productivity for a specified time period.

### **Traffic Direction and Control**

The safe and expeditious movement of vehicular and pedestrian traffic traditionally performed by officers. It includes the familiar point or intersection traffic control and the employment of signals and gestures. This activity can be performed as part of a planned/scheduled activity. It is also performed on an "as needed" basis in response to an unexpected situation.

### **Traffic Road Checks**

*A patrol technique*; the patrolman stops and positions his vehicle at some selected point. He then randomly or systematically stops oncoming vehicles, usually for the purpose of conducting field inspections. Traffic road checks usually concentrate on detecting equipment defects and regulatory violations, although it is common for other traffic and non-traffic offenses to be uncovered during a traffic road check.

### **Traffic Stops**

*Highway Service/Assistance Stops*—The number of times the officer performed highway services and assistance.

*Moving Patrol Stops*—The number of suspected violators contacted by the officer while conducting moving patrol.

*Planned Selective Surveillance Stops*—The number of suspected violators contacted by the officer while conducting planned selective surveillance.

*Stationary Surveillance Stops*—The number of suspected violators contacted by the officer while conducting stationary surveillance.

*Total Accident Investigations*—The number of accident investigations, for all types of accidents, in which the officer investigated.

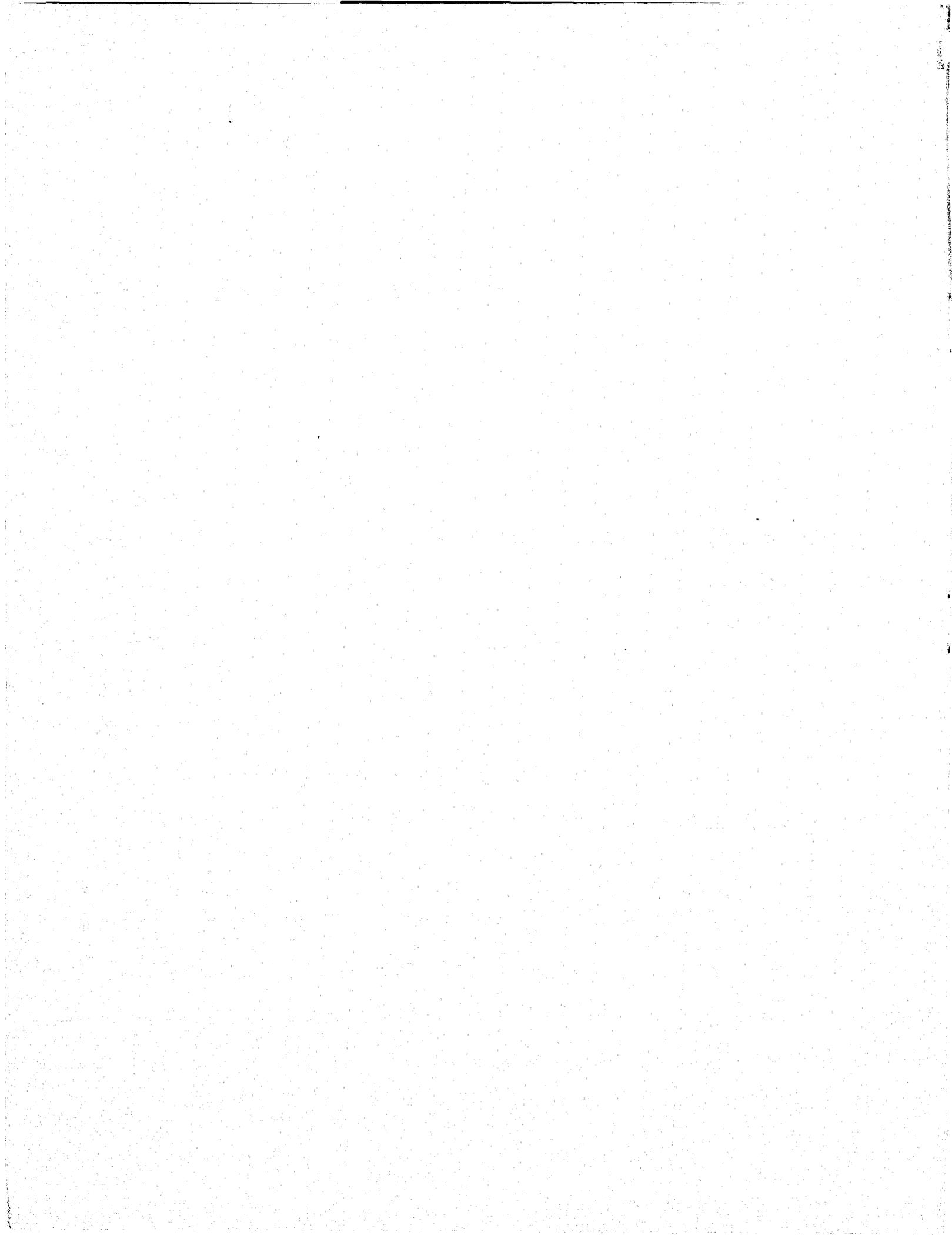
*Total Fatal Accident Investigations*—The number of times the officer participated in the management and investigation of fatal accidents.

*Total Injury Investigations*—The number of times the officer participated in the management and investigations of injury accidents.

