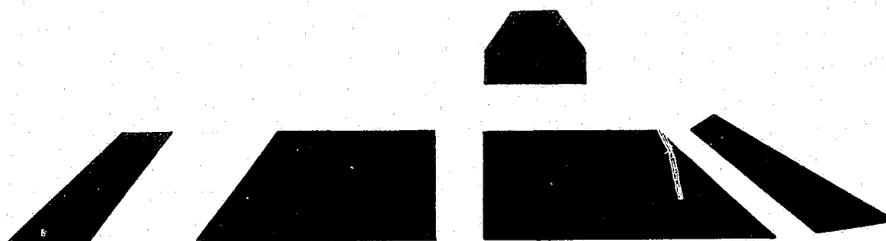
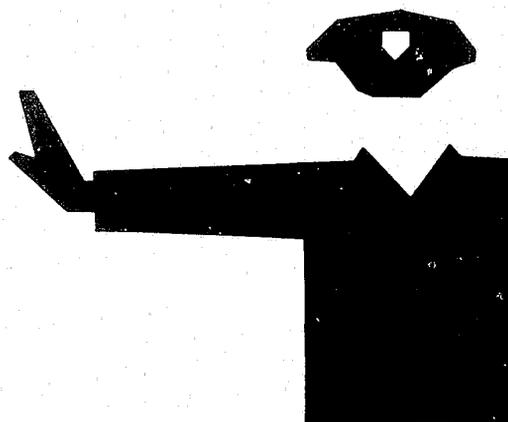

**Manual for Police Traffic Services
Personnel Performance
Evaluation System**

Volume

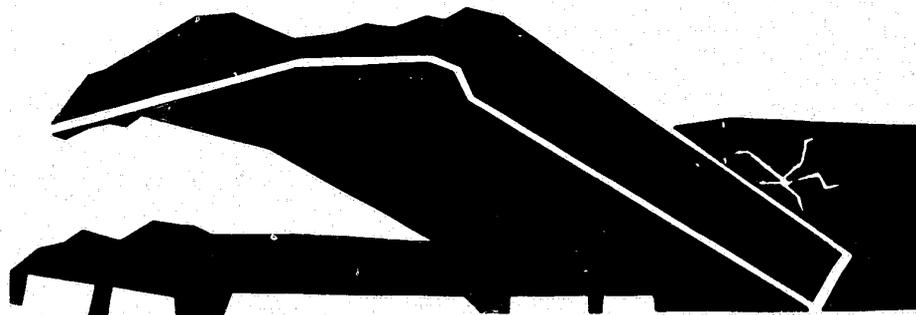


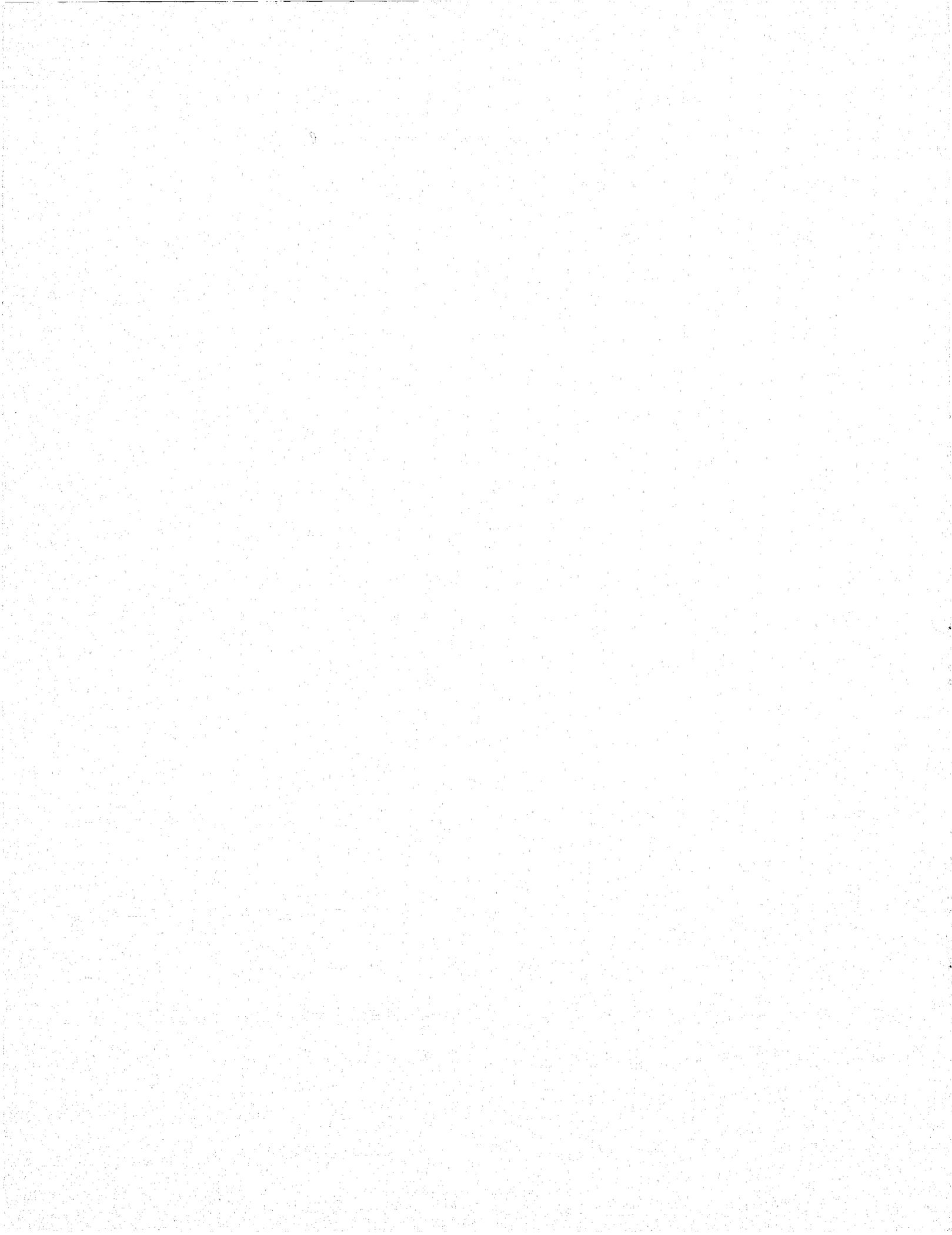
Supervisor's Guide

September 1977



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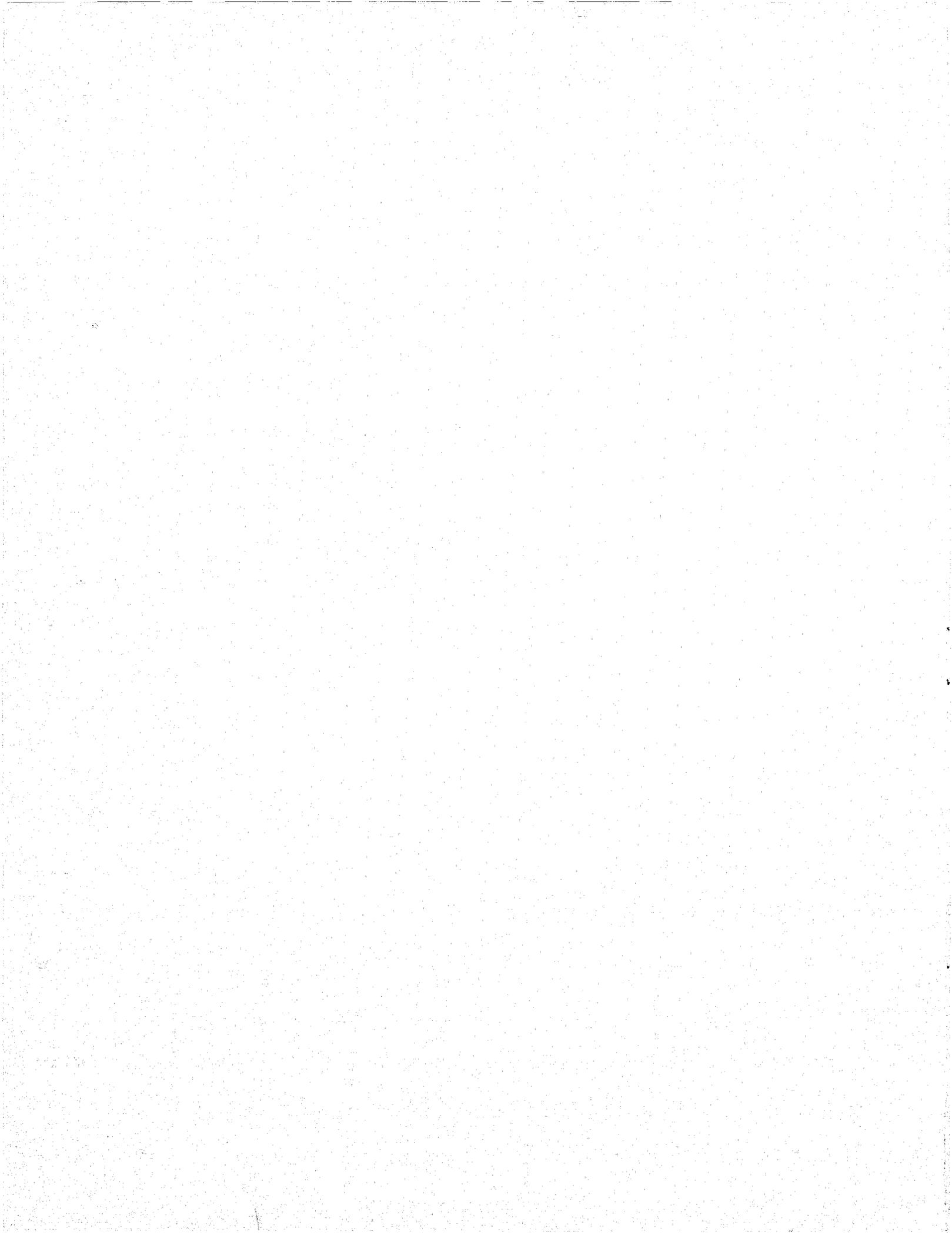
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September 1977

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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 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 is applied, it can be anticipated that traffic law compliance and, thus, safety will increase.

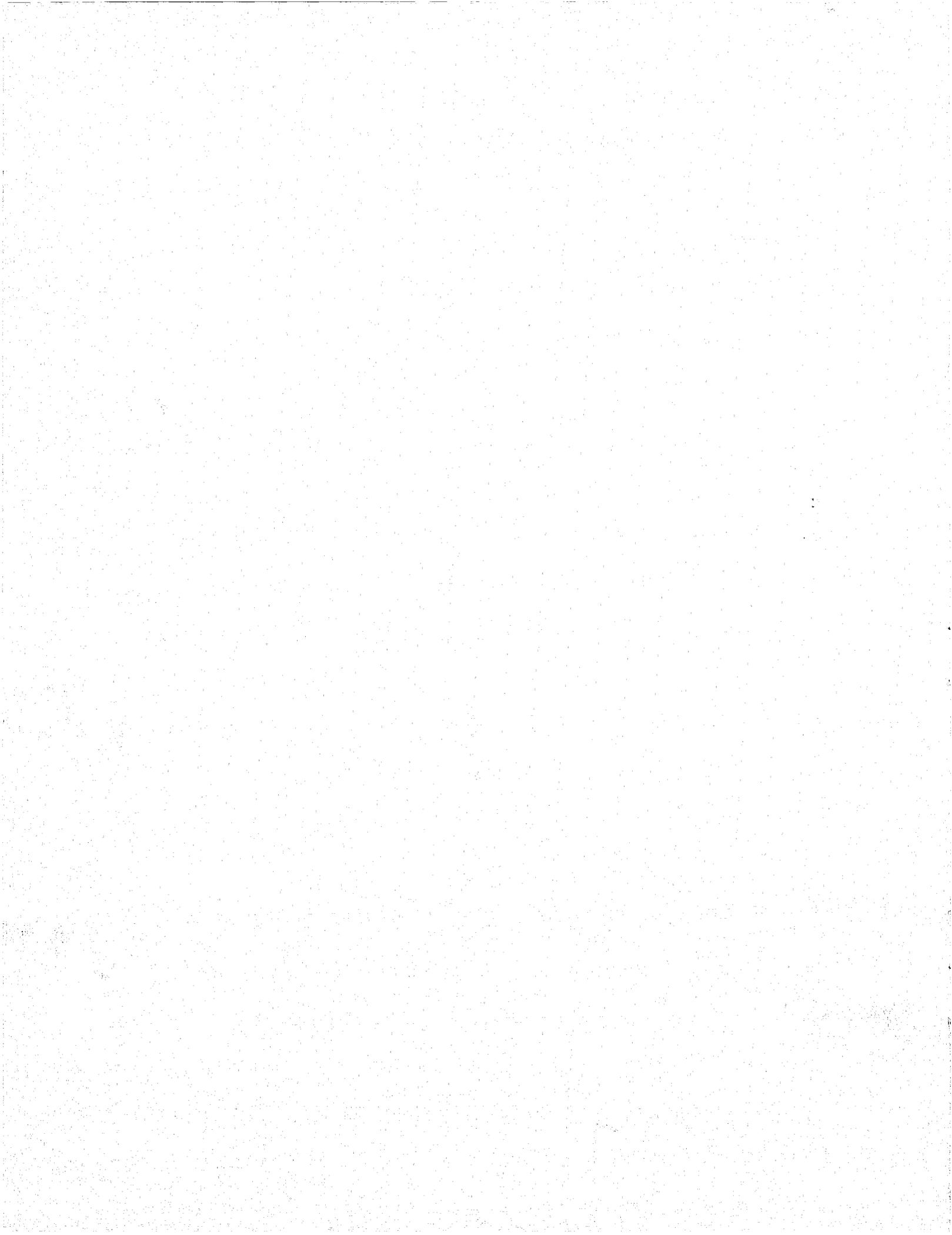
This system has been designed to provide a reasonably precise measure of a patrolman's actual performance of police traffic services. This is an important characteristic. The measures are of specific, defined parts of the patrolman's job and they are quantitative. The measures are not subjective. In 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 first-line supervisory function, this system allows the supervisor, i.e., typically the sergeant, to measure the performance of each of his men who have been assigned any duty within the area of police traffic services. The value of this to the sergeant is that it tells him what the specific strengths and weaknesses are within his platoon (or other group). Knowing this, the sergeant will be able to employ his men more effectively in traffic assignments. He will also be able to take appropriate commendation or corrective actions as the need is indicated.