*Total Property Damage Accident Investigations*—The number of times the officer participated in the management and investigation of property damage accidents.

*Total Stops On Patrol*—The number of suspected violators contacted by the officer while performing any type of patrol.

*Traffic Road Check Stops*—The number of motorists contacted by the officer while performing traffic road checks.



**SECTION ONE: TIME SPENT ON PATROL AND NUMBER OF STOPS MADE**

PATROL TIME		MAJOR ACTIONS TAKEN IN PATROL STOPS				
		Arrests	Citations	Written Warnings	Verbal Warnings	No Actions
Moving Patrol						
Stationary Surveillance						
Traffic Road Checks						
Planned Selected Surveillance						

**SECTION TWO: TIME SPENT IN ACCIDENT MANAGEMENT/INVESTIGATION AND MAJOR ENFORCEMENT ACTIONS TAKEN**

ACCIDENT INVESTIGATION TIME		MAJOR ENFORCEMENT ACTION IN EACH ACCIDENT CASE			
		Hazardous Violation	Other Violation	No Enforcement	Investigation Continuing
Fatal Accidents					
Injury Accidents					
Property Damage Accidents					

**SECTION THREE: TIME SPENT ON OTHER POLICE TRAFFIC SERVICES AND NUMBER OF EVENTS**

ACTIVITY TIME		Number of Events
Highway Service/ Assistance		
Assigned TDC		
As Needed TDC		

**SECTION FIVE: NUMBER OF SPECIFIC CHARGES FILED**

ARRESTS	Alcohol/Drug Related Traffic Offenses	
	Other Traffic Related Offenses	
	Non-Traffic Offenses	
CITATIONS	Moving Violations	
	Equipment/Regulatory Violations	
	Other Violations	
WRITTEN WARNINGS	Moving Violations	
	Equipment/Regulatory Violations	
	Other Violations	

**SECTION FOUR: TIME SPENT ON NON-TRAFFIC DUTIES (SPECIFY DUTIES)**

ACTIVITY TIME	

**SECTION SIX: DISPOSITION OF CHARGES**

CONVICTION	Bond Forfeiture (Violations Bureau)	
	Convicted as Charged (In Court)	
	Convicted Lesser Offense	
NON CONVICTION	Not Guilty	
	NoI-Pros	
	Dismissed	

DAILY POLICE TRAFFIC SERVICES ACTIVITY REPORT	
Officer Name _____	Shield No. _____
Date: ____/____/____	
Patrol Area/Beat _____	
Duty Shift _____	
<b>FOR SUPERVISOR'S USE ONLY:</b> REPORT RECEIVED ____/____/____ REVIEWED BY _____	

TOTAL DUTY TIME FOR THE DAY

**SECTION ONE: TIME SPENT ON PATROL AND NUMBER OF STOPS MADE**

HOURS SPENT BY DAY									MAJOR ACTIONS TAKEN IN PATROL STOPS				
	MON	TUE	WED	THU	FRI	SAT	SUN	TOTL	Arrests	Citations	Written Warnings	Verbal Warnings	No Actions
Moving Patrol													
Stationary Surveillance													
Traffic Road Checks													
Planned Selected Surveillance													

**SECTION TWO: TIME SPENT IN ACCIDENT MANAGEMENT/ INVESTIGATION AND MAJOR ENFORCEMENT ACTIONS TAKEN**

SECTION TWO: TIME SPENT IN ACCIDENT MANAGEMENT/ INVESTIGATION AND MAJOR ENFORCEMENT ACTIONS TAKEN									MAJOR ENFORCEMENT ACTION IN EACH ACCIDENT CASE			
	MON	TUE	WED	THU	FRI	SAT	SUN	TOTL	Hazardous Violation	Other Violation	No Enforcement	Investigation Continuing
Fatal Accidents												
Injury Accidents												
Property Damage Accidents												

**SECTION THREE: TIME SPENT ON OTHER POLICE TRAFFIC SERVICES AND NUMBER OF EVENTS**

	MON	TUE	WED	THU	FRI	SAT	SUN	TOTL	Number of Events
Highway Service/ Assistance									
Assigned TDC									
As Needed TDC									

**SECTION FIVE: NUMBER OF SPECIFIC CHARGES FILED IN ENFORCEMENT ACTIONS**

ARRESTS	Alcohol/Drug Related Traffic Offenses	
	Other Traffic Related Offenses	
	Non-Traffic Offenses	
CITATIONS	Moving Violations	
	Equipment/Regulatory Violations	
	Other Violations	
WRITTEN WARNINGS	Moving Violations	
	Equipment/Regulatory Violations	
	Other Violations	

**SECTION FOUR: TIME SPENT ON NON-TRAFFIC DUTIES (SPECIFY DUTIES)**

	MON	TUE	WED	THU	FRI	SAT	SUN	TOTL

**SECTION SIX: DISPOSITION OF ENFORCEMENT ACTION CHARGES**

CONVICTION	Bond Forfeiture (Violations Bureau)	
	Convicted as Charged (In Court)	
	Convicted Lesser Offense	
NON CONVICTION	Not Guilty	
	Nol-Pro	
	Dismissed	