The products of this system relative to amount and quality of performance are used by the sergeant in the same way that he uses any personnel evaluation—even his personal, highly subjective assessments. The chief virtue of this system in contrast to many other means of evaluation is that it provides a quantitative measure of performance of clearly defined tasks. Further, it allows for a complete and systematic analysis of the quality of performance, the results of which lead quite directly to appropriate supervisory actions. The obvious limitation of this system is that it considers only traffic duties which are, for most police officers, only a part of a bigger job.

To begin using this system, the supervisor is requested to read this volume of the Manual (*Volume II: Supervisor's Guide*) in the order in which it is printed. The Manual has been put together in a logical order, such that full understanding of one part is dependent on the reading and understanding of all preceding parts. If the reader goes first to the end of the Manual (which includes the forms and detailed instructions), he will find most likely that he does not understand some of the system's features. This can be avoided by a careful reading of this document from the beginning.

The Manual for this system also includes *Volume I: Management and Implementation*. That document contains a more detailed discussion of the background of this system as well as information about the use of system results in management functions. It is not anticipated that the first-line supervisor will need that information. However, if Volume I is available and the supervisor is interested, he will gain further background in PTS evaluation by reading it. Usually, the sergeant (or other first-line supervisor) will need to read only Volume II.



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Introduction

This system for personnel performance evaluation produces results that will be used by first-line supervisors in much the same way that the results of any method of personnel evaluation will be used. This is simply to say that this system helps the supervisor answer two questions about each of the men assigned to him: 1) How well is each officer performing his job, and 2) is the performance up to my standards of expectations? Any approach to personnel evaluation attempts to address these questions. Even a supervisor's personal, highly subjective assessments of his men can provide a basis for answering these questions. There are, however, two features of the system described in this Manual that set it apart from any other approach to personnel evaluation and make it especially useful to the first-line police supervisor. These are that it is concerned only with police traffic services and that it is a quantitative system. In the next two sections there is some discussion of these two features that will serve to introduce the specific guidance and directions for using the system that make up the major part of this Manual.

A. Police Traffic Services

Police Traffic Services, or PTS as they will be referred to in this Manual, consist of all those things 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. While there would almost certainly be good agreement among all police supervisors as to what makes up PTS, there is shown in figure 1 an outline of PTS as defined for this system. The purpose of this is simply to insure that all readers have the same organization of PTS activities in mind as they go through the rest of this Manual.

What is special about being solely concerned with PTS is that evaluation is based on a specific, precisely defined job. With this kind of description available, it has been possible to develop detailed factors for PTS evaluation including both quantitative measures and qualitative evaluation. These detailed factors are described in Section C (Page 8).

There can be little disagreement with the fact that PTS has been defined in detail or that logical evaluative measures have been developed. However, a question may be raised about the utility of making such an analysis of PTS. The argument has been advanced that the amount of PTS delivered and the emphasis given to PTS both vary considerably among police agencies. There is also a further suggestion often made that PTS is not nearly as important as police activities in other areas, such as criminal justice or crime deterrence. While there may be a measure of validity to that position, PTS must be accorded a fairly high level of importance if only because of the total police manpower allocated to it throughout the country. Further, the

cost of traffic accidents in lives, dollars and property justifies granting very high priority to PTS.

In summary, then, this system for personnel evaluation deals with PTS as a well defined job for which evaluative factors can be precisely established. The PTS function, even though it may only be a part of any police officer's total job, is of a magnitude that warrants the detailed evaluation that this system provides.

B. Quantitative Personnel Evaluation

The fact that the system described here is a quantitative system was mentioned earlier as an important basic characteristic. There are several aspects to this. The system is quantitative basically because it is based on the job of PTS which can be analyzed into parts that are measurable. The quantitative characteristics, i.e., the amount of work produced, is important because it reduces the effect of the supervisor's attitudes or feelings and increases the likelihood that the evaluation will be objective. Further, quantitative measures allow for more systematic comparisons among individuals and for combining individual measures into indicators of group performance. This latter aspect is of special interest since the measurement of effectiveness in traffic services has long been a concern of such police organizations as the IACP and the Traffic Institute (Northwestern University).

Personnel evaluation of whatever form is an important part of the first-line supervisor's job. The supervisor must use some concept of personnel performance in making his own decisions about assignment of personnel, counselling, training, etc. He must also make inputs to decisions about advancement and promotion and help provide answers to questions about the "productivity" of his department. In all of these applications, quantitative measures are easier to use and, because they can be more objective, they can be more accurate statements of performance than the supervisor's unaided opinion.

The concept of productivity mentioned above warrants some further comment. First, as to what is not. Productivity is not another name for "quotas." Productivity refers to measures of job performance to be used in comparison to *expected* levels of performance. In other words, given a certain physical environment, highway type and condition, time of day, season of year, etc., it is possible to state about how many traffic contacts can be expected in total. Further, it is equally easy to develop an expectation of the distribution of these contacts among various types of offenses. Finally, with such expectations established, it is fairly simple to estimate patterns of patrol (moving, stationary, road check, etc.) that would most effectively cope with the anticipated situation. If now the officer's

¹The development of this system followed a carefully planned approach. The content of the PTS description, the measures of performance and the evaluative factors were all subjected to critical review by operational police agencies as well as by the Traffic Institute of Northwestern University. The interested reader will find a fuller description of the development process as well as the "PTS Model Job Description" in Volume I of this Manual (*Management and Implementation*). Also, there is a complete technical report of each of the studies that led to this system. The interested reader should contact the NHTSA representative listed inside the front cover for information about the availability and ordering of these reports.

performance is observed and recorded in terms of these expectations, it becomes an easy matter to describe how well the officer has met expectations—which is to say, how productive he has been.

Quotas, which might be erroneously considered “productivity measures,” are commonly just arbitrary levels. (It might be noted here, however, that the idea of quotas is not presently in very wide acceptance and will most likely disappear from police operations.) On the other hand, true productivity is becoming a more and more important concept in police work. Just as in any job, the police officer is expected to “do a good day’s work.” Further, as a public servant, the police officer, along with all other governmental employees, is coming under ever closer examination as the costs of government rise.

The use of a quantitative personnel evaluation system implies, of course, the use of measures. The form and content of measures used in this PTS system have been defined and tested and are described in this Manual. To implement these measures, the supervisor must first accumulate the data on which the measures are based. This system provides for an Activity Report as the means for collecting data. The report can be adapted to the specific needs of each agency. A second part of implementation is to develop standards against which to compare the measures. The system includes guidance for the supervisor to establish standard values drawing on his own experience as well as departmental policy or procedures.

One final comment about the measures and the quantitative system has to do with the mechanics of the system. Obviously, if the system uses quantitative data, there must be some processing of the data. A premise of this system is that such processing will be the responsibility of the supervisor. However, it is not necessary or expected that he will actually do the processing or arithmetic involved. The resources and size of a given department will determine how the data are handled. If a department is small or if only a few officers are involved in traffic, the supervisor might well do all of the required processing. The processing is simple and this Manual gives detailed instructions so the burden would not be great. In departments where clerical aid and possibly automatic data processing are available, the processing can be incorporated into either manual or computer routines consistent with other data processing procedures.

This Manual describes the way in which a supervisor will adapt and implement this system to his own needs and the demands of his department. By way of further background for the specific directions, the next section of this Manual describes the evaluative factors on which this system is based.

C. PTS Evaluative Factors

The evaluation system described in this Manual is based on a specific set of *factors*. Each factor represents a particular segment of police traffic services; as a group, all of the factors represent the total set of tasks that make up police traffic services tasks performed by patrolmen. The system requires the supervisor to make a separate judgment of a patrolman’s work relative to each factor. In this way, the supervisor can identify specific strengths and weaknesses in a man’s work; that is, the supervisor can use the system to find out which tasks a patrolman performs exceptionally well, which ones he does adequately but not exceptionally, and which ones require improvement.

There are eight such factors which encompass all activities that can be classified as PTS. These factors are:

1. Performs Patrol
2. Makes Traffic Violation Stop

3. Evaluates Violation and Selects Enforcement
4. Issues Enforcement Action
5. Manages and Investigates Traffic Accidents
6. Prepares and Presents Traffic-Related Evidence and Testimony
7. Provides Highway Service and Assistance
8. Directs and Controls Traffic

These factors are derived from the PTS job description data referred to in Volume I, Page 2. It is not intended that any one department would use all of these factors. The mission of a given department as well as the priorities will determine which factors are to be considered by a supervisor. The supervisor will be directed as to which of these factors to consider, but he will even so have the option of using only those that apply to a given patrolman for a given evaluation period. Each of the factors is described below.

Factor No. 1—Performs Patrol

This factor aids the supervisor in determining how well a patrolman uses his patrol resources to observe traffic to detect traffic law violations. The factor looks at how a patrolman spends his time and at the patrol techniques he uses. The idea behind this factor is simple: a patrolman cannot do an effective job in enforcing traffic laws unless he conducts his patrol in a way that will give him the best opportunity to detect violations. Of course, no patrolman can possibly observe all or even most of the traffic violations that occur in his beat; he can’t be everywhere at once. But, a patrolman ought to detect as many violations as are consistent with his other duties. He should also try to detect all *kinds* of violations. For example, a patrolman who tends to detect only speeding violations probably is not doing a very effective job. Although speeding can lead to accidents, so can such other violations as improper turns, following too closely and defective vehicle equipment. In most cases, a supervisor will expect his men to take enforcement actions against a wide variety of traffic offenses. If the man is to do that job, he must know *how* to detect these different offenses, and he must be able to choose and use patrol techniques that are most appropriate for these offenses.

Although not all police agencies permit and use the same types of patrol techniques, four types of patrol are in fairly common use:

- *Moving patrol*—The patrolman drives his vehicle through-out 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. Moving patrol allows the officer to “cover” his beat, and it often will expose him to many different kinds of traffic violations. On the other hand, it may not be the *best* technique for detecting certain kinds of violations.
- *Stationary surveillance*—the patrolman stops and positions his vehicle at some selected point and observes traffic in the immediate neighborhood. Of course, the officer continues to remain alert for all violations; but usually, he is concentrating on a limited range of traffic offenses when he conducts stationary surveillance. For example, stationary surveillance might be employed near an intersection where there have been complaints of stop sign violations. Also, stationary surveillance often is associated with the use of radar to focus on speeding violations. Stationary surveillance allows patrol resources to concentrate on certain key violations and/or locations, but at the

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| <p>I. Traffic Law Enforcement</p> <ul style="list-style-type: none"> A. Conduct surveillance of traffic B. Observe (detect) traffic law violation C. Apprehend violator <p>II. Accident Scene Management and Investigation</p> <ul style="list-style-type: none"> A. Obtain accident location and information B. Plan route to accident scene C. Evaluate need for equipment and special personnel D. Proceed to accident scene E. Manage accident scene F. Conduct investigation G. Take enforcement action H. Return accident scene to normal I. Carry out follow-up investigations and procedures (such as obtaining chemical test results) J. Prepare required reports and testimony statements <p>III. Traffic Direction and Control</p> <ul style="list-style-type: none"> A. Manually direct and control vehicular traffic B. Manually direct and control pedestrian traffic | <ul style="list-style-type: none"> C. Provide special escort as for parades, funerals and hazardous materials D. Observe violations while conducting any of above direction and control modes E. Take enforcement action as appropriate F. Conduct routine parking inspection and enforcement as assigned <p>IV. Court System Interaction</p> <ul style="list-style-type: none"> A. Collect and prepare testimony B. Collect and prepare physical evidence C. Testify and present evidence in court hearing or trial <p>V. Motorist Assistance</p> <ul style="list-style-type: none"> A. Provide emergency medical service to ill or injured motorists and passengers B. Provide assistance to motorists experiencing vehicle failures C. Provide directional and highway and traffic status information to motorists on request or as needed (to individual motorists or to all traffic at a traffic stop) D. Maintain appropriate demeanor and appearance |
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FIGURE 1. AN OUTLINE OF POLICE TRAFFIC SERVICE ACTIVITIES

expense of other types of offenses.

- *Traffic road checks*—again, the patrolman stops and positions his vehicle at some point. He then randomly or systematically stops oncoming vehicles, usually for the purpose of conducting field inspections. Traffic road checks, therefore, 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 road check.
- *Planned selective surveillance*—this type of patrol may be a special case of any of the other three. 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 patrolman's discretion. It is used to concentrate patrol resources on a specific type of violation. A common example is the use of special patrols concentrating on drinking-driving violators; in that case, the patrolman may use a combination of moving patrol and stationary surveillance, but he devotes almost all of this attention to detecting and apprehending individuals who are operating under the influence. There are, of course, many other examples of planned selective surveillance patrol.

To the extent that the officer controls his own allocation of time, this factor should be evaluated. Further, the supervisor should evaluate every patrolman as to the quality of performance including operation and care of vehicle and equipment, planning for patrol and observation of traffic. By doing this evaluation, the supervisor will be able to answer the following questions:

- What percent of his patrol time has the officer devoted to each of the patrol techniques that are available to him?
- Has the patrolman spent his time wisely; that is, has he spent either too little or too much time using any type of patrol?
- Does the patrolman operate his patrol vehicle and equipment properly?
- Does the patrolman properly plan his patrol activities?
- When he is on patrol, does he do a good job in monitoring traffic to detect violations and other conditions needing his attention?

Factor No. 2—Makes Traffic Violation Stop

This factor allows the supervisor to evaluate the "stops" a patrolman makes. The factor looks at all of the cases where the patrolman encounters an individual to investigate a possible traffic law violation. Conducting patrol is the first step in traffic law enforcement; stopping (or contacting) a suspected violator is the second step. In order to do an effective job, the patrolman first must know how to recognize a violation and must remain alert for indications and patterns of violations. If special equipment (such as radar) is used to detect violations, the patrolman must know how to operate that equipment. Once he has detected a violation, he must make the stop. That means that he must know how to conduct a pursuit, signal the stop command to the violator, select the best possible location for the stop, and properly position his vehicle at the scene. The supervisor, therefore, must be able to determine the patrolman's capabilities in recognizing violations, operating equipment, conducting pursuits, and making stops if he is to conduct a proper evaluation. It is important for the supervisor to know how many stops the patrolman makes. It is *equally* important to know whether the patrolman has the skills he needs to make proper stops. These are the purposes of this second factor. It is designed so that the supervisor can answer the following questions:

- How many stops has the officer made while conducting patrol?
- Is his number of stops reasonable, that is, has he apprehended as many violators as he should?
- Does the patrolman know how to recognize traffic violations?
- Does he know the indicators (symptoms) of traffic violations, and does he know how violations tend to vary from place to place and from one time of day to another?
- Can he properly operate any special-purpose equipment that he has to help detect violations?
- Does he know how to conduct a pursuit properly?
- Does he know how to make a stop properly?

Factor No. 3—Evaluates Violation and Selects Enforcement

Once the patrolman has stopped a suspected violator, he must select the appropriate enforcement action to be taken. This selection should be based in part on information the

patrolman obtained when he detected and pursued the violator. It also must be based on information he obtained *after* the violator was stopped. Traffic law violations are not always as simple as they first appear. It is not uncommon that a relatively "minor" violation may lead to discovery of a more severe offense. For example, individuals apprehended for stop sign violations or equipment defects may prove to be under the influence of alcohol, operating a stolen vehicle, in possession of contraband material, etc. A patrolman who bases his enforcement actions solely on the "first impressions" of the situation with little or no evaluative investigation after the stop would not be performing his tasks properly. Similarly, there may be circumstances behind the violation that require the officer's attention. For example, the violation may stem from a health or emergency problem affecting the driver or a passenger; this may or may not affect the ultimate enforcement action, but it may well create a need for special services on the part of the patrolman (e.g., first-aid, etc.) Again, the officer must possess the skills necessary for an adequate investigation to uncover these circumstances. The supervisor must be able to evaluate how well the patrolman can apply these skills.

The patrolman's selection of enforcement actions serves as an indicator of his skills as an investigator. The enforcement actions also indicate the types of violators he has apprehended. Certain types of violations may require a physical (custodial) *arrest*. This generally is true of drinking-driving offenses and certain reckless driving and speeding violations (as well as numerous non-traffic offenses that may be uncovered after the stop is made). For many traffic violations, the proper action would be to issue a *citation* (summons), after which the driver would be released. Some agencies may also permit issuance of *written warnings*, which are official notifications of violations, usually such as equipment defects or regulatory violations. Again, depending on policy, *verbal warnings* may be a permitted enforcement action. Finally, the officer's investigation sometimes might disclose that no violation has occurred, in which case *no action* should be taken. Because the supervisor will expect that the patrolman will detect a reasonable "mix" of violations, he will also expect that the patrolman's enforcement actions will show some combination of arrests, citations, written warnings, verbal warnings and no actions.

The supervisor therefore needs to evaluate the types of stops a patrolman makes and his skills as an investigator in these stops. These are the purposes of this third factor. It is designed so that the supervisor can answer the following questions:

- How often has the patrolman selected the various types of enforcement actions, that is, how many of his stops resulted in arrests, citations, written warnings, etc.?
- Is this blend of enforcement actions reasonable?
- Does the patrolman follow proper procedures in approaching the vehicle and violator after the stop is made?
- Does he properly interview and investigate the violator?
- Does he properly examine and investigate the vehicle?
- Does he collect and obtain all appropriate information and evidence to determine the proper action to be taken and to support the charge in court?
- Does he select the appropriate action for each case?

The supervisor will take special note of the procedures used by the officer in interviewing the violator and taking information. These activities for the stops that result in a court appearance are also considered under Factor No. 6—Prepares and Presents Traffic-Related Evidence and Testimony.

Factor No. 4—Issues Enforcement Action

Once the patrolman has selected an enforcement action, he must take or issue that action. This may seem to be very straightforward and require no evaluation by the supervisor. However, it involves a number of tasks that are very important even though they may be routine. For example, the violator must be informed of the enforcement action; the violator may react to this in a variety of ways, and the patrolman must be alert to these reactions and capable of dealing with them. There are forms that must be completed, such as citation forms, arrest reports, written warnings, etc. The patrolman must know how to complete these, and he must do so properly and transmit copies to all appropriate personnel. After taking the enforcement action, the patrolman must properly terminate his activities at the scene of the stop. This almost always requires that he give notification to the dispatcher, and in many cases it requires that he assist the stopped motorist in returning safely to the traffic flow. The supervisor should be concerned with determining how well the patrolman performs all of these activities.

Evaluation of the patrolman's performance in taking enforcement actions also provides the supervisor an opportunity to examine closely the kinds of violators the patrolman has apprehended. Knowing that the patrolman has made a certain number of arrests and issued certain numbers of citations and written warnings provides the supervisor with one indicator of the patrolman's work in traffic law enforcement. It is at least equally important that the supervisor know the types of *charges* made in these arrests, citations, and warnings. For example, the supervisor may wish to know how many of the arrests were for drinking-driving, how many were for other traffic offenses, and how many were for non-traffic offenses; similarly, he may wish to know how many of the citations were for moving violations and how many were for equipment or regulatory violations. This information will help the supervisor to determine whether the patrolman is detecting and apprehending a reasonable "mix" of violations or whether he is focusing too much on certain offenses at the expense of others.

To complete the evaluation of a patrolman's performance in traffic law enforcement, therefore, the supervisor needs to know the kinds of charges the patrolman files and his skills in following the procedures required to file those charges. These are the purposes of this fourth factor. It is designed so that the supervisor can answer the following questions:

- What types of charges were issued by the patrolman, that is, what kinds of offenses were involved in his arrests, citations, etc.?
- Does this represent a reasonable blend of charges?
- Does the patrolman follow proper procedures in informing suspects of the enforcement actions?
- Does he properly issue citations and warnings?
- Does he follow proper procedures in making physical arrests?
- Does he perform properly all tasks required in terminating his activities at the scene of the stop?
- Does he transmit properly completed forms and reports to all appropriate personnel?

The supervisor will take special note of the procedures followed by the officer to inform the violator of the charges as well as the activities involved in completing the citation and other forms. Also, the relevancy of the charge to the violation should be noted. All of these activities as well as actual arrest

procedures will be considered again in evaluation of Factor No. 6—Prepares and Presents Traffic-Related Evidence and Testimony for those enforcement actions which go into court.

Factor No. 5—Manages and Investigates Traffic Accidents

This factor aids the supervisor in evaluating the officer's performance of activities required to investigate traffic accidents and to control the accident scene. In some respects, these activities are the most important police traffic service tasks. First, they may involve situations where there is an immediate threat to life, and the officer must act quickly and correctly to eliminate that threat. Second, the basic goal of police traffic services is to reduce crashes; accident investigation provides information on the causes of crashes that permits patrol resources to be allocated most effectively. Finally, accident management and investigation often places major demands on police traffic service resources; severe crashes may occupy 5 or more patrol man-hours. Thus, the patrolman must be able to perform accident management and investigation tasks efficiently to minimize the interruption of other services.

In order to evaluate these activities, the supervisor first needs to know how many accidents the patrolman has investigated. He should consider this number separately for each of the major categories of accidents, that is, the numbers of fatal accidents, injury accidents, and property damage accidents; the specific activities required may differ from one category to another, and the time that the officer spends in his investigation may also differ among these categories. The supervisor also would want to keep track of the average investigation time, since this provides an indication of how efficiently the patrolman performs his activities. Of course, the supervisor also needs to examine the quality of the patrolman's accident investigation work.

This fifth factor is intended to provide the supervisor with the information discussed above by providing answers to the following questions:

- What percentage of the patrolman's accident investigations resulted in enforcement action?
- Is this percentage reasonable?
- On the average, how much time did the patrolman spend in each accident investigation?
- Is this average time reasonable?
- Does the officer proceed to accident scenes properly?
- Does he know how to identify and provide on-the-scene management services?
- Does he know how to conduct a proper investigation?
- Does he properly conclude his management and investigation activities?

Factor No. 6—Prepares and Presents Traffic-Related Evidence and Testimony

This factor aids the supervisor in evaluating the ultimate outcome of a patrolman's enforcement actions. The idea behind this factor is that conviction rate, i.e., the percentage of charges filed that result in convictions, is an indicator of the officer's performance in gathering and preserving evidence and in testifying in court, and that it also serves as an indicator of the quality of his enforcement actions. It is certainly true that a supervisor would consider a patrolman's work to be poor if his charges rarely or never stood up in court. The difficulty in applying this factor is that conviction rate is influenced by many things that are beyond the officer's control. These include the prosecutor's skill, the attitudes and biases of juries (and

judges), the court's policy relative to plea bargaining, etc. Nevertheless, the supervisor should expect that each of his patrolmen will be sufficiently skilled in conducting investigations and presenting testimony to achieve a reasonably high conviction rate.

The adjudication of traffic violations may or may not require the officer to appear in court. In many police agencies the vast majority of citations are processed at a "violations bureau." That is, the violator simply forfeits his bond (pays his fine, in layman's terms) rather than contesting the charge. In the case of certain traffic violations, a court appearance may be mandatory. Even then, however, many violators simply will enter a guilty plea, either to the original charge or to a lesser charge agreed to by the prosecutor. In general, then, most patrolmen probably are called upon to present testimony and evidence in court for only a small percentage of the traffic-related enforcement actions they take. This fact must be taken into account by the supervisor when he evaluates their performance.

The purpose of this sixth factor is to examine the conviction rate (i.e., both court and violation bureau) of a patrolman's traffic-related charges and to examine the patrolman's skills in preparing for and presenting testimony in court. The factor is designed so that the supervisor can answer the following questions:

- What is the overall rate of convictions for the patrolman?
- What is his conviction rate for those cases that were adjudicated in court?
- Are these conviction rates acceptable?
- Does the officer properly prepare for his court appearances?
- Does he maintain an appropriate demeanor and appearance in court?
- Does he follow correct procedures of testimony and evidence?

The supervisor will include, in his evaluation of this factor, information about the enforcement decisions and actions that is developed in connection with Factors 3 and 4 (see Pages 3 and 4).

Factor No. 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. There are numerous types of highway service and assistance which an officer may be called on to provide. Perhaps the most common are the following four:

- Rendering assistance to motorists who are ill, lost, or whose vehicles are disabled.
- Investigation and/or removal of abandoned vehicles.
- Investigation, reporting, or removal of roadway debris and other hazardous conditions.
- Investigation and reporting of inoperative or ineffective traffic control devices.

In addition, requirements for highway service and assistance can arise during any other police traffic service. For example, it is common for motorists to stop and ask directions from officers performing traffic direction and control or accident scene management and investigation. But, the majority of highway service and assistance events will occur when the officer is on patrol, and especially moving patrol. Therefore, the more time an officer spends on patrol, the more highway service and assistance stops he would be expected to make. The supervisor

must carefully consider how much patrol time the officer has recorded when he looks at the number of service and assistance stops the officer has made.

The purposes of this seventh factor are to examine the number of highway service and assistance stops an officer has made, the time he has spent in those stops, and his skills in providing the appropriate service and assistance. The factor is designed so that the supervisor can answer the following questions:

- How many highway service and assistance stops has the officer made per hour of patrol?
- Is this rate of stops acceptable?
- What is the average time that the officer has spent in these highway service and assistance stops?
- Is that average time reasonable?
- Does he know how and when to make a service and assistance stop?
- Does he properly select and provide the assistance that is needed?
- Does he properly conclude his activities once the assistance has been provided?