**WEEKLY POLICE TRAFFIC SERVICES ACTIVITY REPORT**

Officer Name \_\_\_\_\_ Shield No. \_\_\_\_\_  
 Activity Period: \_\_\_\_/\_\_\_\_/\_\_\_\_ Start \_\_\_\_\_ End \_\_\_\_\_  
 Patrol Area/Beat \_\_\_\_\_  
 Duty Shift \_\_\_\_\_

**FOR SUPERVISOR'S USE ONLY:**  
 REPORT RECEIVED \_\_\_\_/\_\_\_\_/\_\_\_\_  
 REVIEWED BY \_\_\_\_\_

**TOTAL DUTY TIME BY DAY**

MON	TUE	WED	THU	FRI	SAT	SUN	TOTL

Officer Name \_\_\_\_\_

Supervisor \_\_\_\_\_

Shield No. \_\_\_\_\_

Summary Period      /      /      to      /      /       
start end

Time Allocation (hrs.)	Weeks														Totals
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	
Moving Patrol															
Stationary Surveillance															
Traffic Road Checks															
Planned Selective Surveillance															
Fatal Accidents															
Injury Accidents															
Property Damage Accidents															
Highway Service/ Assistance															
Assigned TDC															
As Needed TDC															
Other (non-traffic)															
Total Duty															

**Specification of Enforcement Actions**

Arrests	Alcohol/Drug Related Traffic Offenses															
	Other Traffic Related Offenses															
	Non-Traffic Offenses															
Citations	Moving Violations															
	Equipment/Regulatory Violations															
	Other Violations															
Written Warnings	Moving Violations															
	Equipment/Regulatory Violations															
	Other Violations															

**Number of Events**

Highway Service/ Assistance Stops																
Fatal Accident Investigations																
Injury Accident Investigations																
Property Damage Accident Investigations																

(Over)



**TRAFFIC ACTIVITY SUMMARY**

Officer Name \_\_\_\_\_

Supervisor \_\_\_\_\_

Shield No. \_\_\_\_\_ Evaluation Date \_\_\_\_/\_\_\_\_/\_\_\_\_

Evaluation Period \_\_\_\_/\_\_\_\_/\_\_\_\_ to \_\_\_\_/\_\_\_\_/\_\_\_\_  
start end

**1.0 TIME ALLOCATION**

- 1.1 Total Duty Time \_\_\_\_\_ hrs
- 1.2 Total Traffic Patrol Time \_\_\_\_\_ hrs
  - 1.2.1 Moving Patrol \_\_\_\_\_ hrs
  - 1.2.2 Stationary Surveillance \_\_\_\_\_ hrs
  - 1.2.3 Traffic Road Checks \_\_\_\_\_ hrs
  - 1.2.4 Planned Selective Surveillance \_\_\_\_\_ hrs
- 1.3 Total Traffic Direction and Control (TDC) Time \_\_\_\_\_ hrs
  - 1.3.1 Assigned TDC Time \_\_\_\_\_ hrs
  - 1.3.2 As Needed TDC \_\_\_\_\_ hrs
- 1.4 Total Highway Service/Assistance Time \_\_\_\_\_ hrs
- 1.5 Total Accident Investigation Time \_\_\_\_\_ hrs
  - 1.5.1 Fatal Accident Investigation \_\_\_\_\_ hrs
  - 1.5.2 Injury Accident Investigation \_\_\_\_\_ hrs
  - 1.5.3 Property Damage Accident Investigation \_\_\_\_\_ hrs

**2.0 TRAFFIC STOPS**

- 2.1 Total Stops on Patrol \_\_\_\_\_
  - 2.1.1 Moving Patrol Stops \_\_\_\_\_
  - 2.1.2 Stationary Surveillance Stops \_\_\_\_\_
  - 2.1.3 Traffic Road Check Stops \_\_\_\_\_
  - 2.1.4 Planned Selective Surveillance Stops \_\_\_\_\_
- 2.2 Highway Service/Assistance Stops \_\_\_\_\_
- 2.3 Total Accident Investigations \_\_\_\_\_
  - 2.3.1 Fatal Accident Investigations \_\_\_\_\_
  - 2.3.2 Injury Accident Investigations \_\_\_\_\_
  - 2.3.3 Property Damage Accident Investigations \_\_\_\_\_

**3.0 MAJOR ACTIONS TAKEN IN PATROL STOPS**

- 3.1 Arrests \_\_\_\_\_
- 3.2 Citations \_\_\_\_\_

- 3.3 Written Warnings \_\_\_\_\_
- 3.4 Verbal Warnings \_\_\_\_\_
- 3.5 No Actions \_\_\_\_\_

**4.0 ENFORCEMENTS IN ACCIDENT INVESTIGATIONS**

- 4.1 Hazardous Violations \_\_\_\_\_
- 4.2 Other Violations \_\_\_\_\_
- 4.3 No Enforcements \_\_\_\_\_
- 4.4 Investigations Continuing \_\_\_\_\_