Factor No. 8—Directs and Controls Traffic

This factor aids the supervisor in evaluating an officer's performance in a different police traffic service, namely, traffic direction and control (TDC). There are two general types of TDC:

- *Assigned TDC*—this is a planned, scheduled activity. It includes the familiar point or intersection traffic control that was very common before there was widespread use of electric traffic control signals; this type of activity still is routinely performed by many agencies, although it seldom is a full-time assignment for any officer. More common examples of assigned TDC include special event traffic control, such as that used for parades, sports, events, etc., and special escort services, such as those provided for funeral processions, convoy of hazardous materials, etc.
- *As-Needed TDC*—this involves the same basic tasks as does assigned TDC. The distinction is that the activity is not planned, but rather is conducted in response to an unexpected situation. Typically, as-needed TDC is performed when an officer on patrol either comes upon or is dispatched to a congested traffic scene. These scenes occur at locations where an accident has occurred, or where a traffic control light has malfunctioned, or where there is debris on the roadway, etc. The officer then interrupts his patrol to provide point traffic control until the malfunction or obstruction is corrected, or until he is relieved of that duty.

The need for a supervisor to evaluate a patrolman's performance of TDC is often questioned. Some supervisors would argue that the tasks involved in TDC are totally routine and very simple, so that there would rarely be any problems in performance. Others would point out that their officers almost never are assigned to TDC and only rarely encounter requirements for "as-needed TDC," so that these tasks occupy very little of their

time. Both of these arguments have some merit, and it may indeed be true that in many cases a supervisor would not have to evaluate a specific officer relative to TDC. But, the control and direction of traffic remains a legitimate part of police traffic services. This factor has been incorporated into the evaluation system to provide for those instances where TDC has occupied a noticeable portion of a patrolman's time. Supervisors who find that, during the evaluation period, a particular officer has had *very* little exposure to TDC can and should discard this factor from that officer's evaluation.

Assuming that the supervisor feels it is appropriate to evaluate an officer's performance of TDC, his first concern should be with the amount of time the officer has devoted to that activity. This is *not* intended to suggest that an officer usually has an opportunity to "speed up" traffic control. Usually, he will have to continue to perform this service until the obstruction is corrected or until his assignment is completed. But, it can be very useful for the supervisor to know how much time has been spent in TDC as compared to *on patrol*. First, this will tell the supervisor how much emphasis he should devote to the two activities when reaching an overall conclusion about the officer's police traffic services work. If the officer spent many more hours on patrol than he did on TDC, then his traffic law enforcement work should play a much greater role in his evaluation. On the other hand, if TDC occupied a great deal of the officer's time, it should receive correspondingly more attention in his evaluation. Second, comparison of patrol time to TDC time can indicate to the supervisor how attentive the patrolman is to as-needed TDC. Presumably, the more time the officer spends on patrol (especially moving patrol), the more likely he will be to encounter needs for performing traffic control. The supervisor can compare the times spent to determine whether the officer has responded to a reasonable number of these needs.

In addition to the time an officer spends in TDC, the supervisor, of course, is concerned with the quality of that activity. He needs to determine whether the officer can recognize a need to exercise manual control of traffic, and whether he knows how to exercise this control by positioning himself properly and employing appropriate signals and gestures. For this factor particularly, there is a requirement that the supervisor find the means for direct observation of his officers to a greater extent than is often the case at present.

The purposes of this last factor, then, are to examine the time an officer has spent in TDC and the quality of his work during that time. The factor is designed so that the supervisor can answer the following questions:

- How does the officer's TDC time compare with his patrol time?
- Is the ratio of patrol time to TDC time reasonable?
- Does the officer use proper judgment in determining the need for manual control of traffic?
- Does he use proper procedures and techniques in regulating traffic?
- Does he properly prepare for and implement special traffic escort?

Using the PTS Personnel Performance Evaluation System

A. General

The evaluation system can be effective only if the supervisor understands his responsibilities and is diligent in carrying them out. This part of the Manual describes the overall responsibilities of the supervisor. Also, specific instructions for using the system are presented here along with the forms used for data collection and evaluation processes.

So far as is possible, these instructions follow a logical sequence from initial implementation of the system through a completed evaluation. Also where possible, the instructions are presented as a step-by-step guide to the use of the various forms. It must be recognized, however, that this system is a supervisory tool; it is not a replacement for supervisory judgment. Also, the system has been designed to help the supervisor apply his own PTS technical skills to evaluation; nothing about the system can take the place of that skill and experience. Thus, the system is only a framework for applying the supervisor's judgment and skill. The supervisor should keep this in mind as he reads and uses the instructions.

Prior to implementing the system, the supervisor first must become informed of the department's policy concerning the use of the system and the extent of coverage, i.e., how much of all PTS will be evaluated. This is not a completely passive role for the supervisor. He must satisfy himself that he understands the policy. Also, he must be certain that he understands exactly how much of the system is to be employed and what priority or emphasis he is to give the various factors. It is suggested that the supervisor actually add to this Manual any policy and procedure statements concerning the use of this system. This will serve then as a continuing reference when he is actually using the system, particularly in setting performance standards as will be described later.

Each supervisor who uses this system is urged very strongly to make certain that he truly understands and applies his department's policy concerning the system. The importance of this is that the system has been designed for adaptation to the needs of any police agency involved with PTS, but the system by itself isn't at all useful to any given department. It must first be accepted at the management (command) level and a policy-based commitment made for using it. Then it must be adapted to the scope of services and priorities of the department. Obviously, the supervisor by himself does not do these things, but he must be aware of the importance of them and assure that, when they are done, he fully understands the policy and procedures.

The second step that is a supervisor's responsibility prior to implementing the system is to learn how the system is designed, how it applies to his department and precisely what he is expected to do when the system is operational. This *Supervisor's Guide* is intended to carry out the "training function." By reading and reviewing this document carefully, the supervisor can be expected to understand and become proficient in the use of the system.

A very strong warning must be inserted here. The system cannot be expected to work effectively (if at all) if the supervisor attempts to use this guide simply as a day-to-day procedural manual. The guide must be read and understood so that the supervisor can explain to his men what the system will do and what they are expected to do and so that he understands his own functions. The supervisor will no doubt use this guide for day-to-day help in operating the system, but he must first learn what the system is and how it works.

It is possible that, in a given department, formal training of some kind will be prepared and presented when the system is to be introduced. For example, a meeting of supervisors might be held for the purpose of explaining the policy and scope of coverage of the system. If such training should be provided, it will no doubt facilitate the supervisor's job; however, the supervisor must be responsible for his own proficiency by reading and reviewing this guide.

B. Data Collection

The supervisor's basic task in evaluation is to answer the questions addressed by each factor. The answers to the questions will be based on information, or data, concerning each patrolman's traffic service activities. Perhaps the most important source of data is the supervisor's observation of his men. The supervisor is expected to observe performance directly in the field and to review all records such as arrest records, citations, accident reports and similar "products" of the patrolman's traffic activity. This requirement for observation of performance is an important part of this system. However, it is not an unusual requirement since every supervisor in the regular conduct of his job will observe performance. What is special about this system is that the "evaluation factors" are, in effect, guides for the systematic observation of defined tasks or activities. This system also makes use of quantitative data about the kind and amount of traffic activities each officer performs. This data can only be collected by means of some kind of activity report that is completed by (or for) each patrolman. The activity report can be one that a given department already uses, or a form such as suggested later in this Manual can be used. Whatever the format, the report must include the following types of information:

- The total amount of time the patrolman was on duty.
- The amount of time the patrolman has spent on each type of police traffic service.
- The number of stops of suspected traffic law violators the patrolman made.
- The numbers of these stops that resulted in arrests, citations, written warnings, verbal warnings, and no enforcement actions.
- The number of highway service and assistance stops the patrolman made.
- The number of fatal, injury and property damage accidents he managed and/or investigated.

- The number and types of enforcement actions that resulted from these accident investigations.
- The number and types of specific charges that he filed against traffic law violators.
- The dispositions of the traffic-related charges that he filed.

Most police agencies currently use some form of activity report. It is possible that some agencies will find that their activity reports include all of the data listed above. But, it is more likely that existing activity reports overlook some of these data. To assist agencies in using this evaluation system, a model activity report has been prepared. Agencies may use this model activity report as it is, or they may modify it to suit their purposes. If the report is modified, the agency must ensure that it still contains all of the basic data listed above.

The model activity report is designed to be completed daily by each patrolman. The report is shown in figure 2. A weekly summary version of the report is shown in figure 3. The supervisor could instruct his men to submit each daily report, if he sees fit to do so. However, for evaluation purposes it would suffice if the patrolman submitted only the weekly summary. This would have the advantage of reducing the volume of paper that the supervisor would have to maintain and review in preparation for evaluation. The daily and weekly versions of the activity report have precisely the same format and structure. The instructions provided below for completing the report are directed to the daily version, but they also apply to the weekly version.

The activity report has six sections. Specific instructions for each section will now be presented.

Section One—Patrol

The first section of the daily report is designed to record how the officer spent his patrol time, how many suspected violators he stopped while on patrol, and the *major* enforcement action he took in each stop. Patrol time must be recorded individually

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	8:15-9:30 12:30-2:40		III ③			
Stationary Surveillance	9:30-11:10		III ③	I ①		
Traffic Road Checks	—					
Planned Selected Surveillance	—					

Section Two—Accident Investigation

The second section of the daily report is designed to record the number and types of accidents the patrolman managed and/or investigated, the amount of time he spent in this activity, and the type of enforcement action that resulted from his investigation. This information is to be recorded independently for each of the three major categories of accidents, i.e., fatal accidents, injury accidents, and property damage accidents. The enforcement actions taken are to be indicated as follows: hazardous violation enforcement, other violation enforcement, no enforcement, or investigation continuing. Each accident is to be recorded under *one and only one* of these columns.

It should be noted that an officer may be called to an acci-

dent scene but take no part in the actual investigation. For example, his role may be to direct traffic around the scene while other officers conduct the investigation. If this is the case, he should *not* record that time under Section Two of the report, but rather under Section Three (as needed TDC). Section Two should be used only to record times and events where the officer played an active role in the accident investigation.

It also should be noted that there may be cases where two or more officers play an active role in the accident investigation. When this occurs, *all* officers who actively participated should record the time and enforcement action on their activity report. A sample of Section Two is shown below as it might appear in a completed report.

for each *type* of patrol the officer used; that is, he must record how much time he spent on moving patrol, stationary surveillance, traffic road checks, and planned selective surveillance. Of course, during a typical day, the patrolman might conduct moving patrol, stationary surveillance, etc. during several different time periods. Section One of the report provides ample space for him to indicate the start and end times for each patrol period; at the end of shift, he could total the times for each type of patrol and record this in the space provided. The patrolman must also record his suspected violator stops independently for each type of patrol. Each stop must be recorded under *one and only one* of the major enforcement action columns. For example, if the patrolman stopped a suspect and subsequently arrested him for operating under the influence *and* issued him a written warning for a defective taillight, the stop would be recorded only under the arrest column.

A very important point to note here is that *only* suspected violator stops should be recorded in Section One. Stops made while on patrol to provide highway service and assistance or to conduct accident investigation or perform traffic direction and control are to be recorded in other sections of the report.

The following example may help to show how Section One of the report should be used. Suppose a patrolman working the 8:00 a.m. to 4:00 p.m. shift conducted his first moving patrol of the day from 8:15 to 9:30, during which he apprehended one violator and issued him a citation for following too closely. Suppose that from 9:30 to 11:10 he conducted a stationary surveillance using radar and stopped four speeders, three of whom were issued citations and one a written warning. Next, assume that non-patrol duties and a brief lunch break occupied him time until 12:30, at which point he resumed a moving patrol that lasted until 2:40, during which he apprehended and cited two violators, one for speeding and one for making an improper turn. Finally, suppose that at 2:40 he was dispatched to an accident scene and completed the remainder of his shift at that location. Section One of his activity report for that day should look as follows:

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	
	Nol-Pro	
	Dismissed	

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

TOTAL DUTY TIME FOR THE DAY

FIGURE 2. DAILY POLICE TRAFFIC SERVICES ACTIVITY REPORT

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

	HOURS SPENT BY DAY								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

FIGURE 3. WEEKLY POLICE TRAFFIC SERVICES ACTIVITY REPORT

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	1500-1730 (2 1/2 hrs.)				(1)
Injury Accidents					
Property Damage Accidents	0800-0810 1000-1030 (40 min.)	(1)		(1)	

Section Three—Other Police Traffic Services

The third section of the daily report is designed to record the number of events in which the officer performed traffic direction and control or highway service and assistance and the amount of time he spent in those activities. Traffic direction

and control time and events must be recorded independently for assigned TDC and as needed TDC. Each assignment, or stop, for these activities counts as one event. A completed example is shown below.

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

ACTIVITY TIME		Number of Events
Highway Service/ Assistance	0800-0810 1000-1030 1400-1415 (55 min.)	''' (3)
Assigned TDC		
As Needed TDC	1030-1045 (15 min.)	(1)

Section Four—Other Duty Time

The fourth section of the daily report is designed to record the amount of time the officer spent on activities not directly involving police traffic services. No specific categories of such activities are indicated on the model activity report, because these are expected to vary from one agency to another. When the officer performs a non-traffic service duty, he should write a description of the duty in one of the spaces provided and record the time spent.