**5.0 CHARGES FILED**

- 5.1 Total Arrest Charges \_\_\_\_\_
  - 5.1.1 Alcohol/Drug Traffic Arrests \_\_\_\_\_
  - 5.1.2 Other Traffic Related Arrests \_\_\_\_\_
  - 5.1.3 Non-Traffic Related Arrests \_\_\_\_\_
- 5.2 Total Citation Charges \_\_\_\_\_
  - 5.2.1 Moving Violations Citations \_\_\_\_\_
  - 5.2.2 Equipment/Regulatory Citations \_\_\_\_\_
  - 5.2.3 Other Citations \_\_\_\_\_
- 5.3 Total Written Warnings Charges \_\_\_\_\_
  - 5.3.1 Moving Violation Warnings \_\_\_\_\_
  - 5.3.2 Equipment/Regulatory Warnings \_\_\_\_\_
  - 5.3.3 Other Written Warnings \_\_\_\_\_

**6.0 CHARGE DISPOSITIONS**

- 6.1 Total Convictions \_\_\_\_\_
  - 6.1.1 Bond Forfeitures \_\_\_\_\_
  - 6.1.2 Convictions as Charged, in Court \_\_\_\_\_
  - 6.1.3 Convictions on Lesser Offense \_\_\_\_\_
- 6.2 Total Non-Convictions \_\_\_\_\_
  - 6.2.1 Not Guilty, in Court \_\_\_\_\_
  - 6.2.2 Nolle Prosequi \_\_\_\_\_
  - 6.2.3 Dismissal \_\_\_\_\_
- 6.3 Total Dispositions \_\_\_\_\_

**TRAFFIC ACTIVITY MEASURES**

Officer Name \_\_\_\_\_

Supervisor \_\_\_\_\_

Shield No. \_\_\_\_\_ Evaluation Date \_\_\_\_/\_\_\_\_/\_\_\_\_

Evaluation Period \_\_\_\_/\_\_\_\_/\_\_\_\_ to \_\_\_\_/\_\_\_\_/\_\_\_\_  
start end

**SECTION A. PATROL TIME DISTRIBUTION**

- A1 Percent on Moving Patrol \_\_\_\_\_ %
- A2 Percent on Stationary Surveillance \_\_\_\_\_ %
- A3 Percent on Traffic Road Checks \_\_\_\_\_ %
- A4 Percent on Planned Selective Surveillance \_\_\_\_\_ %

**SECTION B. PATROL STOPS PER HOUR**

- B1 Stops Per Hour Total Patrol \_\_\_\_\_ /hr.
- B2 Stops Per Hour Moving Patrol \_\_\_\_\_ /hr.
- B3 Stops Per Hour Stationary Surveillance \_\_\_\_\_ /hr.
- B4 Stops Per Hour Road Checks \_\_\_\_\_ /hr.
- B5 Stops Per Hour Planned Selective Surveillance \_\_\_\_\_ /hr.

**SECTION C. HIGHWAY SERVICE/ASSISTANCE STOPS**

- C1 Service/Assistance Stops Per Total Patrol Hour \_\_\_\_\_ /hr.
- C2 Service/Assistance Stop Per Moving Patrol Hour \_\_\_\_\_ /hr.
- C3 Average Time Per Service/Assistance Stop \_\_\_\_\_ Min.

**SECTION D. ACCIDENT INVESTIGATION**

- D1 Average Time Per Investigation, Fatals \_\_\_\_\_ hrs
- D2 Average Time Per Investigation, Injuries \_\_\_\_\_ hrs
- D3 Average Time Per Investigation, Property \_\_\_\_\_ hrs
- D4 Percent Investigations: Any Enforcement Action \_\_\_\_\_ %
- D5 Percent Investigations: Hazardous Violation Enforcement \_\_\_\_\_ %

**SECTION E. TDC TIME DISTRIBUTIONS**

- E1 Percent Total TDC Time, Total Duty Time \_\_\_\_\_ %
- E2 Percent Assigned TDC Time, Total Duty Time \_\_\_\_\_ %
- E3 Percent As Needed TDC Time, Total Duty Time \_\_\_\_\_ %

**SECTION F. PATROL ENFORCEMENT ACTIONS DISTRIBUTIONS**

- F1 Percent Stops, Major Action Arrest \_\_\_\_\_ %
- F2 Percent Stops, Major Action Citation \_\_\_\_\_ %
- F3 Percent Stops, Major Action Written Warning \_\_\_\_\_ %
- F4 Percent Stops, Major Action Verbal Warning \_\_\_\_\_ %
- F5 Percent Stops, No Enforcement Action \_\_\_\_\_ %

**SECTION G. ENFORCEMENT ACTION CHARGE DISTRIBUTIONS**

- G1 Percent Arrests, Alcohol/Drug Traffic Violation \_\_\_\_\_ %
- G2 Percent Arrest, Other Traffic Violation \_\_\_\_\_ %
- G3 Percent Arrests, Non-Traffic Offense \_\_\_\_\_ %
- G4 Percent Citations, Moving Violation \_\_\_\_\_ %
- G5 Percent Citations, Equipment/Regulatory Violation \_\_\_\_\_ %
- G6 Percent Citations, Other Violation \_\_\_\_\_ %
- G7 Percent Written Warnings, Moving Violation \_\_\_\_\_ %
- G8 Percent Written Warnings, Equip./Reg. Violation \_\_\_\_\_ %
- G9 Percent Written Warnings, Other Violation \_\_\_\_\_ %