- Meal breaks
- Time spent in booking suspects
- In-service training
- Assignment to headquarters
- Etc.

There are many examples of non-traffic service activities that should be recorded in Section Four. Some of the more common ones include:

Just below the section for "other duty time" on the daily form is a space to enter the "total duty time for the day." This time entered here should be the total of all PTS times and all "other duty times." This should indicate the total amount of time the patrolman was on duty that day. On the weekly summary form, there are spaces provided for each day's total and for a grand total of the week's duty time. A completed example of the daily form is shown below.

- Roll call briefing
- Court time

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

ACTIVITY TIME	
PRISONER TRANSFER	1300-1700 (4 hrs.)

TOTAL DUTY TIME FOR THE DAY

8 hrs.

Section Five—Charges Filed

The fifth section of the daily report is designed to record the numbers of specific charges filed by the officer in his enforcement actions. These charges must be recorded under three major categories: arrests, citations, and written warnings. Within each category, there are three types of charges. For arrests, these types are alcohol/drug-related traffic offenses, other traffic offenses, and non-traffic offenses. For citations and written warnings the types are moving violations, equipment/regulatory

violations and other violations (e.g., parking offenses).

Under the arrest category, the officer should record only those charges that would, *by themselves*, require a physical, custodial arrest. Under citations, he should record only those charges that would, *by themselves*, result in the suspect being issued a summons and being allowed to proceed without further detention.

Although it is not common, it is possible that an officer may file all three categories of charges against a single violator. For example, after being stopped and investigated, a violator might

be *arrested* for operating under the influence, issued a *citation* for a right-of-way violation, and issued a *written warning* for a defective taillight. The major enforcement action would be the physical arrest, and that is all that would be recorded for the stop in Section One of the activity report. But, in Section Five, three separate charges would be recorded: an arrest for an alcohol/drug-related traffic offense; a citation for a moving violation; and, a written warning for an equipment/regulatory violation. Another, perhaps more common, example would be a case where a violator apprehended for operating under the influence is found to be carrying a concealed weapon without a permit. In this case, two separate arrest charges would be filed and recorded, one for the alcohol/drug-related traffic offense and one for a non-traffic offense.

Many police agencies discourage their patrolmen from filing separate charges for related offenses. In the first example given above, for instance, the right-of-way violation probably would be viewed as a lesser-included offense of the operating-under-the-influence violation, and many supervisors would not wish to see a separate citation issued. This evaluation system neither encourages nor discourages the practice of taking separate actions on all offenses involved in a particular stop. That is up to the agency's and supervisor's policy. However, the evaluation system recognizes that there will be *some* instances where multiple charges will be filed against a single suspect, and that it is important for the supervisor to know all of the charges that his men are making.

Most of the charges recorded in Section Five of the activity report probably will come from enforcement actions which the officer took as a result of traffic stops. However, others will result from accident investigations, and perhaps even from highway service and assistance stops and traffic direction and control events. Of course, other charges may result from enforcement actions that were taken when the officer was performing non-traffic duties. The purpose of Section Five of the activity report is to record *all* charges filed by the officer in the course of the day, regardless of the duties he was performing while those charges were made.

Again, an example might help to clarify this section of the activity report. Suppose an officer had the following enforcement action events in the course of a day:

- Four violators apprehended while on moving patrol, two of whom were issued citations for speeding, one of whom was cited separately for speeding and following too closely, and one of whom received a written warning for a defective headlight.
- Three violators apprehended while on stationary surveillance, two of whom were cited for a traffic control device violation (failure to stop at a stop sign) and one of whom was cited both for the traffic control device violation as well as a defective muffler.
- One accident investigation, in which the driver was arrested for operating under the influence.
- One instance in which a highway service stop disclosed an expired inspection sticker, for which a written warning was issued.

Out of these nine events, 11 different charges were filed, including one arrest for an alcohol/drug-related traffic offense, seven citations for moving violations, one citation for an equipment/regulatory violation, and two written warnings for equipment/regulatory violation. Section Five of the officer's activity report should look as follows:

SECTION FIVE: NUMBER OF SPECIFIC CHARGES FILED

ARRESTS	Alcohol/Drug Related Traffic Offenses	1 (1)
	Other Traffic Related Offenses	
	Non-Traffic Offenses	
CITATIONS	Moving Violations	11 (7)
	Equipment/Regulatory Violations	1 (1)
	Other Violations	
WRITTEN WARNINGS	Moving Violations	
	Equipment/Regulatory Violations	11 (2)
	Other Violations	

Section Six—Charge Dispositions

The final section of the report is designed to record any dispositions of the officer's charges that were reached during the day. The two basic categories of charge dispositions are convictions and non-convictions. Each of these categories includes three separate sub-types.

For convictions, the sub-types are:

- bond forfeiture—the suspect does not contest the charge but simply “pays his fine” at the violations bureau. This type of disposition is equivalent to a guilty plea, but the suspect never appears in court. This type of disposition usually applies only to traffic citations, but it may account for the majority of dispositions of a patrolman's charges.
- convicted as charged—the suspect formally is found guilty in court on the original charge. This may occur because the suspect has entered a guilty plea. Or, he may plead not guilty, but lose the case.
- convicted on a lesser offense—this disposition usually occurs as a result of plea bargaining, i.e., the prosecutor agrees to “drop” the original charge in exchange for the suspect's agreement to plead guilty to a lesser charge.

For non-convictions, the sub-types are:

- not-guilty—the suspect contests the charge in court and wins the case.
- nol-pros (*nolle prosequi*)—the prosecutor elects not to prosecute the charge.
- dismissed—the charge is dropped altogether.

This section of the activity report assumes that an officer can learn the disposition of his charges. But, this often is not true. In particular, it is relatively rare that the officer (or even the policy agency) will be informed of the charges that are disposed of at the violations bureau through bond forfeitures. The officer will, of course, be aware of dispositions that are made in court, if he is present at the time. But he may not be present for those

cases where the disposition is affected by plea bargaining.

Section Six of the activity report, therefore, applies to the "ideal" situation where there is complete communication between the violations bureau, the court, the prosecutor's office, and the police agency. In order to use this evaluation system most effectively, the police agency and the supervisor should do everything possible to achieve this level of communication. If it cannot be achieved, it will be very difficult to obtain the data called for in Section Six of the activity report, and, therefore, it will be very difficult for the supervisor to use the part of the evaluation system that pertains to the officer's conviction rate (Factor No. 6—Prepares and Presents Traffic-Related Testimony and Evidence).

This concludes the instructions for using the model activity report. The supervisor should recognize that, with the possible exception of Section Six, all of the information called for in the report can easily be obtained by the officer. However, it is the supervisor's responsibility to see to it that his officers are instructed properly in the use of the report. The supervisor should use the preceding material as a guide for providing the instruction needed. Also, Appendix A of the manual contains a detailed example of how the activity report should be completed for a typical day's work by a patrolman. The supervisor should review Appendix A carefully, and refer to it when he instructs his men.

To summarize and conclude this section, data are needed to use the evaluation system and apply the eight factors. Much of the data needed can be obtained through a properly-designed activity report. A model activity report has been prepared to aid police agencies in using the evaluation system. Other needed data can be collected by the supervisor himself, in his role as the observer and reviewer of the work of his men. For instance, the only way in which the supervisor can tell how well an officer makes traffic stops, investigates accidents, interviews violators, testifies in court, etc., is to *observe* the officer in the performance of those tasks. Of course, the supervisor cannot be with the officer all of the time or even most of the time. But, the supervisor must make *some* observations. From time to time, the supervisor should ride with each officer during at least a portion of his patrol. Periodically, the supervisor should attend court when some of his officers are scheduled to appear. When word is received that an accident investigation is underway, the supervisor occasionally should go to the scene to monitor the work done.

Some supervisors might object that these activities would take up too much of their time. It is true that supervisors have many other duties and cannot devote all of their attention to observing their men. But, personnel evaluation is one of the most important responsibilities of the supervisor. He cannot afford *not* to spend a reasonable amount of time in observations. Every one of the evaluation factors requires the supervisor to make several ratings of an officer's performance. Unless the supervisor has made it a point to observe that officer on the job, those ratings will be based only on guesswork, and the entire evaluation may be invalid.

C. Quality Control

The entire evaluation system is based on data. As described in the preceding section, much of these data are supplied by the officer through his activity reports. Other data may be supplied by personnel at the violations bureau and at the courts. The supervisor is responsible for making sure that all of these data are submitted accurately and on time.

The supervisor's first task in this "quality control" is to train his officers in the use of the activity report. He should do this carefully and thoroughly. Each section of the report must be explained in detail, and all instructions must be carefully and clearly provided. Examples should be given whenever possible to clarify how the report is to be filled out. The supervisor probably will find that the instructions provided in Section B of this Manual will help him in training his officers; he also should make good use of the detailed example provided in Appendix A, a copy of which might be prepared and given to each officer.

Once the officers have been trained to use the activity report, the supervisor must make it a point to review each report that is submitted. Some mistakes will occur, especially in the beginning when the officers are still unfamiliar with the report. The supervisor must detect each mistake and correct it as soon as possible. In this way, problems will be "nipped in the bud." It might be a good idea to allow the officers to use the activity report for a 2 or 3 weeks' "trial period" before officially beginning use of the evaluation system. By the end of that trial period, most of the problems that will be faced will have been identified and corrected. Of course, the supervisor should encourage his officers to ask questions whenever they are uncertain as to how the activity report should be filled out.

The supervisor's next task in this step is to establish liaison with personnel at the violations bureau and the courts. At the violations bureau he should identify and meet with individuals who maintain records of the charges disposed of through that agency, and arrange to receive regular, periodic reports on each officer's charges. Of course, this liaison probably will be established formally by higher command levels at the police agency. But, the supervisor should be on a "first-name basis" with key violations bureau personnel. In this way, if any problems arise in reporting these data, the supervisor will be in a better position to clear them up. Liaison with court personnel is also important in order to receive information on charges disposed of in the courts. Also, the supervisor probably will want to receive comments from the prosecutors concerning the performance of specific officers in court. The supervisor must have a close working relationship with the prosecutors in order to obtain that information.

D. Data Processing

The information collected in the Activity Reports must be grouped in terms of the eight evaluative factors and some simple calculations must be performed in order to carry out the evaluation itself. The system includes two forms for this processing: *Traffic Activity Summary* and *Traffic Activity Measures*. Each of these forms is illustrated in this section of the guide, which also contains detailed instructions for the use of the forms. These instructions are written as though the compilation of data and the computations would be done manually by the supervisor. In some applications where relatively small numbers of officers are involved this might actually be done. However, this system can be used with any kind of data processing including computers. The instructions given in this manual can be easily translated into either clerical procedures, if such resources are available, or into computer programs. If computer data processing is available, all of the forms used in the system can also be adapted. The Activity Reports can be easily designed for use as computer input forms and the "summary" and the "measures" forms can be produced by the computer.

Instructions for the supervisor's use of the summary form follow.

TRAFFIC ACTIVITY SUMMARY

Officer Name _____
 Shield No. _____ Evaluation Date ____/____/____

Supervisor _____
 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 _____

FIGURE 4. TRAFFIC ACTIVITY SUMMARY FORM

1. *Traffic Activity Summary Form*

This form consists of six sections, as shown in figure 4. Each section contains a number of data items.

Section 1.0—Time Allocation

Item 1.1

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. This information can be obtained from the total duty time records on the lower left corner of the officer's activity reports.

Item 1.2

Total Traffic Patrol Time—The number of hours the officer devoted to patrol. This includes all types of patrol that he performed. Therefore, Item 1.2 must equal the sum of Items 1.2.1, 1.2.2, 1.2.3 and 1.2.4.

Item 1.2.1

Moving Patrol Time—The number of hours the officer spent on moving patrol, as indicated on the first line of section one of his Activity Reports.

Item 1.2.2

Stationary Surveillance Time—The number of hours the officer spent on stationary surveillance, as indicated on the second line of section one of his Activity Reports.

Item 1.2.3

Traffic Road Checks Time—The number of hours the officer spent conducting traffic road checks, as indicated on the third line of section one of his Activity Reports.

Item 1.2.4

Planned Selective Surveillance Time—The number of hours the officer spent on planned selective surveillance, as indicated on the fourth line of section one of his Activity Reports.

Item 1.3

Total TDC Time—The number of hours the officer devoted to any type of traffic direction and control. Item 1.3 must equal the sum of Items 1.3.1 and 1.3.2.

Item 1.3.1

Assigned TDC Time—The number of hours the officer spent in conducting traffic direction and control on a planned, scheduled basis, as indicated on the second line of section three of his Activity Reports.

Item 1.3.2

As-Needed TDC Time—The number of hours the officer spent in conducting traffic direction and control in response to detected needs, as indicated on the third line of section three of his Activity Reports.

Item 1.4

Total Highway Service/Assistance Time—The number of hours the officer spent providing highway services and assistance, as indicated on the first line of section three of his Activity Reports.

Item 1.5

Total Accident Investigation Time—The number of hours the officer spent managing and investigating all types of accidents. Item 1.5 must equal the sum of Item 1.5.1, 1.5.2 and 1.5.3.