**SECTION H. DISTRIBUTION OF CHARGE DISPOSITIONS**

- H1 Percent Charges Convicted, as Written \_\_\_\_\_ %
- H2 Percent Charges Convicted, Lesser Offense \_\_\_\_\_ %
- H3 Percent Charges, All Convictions \_\_\_\_\_ %
- H4 Percent Charges Court-Conviction, as Written \_\_\_\_\_ %
- H5 Percent Charges Court-Conviction, Lesser Offense \_\_\_\_\_ %
- H6 Percent Charges All Court-Convictions \_\_\_\_\_ %





Officer Name \_\_\_\_\_

Supervisor \_\_\_\_\_

Shield No. \_\_\_\_\_ Evaluation Date \_\_\_\_/\_\_\_\_/\_\_\_\_

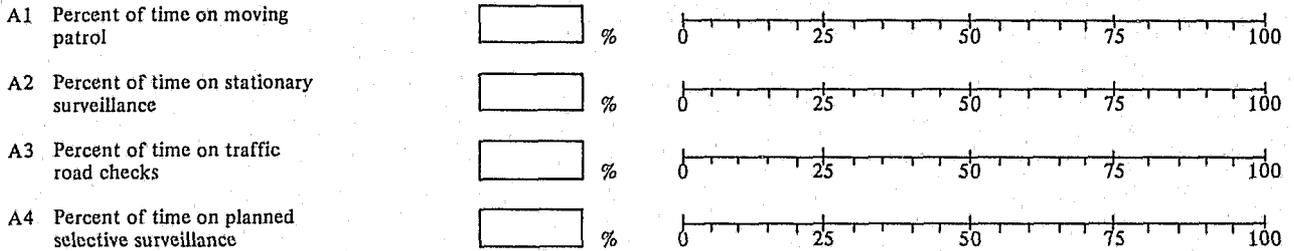
Evaluation Period \_\_\_\_/\_\_\_\_/\_\_\_\_ start to \_\_\_\_/\_\_\_\_/\_\_\_\_ end

**EVALUATIVE FACTOR 1:** *Performs Patrol*—This factor aids the supervisor in determining how well an officer utilizes his patrol resources in observing traffic to detect traffic law violations. (It is fully defined on Page 2 . Refer to the Factor Rating Form Instructions on Page 21 in the Supervisor’s Manual to complete this form.)

**I. PERFORMANCE**

Measures

Comparison of Standards



Overall rating of distribution of patrol time:

Superior

Acceptable

Unacceptable

**II. ANALYSIS OF PERFORMANCE**

Data Sources: Supervisor’s observation; enforcement records; citizen comments; dispatcher’s log

Numerical Rating: 1 = outstanding; 2 = better than expected; 3 = expected; 4 = needs some improvement; 5 = needs much improvement

Analyses

Numerical Rating

- |    |   |                      |
|----|---|----------------------|
| 1. | <i>Operates patrol vehicle and equipment:</i> Shows proper concern for driving safety; does not abuse vehicle/equipment; attends to maintenance requirements; uses approved communication procedures; performs proper “housekeeping” to maintain vehicle/equipment condition and appearance.                    | <input type="text"/> |
| 2. | <i>Fulfills patrol assignment planning requirements:</i> Plans patrol in accordance with departmental policy and directives and traffic, environmental and situational considerations; implements plans effectively and efficiently; properly interprets plan in light of actual conditions and changing needs. | <input type="text"/> |
| 3. | <i>Monitors traffic and environment:</i> Observes and properly responds to hazardous/dangerous conditions; allocates proper attention to times, places and conditions of high accident/violation likelihood; conducts appropriate types of patrol in accordance with traffic, accident and violation patterns.  | <input type="text"/> |

**NARRATIVE COMMENTS ON THE REVERSE SIDE**



Officer Name \_\_\_\_\_ Supervisor \_\_\_\_\_  
 Shield No. \_\_\_\_\_ Evaluation Date \_\_\_\_/\_\_\_\_/\_\_\_\_ Evaluation Period \_\_\_\_/\_\_\_\_/\_\_\_\_ to \_\_\_\_/\_\_\_\_/\_\_\_\_  
start end

**EVALUATIVE FACTOR 2: *Makes Traffic Violation Stops***—This factor allows the supervisor to evaluate the type of “traffic stops” an officer makes. (It is fully defined on Page 3 . Refer to the Factor Rating Form Instructions on Page 21 in the Supervisor’s Manual to complete this form.)

**I. PERFORMANCE**

	Measures		Comparison of Standards
B1	Stops per hour total patrol	<input type="text"/>	per hr.
B2	Stops per hour moving patrol	<input type="text"/>	per hr.
B3	Stops per hour stationary surveillance	<input type="text"/>	per hr.
B4	Stops per hour road checks	<input type="text"/>	per hr.
B5	Stops per hour planned selective surveillance	<input type="text"/>	per hr.