Item 1.5.1

Fatal Accident Investigation Time—The number of hours the officer spent managing and investigating fatal accidents, as indicated on the first line of section two of his Activity Reports.

Item 1.5.2

Injury Accident Investigation Time—The number of hours the officer spent managing and investigating injury accidents, as indicated on the second line of section two of his Activity Reports.

Item 1.5.3

Property Damage Accident Investigation Time—The number of hours the officer spent managing and investigating property damage accidents, as indicated on the third line of section two of his Activity Reports.

Section 2.0—Traffic Stops

Item 2.1

Total Stops On Patrol—The number of suspected violators contacted by the officer while performing any type of patrol. Item 2.1 must equal the sum of Items 2.1.1, 2.1.2, 2.1.3 and 2.1.4.

Item 2.1.1

Moving Patrol Stops—The number of suspected violators contacted by the officer while conducting moving patrol. This is the sum of the major enforcement actions recorded on the first line of section one of his Activity Reports.

Item 2.1.2

Stationary Surveillance Stops—The number of suspected violators contacted by the officer while conducting stationary surveillance. This is the sum of the major enforcement actions recorded on the second line of section one of his Activity Reports.

Item 2.1.3

Traffic Road Check Stops—The number of motorists contacted by the officer while performing traffic road checks. This is the sum of the major enforcement actions recorded on the third line of section one of his Activity Reports.

Item 2.1.4

Planned Selective Surveillance Stops—The number of suspected violators contacted by the officer while conducting planned selective surveillance. This is the sum of the major enforcement actions recorded on the fourth line of section one of his Activity Reports.

Item 2.2

Highway Service/Assistance Stops—The number of times the officer performed highway services and assistance, as indicated in the events recorded on the first line of section three of his Activity Reports.

Item 2.3

Total Accident Investigations—The number of accident investigations, for all types of accidents, in which the officer investigated. Item 2.3 must equal the sum of items 2.3.1, 2.3.2 and 2.3.3.

Item 2.3.1

Fatal Accident Investigation—The number of times the officer participated in the management and investigation of fatal accidents. This is the sum of the major enforcement actions recorded on the first line of section two of his Activity Reports.

Item 2.3.2

Injury Accident Investigations—The number of times the officer participated in the management and investigation of injury accidents. This is the sum of the major enforcement actions recorded on the second line of section two of his Activity Reports.

Item 2.3.3

Property Damage Accident Investigations—The number of times the officer participated in the management and investigation of property damage accidents. This is the sum of the major enforcement actions recorded on line three of section two of his Activity Reports.

Section 3.0—Major Actions Taken in Patrol Stops**Item 3.1**

Arrests—The total number of cases in which the *major* action taken against a suspected violator stopped on patrol was an arrest. This is the sum of the arrest column on section one of the officer's Activity Reports.

Item 3.2

Citations—The number of cases in which the *major* action taken against a suspected violator stopped on patrol was a citation. This is the sum of the citation column on section one of the officer's Activity Reports.

Item 3.3

Written Warnings—The number of cases in which the *major* action taken against a suspected violator stopped on patrol was a written warning. This is the sum of the written warning column on section one of the officer's Activity Reports.

Item 3.4

Verbal Warnings—The number of cases in which the *major* action taken against a suspected violator stopped on patrol was a verbal warning. This is the sum of the verbal warning column on section one of the officer's Activity Reports.

Item 3.5

No Actions—The number of cases in which no enforcement action whatsoever was taken against suspected violators stopped on patrol. This is the sum of the no action column on section one of the officer's Activity Reports.

Section 4.0—Enforcement in Accident Investigations**Item 4.1**

Hazardous Violations—The number of accident investiga-

tions that resulted in enforcement action for hazardous traffic violations. This is the sum of the hazardous violation column on section two of the officer's Activity Reports.

Item 4.2

Other Violations—The number of accident investigations that did not result in hazardous violation enforcement but *did* result in enforcement actions for other violations. This is the sum of the other violation column on section two of the officer's Activity Reports.

Item 4.3

No Enforcements—The number of accident investigations that resulted in no enforcement action for any violation. This is the sum of the no enforcement column on section two of the officer's Activity Reports.

Item 4.4

Investigations Continuing—The number of accident investigations which are still proceeding, and for which no enforcement action has yet been taken. This is the sum of the investigation continuing column on section two of the officer's Activity Reports.

Section 5.0—Charges Filed**Item 5.1**

Total Arrest Charges—The number of charges filed by the officer that, by themselves, would have resulted in physical, custodial arrests. Item 5.1 must equal the sum of items 5.1.1, 5.1.2 and 5.1.3.

Item 5.1.1

Alcohol/Drug Traffic Arrest Charges—The number of alcohol/drug traffic arrest charges the officer filed, as indicated on the first line of section five of his Activity Reports.

Item 5.1.2

Other Traffic Related Arrest Charges—The number of arrest charges the officer filed for traffic offenses not involving alcohol/drugs, as indicated on the second line of section five of his Activity Reports.

Item 5.1.3

Non-Traffic Related Arrest Charges—The number of arrest charges the officer filed for non-traffic offenses, and indicated on the third line of section five of his Activity Reports.

Item 5.2

Total Citation Charges—The number of charges filed by the officer that, by themselves, would have resulted in the issuance of a traffic citation. Item 5.2 must equal the sum of items 5.2.1, 5.2.2 and 5.2.3.

Item 5.2.1

Moving Violation Citation Charges—The number of individual moving violations for which the officer filed citation charges, as indicated on the fourth line of section five of his Activity Reports.

Item 5.2.2

Equipment/Regulatory Citation Charges—The number of individual equipment or regulatory violations for which the

officer filed citation charges, as indicated in the fifth line of section five of his Activity Reports.

Item 5.2.3

Other Citation Charges—The number of individual violations other than moving or equipment/regulatory violations for which the officer filed citation charges, as indicated on the sixth line of section five of his Activity Reports.

Item 5.3

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. Item 5.3 must equal the sum of items 5.3.1, 5.3.2 and 5.3.3.

Item 5.3.1

Moving Violation Written Warnings—The number of individual moving violations for which the officer filed written warnings, as indicated on the seventh line of section five of his Activity Reports.

Item 5.3.2

Equipment/Regulatory Written Warnings—The number of individual equipment or regulatory violations for which the officer filed written warnings, as indicated on the eighth line of section five of his Activity Reports.

Item 5.3.3

Other Written Warnings—The number of written warnings filed by the officer for violations other than moving or equipment/regulatory offenses, as indicated on the ninth line of section five of his Activity Reports.

Section 6.0—Charge Dispositions

Item 6.1

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. Item 6.1 must equal the sum of items 6.1.1, 6.1.2 and 6.1.3.

Item 6.1.1

Bond Forfeitures—The number of charges for which the suspect "paid his fine" at the violations bureau. This may be obtained from first line of section six of the officer's Activity Reports or from a summary report prepared by the violations bureau.

Item 6.1.2

Convictions as Charged, In Court—The number of charges for which the court made a direct determination of guilty as charged, as indicated on the second line of section six of the officer's Activity Reports.

Item 6.1.3

Convictions on Lesser Offense—The number of charges that were reduced prior to conviction, as indicated on the third line of section six of the officer's Activity Reports.

Item 6.2

Total Non-Convictions—The number of charges filed by the officer for which the suspect received *no* conviction. Item 6.2 must equal the sum of items 6.2.1, 6.2.2 and 6.2.3.

Item 6.2.1

Not Guilty, In Court—The number of charges for which the suspect was tried and acquitted, as indicated on the fourth line of section six of the officer's Activity Reports.

Item 6.2.2

Nolle Prosequi—The number of charges that were nolle, as indicated on the fifth line of section six of the officer's Activity Reports.

Item 6.2.3

Dismissal—The number of charges that were dismissed, as indicated on the sixth line of section six of the officer's Activity Reports.

Item 6.3

Total Dispositions—The sum of items 6.1 and 6.2.

The Traffic Activity Summary Form, therefore, is merely a compilation of the information on the officer's Activity Reports for the evaluation period. The supervisor could fill out this form himself, by collecting all of the officer's weekly summary Activity Reports and adding together all of the appropriate numbers. If clerical and/or computer services are available, this form can be prepared systematically for the supervisors. Whatever the method, the supervisor should recognize that the Traffic Activity Summary Form is very important, and must be completed each time he undertakes a performance evaluation.

2. Traffic Activity Measures Form

This form consists of eight sections, each of which contains analyses of the data on the Traffic Activity Summary Form. These analyses tell the supervisor how much traffic service work the officer has done, in relation to the amount of time he has spent and stops he has made. The Traffic Activity Measures Form is shown in figure 5.

Instructions for completing this form consist of additions, multiplications, divisions, etc. of the items on the Traffic Activity Summary Form.

Section A—Patrol Time Distribution

Item A1

Percent of patrol time spent on moving patrol—divide item 1.2.1 by item 1.2; multiply result by 100.

Item A2

Percent of patrol time spent on stationary surveillance—divide item 1.2.2 by item 1.2; multiply result by 100.

Item A3

Percent of patrol time spent on traffic road checks—divide item 1.2.3 by item 1.2; multiply result by 100.

Item A4

Percent of patrol time spent on planned selective surveillance—divide item 1.2.4 by item 1.2; multiply result by 100.

Note: The sum of items A1, A2, A3 and A4 should equal 100 percent.

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, Fatales _____ 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 _____ %

FIGURE 5. TRAFFIC ACTIVITY MEASURES FORM

Section B—Patrol Stops Per Hour**Item B1**

Stops per hour of total patrol—divide item 2.1 by item 1.2.

Item B2

Stops per hour of moving patrol—divide item 2.1.1 by item 1.2.1.

Item B3

Stops per hour of stationary surveillance—divide item 2.1.2 by item 1.2.2.

Item B4

Stops per hour of traffic road check—divide item 2.1.3 by item 1.2.3.

Item B5

Stops per hour of planned selective surveillance—divide item 2.1.4 by item 1.2.4.

Section C—Highway Service/Assistance Stops**Item C1**

Service/assistance stops per hour of total patrol—divide item 2.2 by item 1.2.

Item C2

Service/assistance stops per hour of moving patrol—divide item 2.2 by item 1.2.1.

Item C3

Average time spent in service/assistance stops—divide item 1.4 by item 2.2; multiply result by 60.

Note: Multiplication by 60 in item C3 is done to convert hours to minutes.

Section D—Accident Investigations**Item D1**

Average time per investigation, for fatal accidents—divide item 1.5.1 by item 2.3.1.

Item D2

Average time per investigation, for injury accidents—divide item 1.5.2 by item 2.3.2.

Item D3

Average time per investigation, for property damage accidents—divide item 1.5.3 by item 2.3.3.

Item D4

Percent of accident investigations with any enforcement action—add together items 4.1 and 4.2; divide result by item 2.3; multiply result by 100.

Item D5

Percent of accident investigations with hazardous violation enforcement—divide item 4.1 by item 2.3; multiply result by 100.

Section E—Traffic Direction and Control Time Ratios**Item E1**

Percent of total duty time devoted to TDC—divide item 1.3 by item 1.1 and multiply result by 100.

Item E2

Percent of total duty time devoted to assigned TDC time—divide item 1.3.1 by item 1.1 and multiply result by 100.

Item E3

Percent of total duty time devoted to as-needed TDC time—divide item 1.3.2 by item 1.1 and multiply result by 100.

Section F—Patrol Enforcement Actions Distributions**Item F1**

Percent of stops where the major enforcement action was an arrest—divide item 3.1 by item 2.1; multiply result by 100.

Item F2

Percent of stops where the major enforcement action was a citation—divide item 3.2 by item 2.1; multiply result by 100.

Item F3

Percent of stops where the major enforcement action was a written warning—divide item 3.3 by item 2.1; multiply result by 100.

Item F4

Percent of stops where the major enforcement action was a verbal warning—divide item 3.4 by item 2.1; multiply result by 100.

Item F5

Percent of stops where no enforcement action of any kind was taken—divide item 3.5 by item 2.1; multiply result by 100.

Note: The sum of items F1, F2, F3, F4 and F5 should equal 100 percent.

Section G—Enforcement Action Charge Distributions**Item G1**

Percent of arrests made for alcohol/drug-related traffic violations—divide item 5.1.1 by item 5.1; multiply result by 100.

Item G2

Percent of arrests made for other traffic violations—divide item 5.1.2 by item 5.1; multiply result by 100.

Item G3

Percent of arrests made for non-traffic offenses—divide item 5.1.3 by item 5.1; multiply result by 100.

Note: The sum of items G1, G2 and G3 should equal 100 percent.

Item G4

Percent of citations for moving violations—divide item 5.2.1 by item 5.2; multiply result by 100.

Item G5

Percent of citations for equipment/regulatory violations—divide item 5.2.2 by item 5.2; multiply result by 100.

Item G6

Percent of citations for other violations—divide item 5.2.3 by item 5.2; multiply result by 100.

Note: The sum of items G4, G5 and G6 should equal 100 percent.

Item G7

Percent of written warnings for moving violations—divide item 5.3.1 by item 5.3; multiply by 100.

Item G8

Percent of written warnings for equipment/regulatory violations—divide item 5.3.2 by item 5.3; multiply result by 100.