Overall rating for patrol stops per hour:

Superior       Acceptable       Unacceptable

**II. ANALYSIS OF PERFORMANCE**

**Data Sources:** Interview with patrolman; enforcement records; supervisor’s observation; disposition records; simulation/testing; citizen comments; activity reports; dispatcher’s log

**Numerical Ratings:** 1 = outstanding; 2 = better than expected; 3 = expected; 4 = needs some improvement; 5 = needs much improvement

	Analyses	Numerical Rating
1.	<i>Recognizes traffic law violations:</i> Knows the behaviors and conditions specifically prohibited or required by statute; knows the elements of traffic offenses.	<input type="text"/>
2.	<i>Remains alert for likely violations:</i> Knows violation accident patterns by locations and time of day for his patrol area and tour of duty; recognizes potentially hazardous vehicle conditions/operations; concentrates attention in accordance with patterns and suspicious/unusual behaviors and conditions.	<input type="text"/>
3.	<i>Operates special-purpose equipment designed for violation detection:</i> Applies correct operating procedures for special-purpose equipment; employs equipment properly relative to situational and environmental conditions and statutory/judicial requirements; properly interprets, records and preserves equipment data.	<input type="text"/>
4.	<i>Conducts pursuit:</i> Bases decision to pursue on the nature of the violation, departmental policy, traffic safety considerations and other situational needs; applies correct pursuit driving techniques and procedures; acquires evidentiary and descriptive information during pursuit; conducts appropriate radio communication during pursuit; determines need for assistance.	<input type="text"/>
5.	<i>Makes stop:</i> Establishes proper command position to initiate stop; selects appropriate stop location; effectively communicates stop command to suspect; properly positions vehicle at scene of stop.	<input type="text"/>
6.	<i>Conducts traffic road checks:</i> Knows proper procedures for conducting checks and vehicle inspections; selects appropriate locations for road checks; devotes appropriate time to each vehicle.	<input type="text"/>

**NARRATIVE COMMENTS ON THE REVERSE SIDE**







Officer Name \_\_\_\_\_

Supervisor \_\_\_\_\_

Shield No. \_\_\_\_\_ Evaluation Date \_\_\_\_/\_\_\_\_/\_\_\_\_

Evaluation Period \_\_\_\_/\_\_\_\_/\_\_\_\_ to \_\_\_\_/\_\_\_\_/\_\_\_\_  
start end

**EVALUATIVE FACTOR 4:** *Issues Enforcement Action*—This factor allows the supervisor to evaluate the type of charges an officer issues and his skills in following procedures required to file those charges. (It is fully defined on Page 4. Refer to the Factor Rating Form Instructions on Page 21 in the Supervisor's Manual to complete this form.)

### I. PERFORMANCE

Measures	Comparison of Standards
G1 Percent arrests, alcohol/drug traffic violation	<input type="text"/> %
G2 Percent arrests, other traffic violation	<input type="text"/> %
G3 Percent arrests, non-traffic offense	<input type="text"/> %
G4 Percent citations, moving violation	<input type="text"/> %
G5 Percent citations, equipment/regulatory violation	<input type="text"/> %
G6 Percent citations, other violation	<input type="text"/> %
G7 Percent written warnings, moving violation	<input type="text"/> %
G8 Percent written warnings, equipment/regulatory violation	<input type="text"/> %
G9 Percent written warnings, other violation	<input type="text"/> %

Overall rating of distribution of charges:

Superior

Acceptable

Unacceptable

### II. ANALYSIS OF PERFORMANCE

**Data Sources:** Dispatcher's log; enforcement records; activity reports; supervisor's observation; records personnel comments; citizen comments; file checks

**Numerical Ratings:** 1 = outstanding; 2 = better than expected; 3 = expected; 4 = needs some improvement; 5 = needs much improvement

Analyses	Numerical Rating
1. <i>Informs suspect of enforcement action:</i> Notifies suspect in accordance with statutory and judicial requirements; avoids debating charges with suspect; maintains control throughout the enforcement process; determines need for assistance in implementing enforcement action.	<input type="text"/>
2. <i>Issues citations and warnings:</i> Properly completes forms; provides appropriate copies to suspect; explains suspect's obligations/options.	<input type="text"/>
3. <i>Makes physical arrest:</i> Uses minimum required force; applies appropriate restraint to suspect; notifies dispatcher; collects and preserves physical evidence.	<input type="text"/>
4. <i>Terminates activity at scene—non-arrests:</i> Returns documents to suspect; assists suspect's return to traffic flow; notifies dispatcher and resumes patrol.	<input type="text"/>
5. <i>Transmits enforcement records/material:</i> Provides a copy of citations, warnings, arrest records to appropriate personnel/departments; preserves chain of possession in transmitting evidence; compiles complete and accurate notes for subsequent adjudication.	<input type="text"/>

NARRATIVE COMMENTS ON THE REVERSE SIDE



Officer Name \_\_\_\_\_ Supervisor \_\_\_\_\_  
 Shield No. \_\_\_\_\_ Evaluation Date \_\_\_\_/\_\_\_\_/\_\_\_\_ Evaluation Period \_\_\_\_/\_\_\_\_/\_\_\_\_ start to \_\_\_\_/\_\_\_\_/\_\_\_\_ end

**EVALUATIVE FACTOR 5: *Manages and Investigates Traffic Accidents***—This factor aids the supervisor in evaluating an officer's performance of activities required to control and investigate traffic accidents. (It is fully defined on Page 5 . Refer to the Factor Rating Form Instructions on Page 2 in the Supervisor's Manual to complete this form.)