Item G9

Percent of written warnings for other violations—divide item 5.3.3 by item 5.3; multiply by 100.

Note: The sum of items G7, G8 and G9 should equal 100 percent.

Section H—Distribution of Charge Dispositions**Item H1**

Percent of charges convicted as written, for all cases—add together items 6.1.1 and 6.1.2; divide result by item 6.3; multiply result by 100.

Item H2

Percent of charges convicted on lesser offense, for all cases—divide item 6.1.3 by item 6.3; multiply by 100.

Item H3

Percent of charges convicted on any charge, for all cases—the sum of items H1 and H2.

Item H4

Percent of charges convicted as written, for court cases—subtract item 6.1.1 from item 6.3; divide result into item 6.1.2; multiply result by 100.

Item H5

Percent of charges convicted on lesser offense, for court cases—subtract item 6.1.1 from item 6.3; divide result into item 6.1.3; multiply result by 100.

Item H6

Percent of charges convicted on any charge, for court cases—add items H4 and H5.

The Traffic Activity Measures Form provides information that the supervisor will use with each of the eight evaluation factors. The supervisor could complete the Traffic Activity Measures Form himself. That probably would require one hour's work for each officer he evaluates. The supervisor could also delegate the responsibility for performing these calculations to a clerk or secretary. Again, however, the best approach would be to prepare this form automatically, that is, by computer. Whatever approach is taken, the supervisor should recognize that a complete Traffic Activity Measures Form must be prepared for each officer's evaluation.

The transfer of information contained in the *Activity Reports* to the *Traffic Activity Summary* is a simple enough process

conceptually and it can be easily implemented by automatic data processing. However, if all processing is to be done manually (by either the supervisor or a clerk), this transfer could become cumbersome. The following approach should be considered as one way of facilitating the process.

During the pilot testing of this system, it was necessary to accumulate Activity Reports from a number of agencies, summarize the data for each officer and prepare the *Evaluative Factors* forms for the actual evaluation process. The form shown in figure 6 was developed to help guide the process of accumulating and transferring the data. What this *Activity Summary Worksheet* does is provide a convenient method for transcribing each *Weekly Activity Report* so that at the end of the evaluation period the required totals of times, activities, etc., can be entered on the *Traffic Activity Summary* for the officer being evaluated. It should be noted that the number of columns can be extended to accommodate any number of weeks. When using this form, the supervisor should take the opportunity to review the incoming data and, in effect, make a "weekly evaluation." Once the supervisor is experienced in this system, it should be easy to detect deviations from standards simply by reading the reports. In this way, any performance not at standard can be quickly detected and further evaluation conducted immediately. Thus, any indicated supervisory action can be especially timely.

E. Select Evaluative Factors

Eight evaluative factors have been defined as the basis of this system. The coverage of these factors (within PTS) as well as their application to the evaluation process have been described earlier in this Manual (beginning on Page 2). The first step in the actual evaluation process is for the supervisor to select the factors appropriate to the given patrolman. It is possible, in a department that has elected to use them, that all eight factors might be evaluated. However, it seems more likely that a given officer will not have performed all eight (or as many as have been selected for use in his department) factors. For example, some officers may have spent very little time, or none at all, on traffic direction and control, and the supervisor might decide to discard that factor for those officers. Similarly, an officer may have spent so little time on patrol that he had very few opportunities to provide highway service and assistance; in that case, it might not be necessary to use that factor. On the other hand, some officers might be assigned full time to an accident investigation unit; if that is the case, it might be that *only* the accident investigation factor would be used for their evaluations.

The point of this step is that the evaluation system must be tailored to each officer, and it is up to the supervisor to determine which factors should be used for each evaluation. There are no clear-cut rules for making this determination. The supervisor must exercise his best judgment, based upon the following questions:

- How much time has this officer spent doing the tasks covered by a particular factor?
- How many opportunities has he had to do those tasks?
- Should I expect him to do those tasks fairly often, that is, are they part of his normal duties?

If the supervisor's best judgment is that those tasks have not and should not occupy more than a minimum amount of the officer's time, he should drop that particular factor from the officer's evaluation.

F. Standards of Performance

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 expert, 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 derived 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. Management may, for example, establish ranges such as:

- A patrolman must spend at least 2 hours of each shift in moving patrol over his assigned area. Also, he shall spend at least 1 hour observing locations of high violation rates.
- If needed in the patrol area, the patrolman shall devote about half of his duty hours to crime detection activities such as building inspection.

Within the broad measures such as those shown above, the supervisor must select a specific standard in the form of a range of acceptable values for each evaluative measure every time he conducts an evaluation. This is one of the most important responsibilities of the supervisor. For *every* measure, the supervisor must clearly indicate a range of values that designates what he feels is acceptable work. For example, the supervisor will expect that some traffic stops made by a particular officer will result in physical, custodial arrests. At the very beginning of the evaluation, the supervisor must decide how often stops should result in arrests, and he must express this decision clearly. That is, he must say that the officer's work will be considered acceptable only if at least X percent but not more than Y percent of traffic stops result in arrests. The values of X and Y, of course, must be selected explicitly, and must be indicated on the scales provided on the factor rating forms.

Standards of performance are based on the supervisor's best judgment and also on the particular duties and assignments of the patrolman being evaluated. One supervisor might decide that at least 5 percent, but not more than 15 percent, of a particular officer's traffic stops should result in arrests. Another supervisor, evaluating a different officer, might decide that arrest should take place in at least 10 percent of the stops, and in not more than 25 percent. Both of these could be reasonable and proper standards of performance, if the two officers have somewhat different job requirements. For example, the second officer may have spent a high proportion of his patrol time on planned selective surveillance to detect drinking-drivers. Then, it would be reasonable to expect him to make more arrests than the first officer.

Standards of performance for police work are not a new idea. Almost all supervisors already use standards for evaluation. They look at an officer's performance and make a judgment based on standards which they have developed through their experience. However, these standards usually are not clearly expressed. Supervisors often make statements like "I know good work when I see it," or "I can tell if a guy isn't doing what he should." These statements mean that the supervisor has in mind an idea of what constitutes good work but this idea is subjective, and may not be very clear. It may be true that supervisors and officers usually are satisfied with this subjective evaluation, but it certainly is not true in all cases. In particular, if a supervisor feels that an officer's work is not acceptable, it can be very difficult to justify that conclusion to the officer's satisfaction. If a supervisor tells an officer "I know good work when I see it, and your work is not good," the officer might respond by asking "How much better would it have to be in order to be good?" If the supervisor is basing his judgment on his own subjective feelings, he may have a very tough time answering that question, and that may leave the officer with the feeling that he is being criticized unfairly. This same situation can arise if an officer honestly feels he has done an outstanding job, but has been rated as simply "acceptable." He might ask the supervisor to tell him how much better he has to perform before he will be considered more than "acceptable." The supervisor might not be able to answer this unless he has some very clear standards of performance in mind.

The point of this discussion is that it is no longer enough for a supervisor to say "I know good work when I see it." He has to be able to define *exactly* what he means by good work, and to convey that information to his officers. The supervisor cannot ignore his responsibility to establish clear-cut standards of performance; they are absolutely required for a fair evaluation.

There is one very important point that must be made concerning standards of performance. They are *not* quotas. Complaints have been made that traffic law enforcement is a "numbers game" in which every officer has to write a certain number of tickets per day, week, etc. Some motorists have the distorted mental image of the arbitrary traffic cop who sets traps for innocent drivers and issues tickets on trumped-up charges to fill his quota. Police agencies realize that this criticism is totally invalid, or at most is very outdated, but they remain sensitive to complaints of a quota system. Because of this, some supervisors may be reluctant to express clear-cut standards of performance, fearing that they might be misinterpreted as quotas. Nothing could be further from the truth. First, the standards are not fixed numbers, but rather ranges of acceptable performance; these ranges should have enough flexibility to allow for reasonable variations in performance. Second, the standards are not the only means of determining an officer's performance; he could fall short of some standards and still receive an acceptable performance rating by his supervisor, provided circumstances warrant this. Thus, unlike quotas, the standards are guidelines and not absolutely necessary achievements. Finally, the standards are to be based on the traffic safety problems that the police agency faces. They reflect activity levels that are felt necessary to prevent or reduce accidents; they are *not* motivated to generate revenue or by any other arbitrary reason associated with quotas. It may be true that police agencies face the possibility of being unjustly accused of using quotas. But, we cannot allow that unjust criticism to prevent a fair and meaningful evaluation of officer performance.

The supervisor therefore must establish standards of per-

formance for every evaluation factor. How should he do this? Unfortunately, there is no easy answer. The ultimate purpose of police traffic services is to prevent accidents or minimize the damage caused by accidents. But, it is very difficult to determine how many violators should be stopped, citations issued, convictions secured, etc., to achieve an effective reduction in crashes. The most that can be said is that the supervisor should base his standards on the types of problems that an officer faces. The kinds of duties an officer is assigned, the characteristics of his patrol beat, and the shift hours he works may affect the traffic safety problems he encounters. One officer's beat and

shift may bring him into frequent contact with speeding violators; this may require that he spend a high percentage of time on stationary surveillance (with radar) and call for frequent issuance of citations for moving violations. Another officer may patrol an area where he is likely to encounter frequent need to provide highway service and assistance. The supervisor must try to take these circumstances into account and set standards that are most appropriate for every officer. It is possible that a different set of standards would be required for every officer; it is unlikely that a single set of standards would be best for all officers.

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)

FIGURE 6. ACTIVITY SUMMARY WORKSHEET

Use of the Evaluative Factors Rating Forms

A. General

All of the preceding parts of this Manual represent the background and preparation for the actual evaluation process. The evaluation is carried out by means of the *Evaluative Factor Rating Form*. There is one such form for each of the eight factors that make up the system. When the supervisor selects the factors he will use in a given evaluation and sets the performance standards (as described earlier), he will actually pick out and begin to complete the Rating Form for the desired factors. The same format is used for each of the eight rating forms. It consists of three major parts:

- Performance
- Analysis of Performance
- Narrative Comments

As an example, these are identified on a copy of the Factor 2 Rating Form shown in figure 7. Specific instructions for the use of each of these areas are given below.

Section One—Performance

The values entered in the part of this section labelled “measures” come from the *Traffic Activity Measures Form*. The letter/number designation shown for each measure on the factor form is the same as that on the activity measures form for ease in transferring the measures. Next to each measure is a space for entering the standard of performance developed by the supervisor. The performance measures are based on items from the *Traffic Activity Rates Form*. The supervisor examines these items and compares these with standards of performance which he has specified. He then draws one of three possible conclusions:

- The item is *within standard*; that is, the officer’s activity has been about what the supervisor would reasonably expect; or,
- The item is *below standard*; that is, the officer’s activity has been less than the supervisor considers acceptable; or,
- The item is *above standard*; that is, the officer’s activity has been more than the supervisor expects.

For example, at some point during the evaluation, the supervisor must consider item B1, the number of suspected violator stops the officer has made per hour of patrol. The supervisor’s first task would be to choose what he believes would be a reasonable rate of stops for that officer; that is, he must establish the standard of performance for patrol stops per hour. Suppose he decides that it would be reasonable to expect this officer to average between one and two stops per hour. Then, if the officer has made 1.3 stops per hour of patrol, his activity would be considered within standard. If he averages 2.5 stops per hour, the activity would be rated above standard. An average of 0.7 stops per hour would be considered below standard activity.

When the supervisor has completed the comparison of each of the measures to its selected standard, he is asked to make an overall assessment of the officer’s performance of the entire factor. What is significant here is that the individual measures may not always be of equal importance in the factor, and since

they can be different qualities, they cannot always be added together for a total measure. Therefore, the supervisor must exercise his judgement as to whether or not the total factor was well performed. For example, in Factor 1. Performs Patrol, a patrolman could be at or above acceptable levels for time on moving patrol and on stationary surveillance but, as a consequence, be below on traffic road checks. It is felt that most supervisors would make an overall rating of acceptable in that case. All other things being equal, it is expected that a patrolman would spend the great majority of his time in observation of traffic (either from moving patrol or stationary) and little time on roadside checks. Thus, when the standard for road checks is not achieved, the allocation of time can still be judged “acceptable” or “superior.” The main point is that the supervisor must use the measures as guidance but temper the whole process by applying his judgment.

Section Two—Analysis of Performance

The first section of the Factor Rating Form concerns how much activity the officer has produced. Section Two concerns the *quality* of his activity. Each form contains a number of different quality items. Each quality item contains a number of descriptive phrases about the officer’s work. The supervisor’s task is to read the descriptive phrases and decide if they accurately describe the officer being evaluated. Using his best judgment, the supervisor then must make one of five possible conclusions about each quality item. The possible conclusions are that the officer’s work:

- is outstanding
- is better than expected
- is about what would be expected
- needs some improvement
- needs much improvement.

The supervisor should recognize that the amount of activity and the quality of activity are two entirely different things. One officer might make a large number of suspected violator stops while on patrol, but do a very poor job in conducting investigation of the violators he stops. Another might conduct very thorough investigations once he has stopped a violator, but detect and apprehend fewer violators than would reasonably be expected. Both quantity and quality of work must be taken into account whenever an officer is evaluated. The first two sections of each Factor Rating Form are designed to provide the proper balance between quantity and quality.