**I. PERFORMANCE**

Measures		Comparison of Standards
D1 Average time per investigation, fatals	<input type="text"/> hrs.	
D2 Average time per investigation, injuries	<input type="text"/> hrs.	
D3 Average time per investigation, property damage	<input type="text"/> hrs.	
D4 Percent investigations: any enforcement action	<input type="text"/> %	
D5 Percent investigations: hazardous violation enforcement	<input type="text"/> %	

Overall rating of accident management/investigation stops:

Superior       Acceptable       Unacceptable

**II. ANALYSIS OF PERFORMANCE**

Data Sources: Supervisor's observation; accident reports; enforcement records; dispatcher's log; activity reports; citizen comments

Numerical Ratings: 1 = outstanding; 2 = better than expected; 3 = expected; 4 = needs some improvement; 5 = needs much improvement

Analyses	Numerical Rating
1. <i>Properly proceeds to accident scene</i> : Selects best route; attempts to minimize travel time without creating unacceptable risks; attempts to acquire as much information as possible while en route to formulate appropriate scene management plans; properly positions patrol vehicle at scene.	<input type="text"/>
2. <i>Determines and initiates on-scene management requirements</i> : Correctly identifies most urgent emergency needs; identifies and calls for appropriate special assistance; conducts first aid when necessary; implements proper procedures for traffic and bystander control; properly positions warning devices to protect scene and divert traffic safely; follows correct procedures for control/removal of vehicles and debris commensurate with investigative requirements and traffic/environmental considerations.	<input type="text"/>
3. <i>Conducts investigation</i> : Correctly determines need for and scope of investigation in accordance with policies and directives; identifies and collects statements from drivers and other witnesses; initiates hit and run procedures when applicable; follows correct procedures in collecting and preserving physical evidence and measurements; takes appropriate enforcement actions.	<input type="text"/>
4. <i>Concludes on-scene management and investigation</i> : Ensures that all appropriate actions have been taken; assists motorists in returning to traffic flow when appropriate; removes or repositions warning devices as appropriate; notifies dispatcher of termination of activities; prepares complete and accurate investigation and activity reports, and transmits reports to appropriate personnel/departments.	<input type="text"/>

NARRATIVE COMMENTS ON THE REVERSE SIDE







Officer Name \_\_\_\_\_

Supervisor \_\_\_\_\_

Shield No. \_\_\_\_\_ Evaluation Date \_\_\_\_/\_\_\_\_/\_\_\_\_

Evaluation Period \_\_\_\_/\_\_\_\_/\_\_\_\_ to \_\_\_\_/\_\_\_\_/\_\_\_\_  
start end

**EVALUATIVE FACTOR 7: Provides Highway Service and Assistance**—This factor aids the supervisor in evaluating an officer's performance of activities intended to assist the safety of motorists and other persons in the traffic environment. (It is fully defined on Page 5. Refer to the Factor Rating Form Instructions on Page 21 in the Supervisor's Manual to complete this form.)

**I. PERFORMANCE**

Measures

Comparison of Standards

C1	Service/assistance stops per total patrol hour	<input type="text"/>	per hr.	
C2	Service/assistance stops per moving patrol hour	<input type="text"/>	per hr.	
C3	Average time per service/assistance stop	<input type="text"/>	minutes	

Overall rating of highway service and assistance:

Superior

Acceptable

Unacceptable

**II. ANALYSIS OF PERFORMANCE**

Data Sources: Supervisor's observation; activity reports; citizen comments; dispatcher's log; enforcement records

Numerical Ratings: 1 = outstanding; 2 = better than expected; 3 = expected; 4 = needs some improvement; 5 = needs much improvement

	Analyses	Numerical Rating
1.	<i>Initiates highway service/assistance contact:</i> Properly assesses need for service/assistance relative to other patrol requirements; follows correct procedures in positioning patrol vehicle at scene of contact; communicates appropriate information to dispatcher.	<input type="text"/>
2.	<i>Determines and implements type of assistance/action required:</i> Evaluates nature and urgency of the problem; provides or arranges for assistance in accordance with policy and directives; conducts records checks when appropriate; determines need for enforcement action and/or follow-up investigation; properly attends to personal and other safety considerations throughout the incident.	<input type="text"/>
3.	<i>Terminates highway service/assistance contact:</i> Ensures that all appropriate actions have been taken; assists motorist in returning to traffic flow when appropriate; notifies dispatcher of resumption of patrol; properly completes and transmits applicable records.	<input type="text"/>

**NARRATIVE COMMENTS ON THE REVERSE SIDE**



Officer Name \_\_\_\_\_ Supervisor \_\_\_\_\_  
 Shield No. \_\_\_\_\_ Evaluation Date \_\_\_\_/\_\_\_\_/\_\_\_\_ Evaluation Period \_\_\_\_/\_\_\_\_/\_\_\_\_ to \_\_\_\_/\_\_\_\_/\_\_\_\_  
start end

**EVALUATIVE FACTOR 8: *Directs and Controls Traffic***—This factor allows the supervisor to evaluate an officer's performance in traffic direction and control activities. (It is fully defined on Page 6. Refer to the Factor Rating Form Instructions on Page 21 in the Supervisor's Manual to complete this form.)

**I. PERFORMANCE**

Measures

Comparison of Standards

E1	Percent total TDC time, total duty time	<input type="text"/> %	
E2	Percent assigned TDC time, total duty time	<input type="text"/> %	
E3	Percent as needed TDC time, total duty time	<input type="text"/> %	

Overall rating of direction and control of activity:

Superior

Acceptable

Unacceptable

**II. ANALYSIS OF PERFORMANCE**

Data Sources: Supervisor's observation; citizen comments; traffic congestion reports; interview with officer; activity reports; dispatchers's log

Numerical Ratings: 1 = outstanding; 2 = better than expected; 3 = expected; 4 = needs some improvement; 5 = needs much improvement

Analyses

Numerical Rating

- |    |  |                      |
|----|--|----------------------|
| 1. | <i>Assesses need for manual regulation of traffic flow:</i> Selects appropriate position to monitor traffic; observes congestion; detects traffic control device malfunctions, hazardous conditions; selects appropriate TDC strategy.   | <input type="text"/> |
| 2. | <i>Manually regulates traffic flow:</i> Selects appropriate position; properly employs hand signals; gestures, whistle, lighted baton, etc.; keeps intersection clear; allocates traffic movement time commensurate with traffic volume and flow; manually operates traffic control devices when appropriate.              | <input type="text"/> |
| 3. | <i>Prepares for and implements special traffic escort:</i> Develops or studies plans for special escort; assists in establishing and preparing routes; maintains appropriate control position relative to escorted traffic; uses proper communication/signalling procedures and warning devices to facilitate safe escort. | <input type="text"/> |

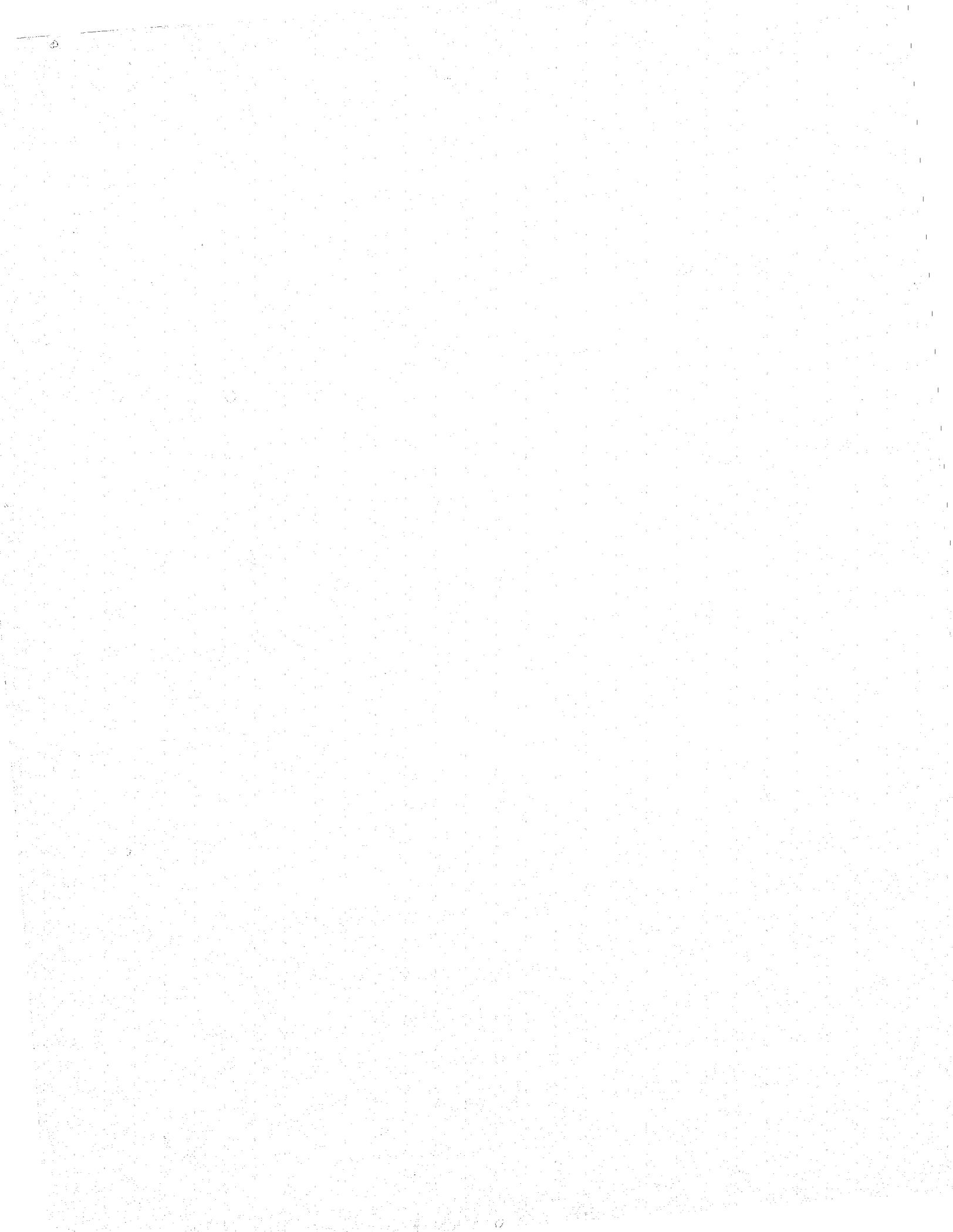
**NARRATIVE COMMENTS ON THE REVERSE SIDE**



**DOT HS 802 506**  
**October 1977**



**U.S. Department of Transportation**  
**National Highway Traffic Safety Administration**



**END**