Section Three—Narrative Comment

The final section of each Factor Rating Form provides space for the supervisor to make narrative entries into the officer’s evaluation. This can be very useful if there are particular strengths or weaknesses in the officer’s performance that the supervisor wishes to bring to his attention. It also will allow the supervisor to explain in detail how and why he made certain judgments about the officer’s work, if he feels this is necessary.

B. Specific Rating Instructions

In the following sections of this Manual, the instructions to the

EVALUATIVE FACTOR : *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.)

SAMPLE

I. PERFORMANCE		
Measures		Comparison of Standards
B1 Stops per hour total patrol	<input style="width: 50px; height: 20px;" type="text"/> per hr.	
B2 Stops per hour moving patrol	<input style="width: 50px; height: 20px;" type="text"/> per hr.	
B3 Stops per hour stationary surveillance	<input style="width: 50px; height: 20px;" type="text"/> per hr.	
B4 Stops per hour road checks	<input style="width: 50px; height: 20px;" type="text"/> per hr.	
B5 Stops per hour planned selective surveillance	<input style="width: 50px; height: 20px;" type="text"/> per hr.	
Overall rating for patrol stops per hour:		
<input style="width: 50px; height: 20px;" type="text"/>	Superior	<input style="width: 50px; height: 20px;" type="text"/> Acceptable <input style="width: 50px; height: 20px;" type="text"/> 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 style="width: 50px; height: 20px;" 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 style="width: 50px; height: 20px;" 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 style="width: 50px; height: 20px;" 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 style="width: 50px; height: 20px;" 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 style="width: 50px; height: 20px;" 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 style="width: 50px; height: 20px;" type="text"/>	

III. NARRATIVE COMMENTS ON THE REVERSE SIDE

FIGURE 7. EXAMPLE OF THE THREE MAJOR PARTS OF A FACTOR RATING FORM

Officer Name _____ Supervisor _____

Shield No. _____ Evaluation Date ____/____/____ Evaluation Period ____/____/____ to ____/____/____
start 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
A1 Percent of time on moving patrol	<input type="text"/> %	0 25 50 75 100
A2 Percent of time on stationary surveillance	<input type="text"/> %	0 25 50 75 100
A3 Percent of time on traffic road checks	<input type="text"/> %	0 25 50 75 100
A4 Percent of time on planned selective surveillance	<input type="text"/> %	0 25 50 75 100

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

FIGURE 8. FACTOR 1: PERFORMS PATROL

use of each of the right rating forms are presented. The instructions for Factor One are presented in complete detail and are intended as a model for all of the of the factors. In particular, the use of the performance standard scale in Section One of each form and the method of performance analysis in Section Two are described under Factor One for use with all of the factors. The supervisor is urged to read all of the instructions prior to using these forms, even though he may not be using all of the factors in the given evaluation. It is, of course, especially important that the supervisor read all of these instructions prior to his first use of the system.

Factor Rating Form No. 1—Performs Patrol

The first rating form is shown in figure 8. The purpose of this form is to evaluate how the officer has spent his patrol time, and to evaluate how well he operates his vehicle and other equipment, plans his patrol, and monitors traffic.

Section One contains four measures, or indicators, of performance. These are the percentages of his total patrol time which the officer spent on moving patrol, stationary surveillance, traffic road checks, and planned selective surveillance. The supervisor should record each of these percentages in the box provided. He also should indicate each percentage by placing an "X" at the appropriate position on the 0-100 percent scale at the right of each box. The percentages of time spent on each type of patrol would be obtained from the indicated items on the Traffic Activity Rates Form.

In addition to recording the officer's time percentages, the 0-100 percent scales serve as the means for the supervisor to indicate his *standards of performance*. The supervisor must have a clear idea of what percentages of the officer's patrol time should be spent on moving patrol, stationary surveillance, etc.; this clear idea would be his standards of performance for this first factor. The standards should not be *exact* percentages. It would be unreasonable to expect that any officer would "hit the nail on the head" precisely, and spend his patrol time exactly as expected. Instead, the standards should be ranges of percentages, that would allow some margin for reasonable variations. For example, the supervisor might decide that a particular officer should spend his patrol time about as follows:

- 60-70 percent on moving patrol
- 20-30 percent on stationary surveillance

- 0-10 percent on traffic road checks
- 0-10 percent on planned selective surveillance.

These ranges then would be the standards of performance for that particular officer. The supervisor should indicate each range on the appropriate 0-100 percent scale, either by placing brackets or parentheses on the scale, or by shading or coloring that part of the scale, or in some other manner. In this way, he or any other supervisor could tell at a glance whether the officer spent his patrol time as he was expected to, or if he underemphasized or overemphasized certain types of patrol.

Once the supervisor has recorded both the standards of performance and the officer's actual time percentages, he completes Section One of this factor rating form by indicating his judgment of the officer's overall distribution of patrol time. Here, the supervisor has three choices: he may conclude that the way in which patrol time was spent is superior, acceptable or unacceptable. A rating of superior probably would be given only if all four measures fell within their standards of performance; and, in fact, were very close to the mid-points of their standards. On the other hand, a rating of unacceptable *might* be given if even one of the measures was outside of its standards. But this would be up to the supervisor's judgment; he might still consider the overall time distribution to be acceptable even if two or three of the measures were slightly outside of their standard ranges. The supervisor's overall rating of the patrol time distribution certainly should be based mainly on the standards of performance, but the rating can also take other things into account.

For example, suppose a supervisor expects a certain patrolman to spend 40-50 percent of his patrol time on moving patrol, another 40-50 percent on stationary surveillance, 5-15 percent on planned selective surveillance, and 0-10 percent on traffic road checks; next, suppose that during his evaluation period that patrolman actually spent his time as follows:

- Moving patrol 52.5 percent
- Stationary surveillance 39.0 percent
- Traffic road checks 4.5 percent
- Planned selective surveillance 4.0 percent

Then, Section One of his Factor Rating Form No. 1 might look as follows:

	Measures	
A1	Percent of time on moving patrol	52.5 %
A2	Percent of time on stationary surveillance	39.0 %
A3	Percent of time on traffic road checks	4.5 %
A4	Percent of time on planned selective surveillance	4.0 %

Overall rating of distribution of patrol time:

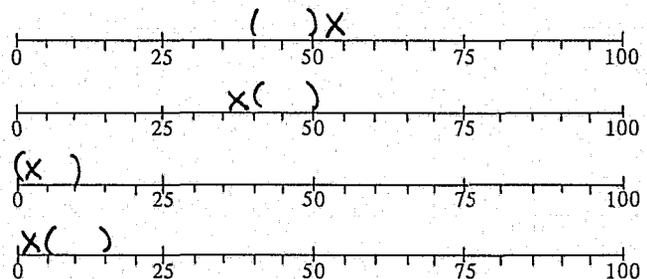
Superior

X

Acceptable

Unacceptable

Comparison of Standards



In this example, the supervisor decided to rate the officer's patrol time distribution as acceptable, even though the times spent on three of the four types of patrol were outside of the standard ranges. That is, the supervisor apparently was satisfied with the officer's general use of his patrol time despite some slight deviations from standards. He probably would make note of these deviations in general comments under Section Three of the Factor Rating Form, and he probably would suggest to the officer that he spend a bit less time on moving patrol and a bit more on stationary surveillance.

Another supervisor might reach a different conclusion, and perhaps rate the officer's use of patrol time as unacceptable. The point is, the rating requires a judgment by the supervisor, and reasonable men can form reasonably different judgments.

Section Two of this first Factor Rating Form contains three analyses of performance. These deal with how well the officer operates his patrol vehicle and other equipment; how well he plans his patrol; and, how well he monitors traffic and the environment when he conducts patrol. Each analysis requires the supervisor's judgment. In particular, for each analysis, the supervisor has to do the following things:

- Read carefully each of the descriptive phrases for the quality in question.
- Decide how well these phrases describe the patrolman being evaluated.
- Choose an overall rating that best describes how the patrolman compares with all of the descriptive phrases for the quality in question.

For example, consider the first analysis of performance, "operates patrol vehicle and equipment." There are five descriptive phrases associated with that analysis:

- Shows proper concern for driving safety:
The supervisor should ask himself whether this officer has been involved in more accidents than might be expected; whether he tends to conduct pursuits recklessly or without proper concern for other vehicles and pedestrians; whether there have been more citizen complaints about this officer's driving than might be expected. Then, the supervisor can decide whether this first phrase is completely true, generally true, or generally untrue of this officer.
- Does not abuse vehicle/equipment:
The supervisor should examine and consider the general appearance and condition of the officer's vehicle and other equipment assigned to him; he also should find out whether this vehicle and equipment requires maintenance more often than might be expected. Then, the supervisor can conclude whether it is completely true that this officer does not abuse his vehicle and equipment, or whether the phrase is generally true or generally untrue.
- Attends to maintenance requirements:
The supervisor should find out whether the officer's vehicle and equipment is kept in good working order; whether the officer follows a regular schedule of periodic maintenance; whether he takes care to store the equipment properly.
- Uses approved communication procedures:
The supervisor should try to learn whether the officer knows when he is supposed to communicate with the dispatcher; whether he keeps the dispatcher informed of his location; whether he uses appropriate language

and codes when communicating.

- Performs proper "housekeeping" to maintain vehicle/equipment condition and appearance:

The supervisor should examine the interior of the officer's vehicle periodically, and determine whether it is kept reasonably clean and whether the officer seems to take pride in its appearance.

The supervisor's rating of the officer's performance with respect to "operates patrol vehicle and equipment" must be based on his judgment of these five descriptive phrases. The supervisor's rating should be made in the following manner:

- If and only if the supervisor feels that *all* of the phrases are *completely true* of the officer, he should rate his performance as "outstanding" (numerical rating = 1).
- If he feels that *most* of the phrases are completely true and the remainder are at least generally true, he should rate the officer's performance as "better than expected" (2).
- If he feels that most or all of the phrases are generally true, and none are untrue, he should rate the officer's performance as "expected" (3).
- If he feels that *at least one* of the phrases is generally *untrue*, although most are generally true, he should rate the officer's performance as "needs some improvement" (4).
- If he feels that *most* of the phrases are generally *untrue* of the officer, he should rate his performance as "needs much improvement" (5).

Any time that the supervisor feels a descriptive phrase is generally untrue of the officer, he should underline that phrase on the Factor Rating Form. This will help to indicate the basis for the supervisor's judgment and point out specific things about the officer's work that need improvement.

These same rating procedures should be followed for the other two performance analyses on the first Factor Rating Form, and for all performance analyses on the other seven Factor Rating Forms.

Factor Rating Form No. 2—Makes Traffic Violation Stop

The second rating form is shown in figure 9. The purpose of this form is to evaluate the suspected violator stops the officer made while on patrol, and to evaluate his ability to recognize traffic violations and their patterns, operate special-purpose equipment to aid detection of violations and perform pursuits, stops and road checks.

Section One contains five measures of performance. The first of these indicates the overall number of stops the officer made per hour of patrol. The last four break down this rate of stops by hour of moving patrol, stationary surveillance, traffic road checks and planned selective surveillance. The supervisor should record these rates in the boxes provided.

The supervisor also must record the rates of stops by placing "X" marks on the scales to the right of the boxes. Before doing so, he must establish the gradations of the scales, that is, the numbers that should appear on them. The scales show 20 equally spaced marks. Many police agencies will find that it will be appropriate to let each mark correspond to one stop—i.e., the scale should range from 0 to 20. The supervisor's first task is to decide the range of numbers that should appear on each scale. Once that is done, he must indicate the standards of performance on each scale, by means of brackets, parentheses,

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

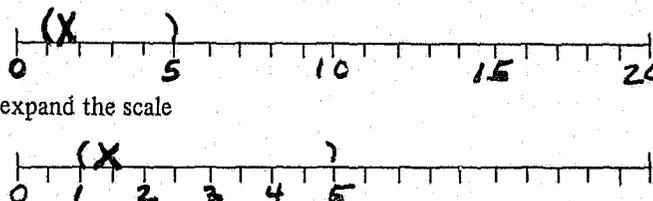
FIGURE 9. FACTOR 2: MAKES TRAFFIC VIOLATION STOPS

color or shading, etc. Then, he can place the "X" mark to indicate the officer's rate of stops and compare it to the standard. For example, a supervisor may set a standard which ranges from 1-5 stops per hour of stationary patrol and the officer's actual rate for this measure was 1.5 stops per hour of stationary patrol. The performance for line B3 for this officer would be as completed by the supervisor as follows:

B3 Stops per hour stationary surveillance

1.5 per hr.

or the supervisor may expand the scale



In each scale example the end result is the same. The only difference is that the second example expands the scale. The important point here is, whatever scale the supervisor selects, it must be specified if it is to have any meaning.

Section One of this rating form is completed when the supervisor indicates his judgment of the officer's overall rate of stops. This judgment should be based primarily on how the officer's rates have compared with the standards of performance. But, the supervisor's overall judgment may be swayed by other considerations as well. For example, suppose that a particular officer's rates of stop were well above standard for stationary surveillance, traffic road checks, and planned selective surveillance, but was only within standard for moving patrol. If the supervisor felt that moving patrol was that officer's main responsibility, he might consider the overall rate of stops as "acceptable" rather than "superior," even though the standards were exceeded on three of the four types of patrol.

Section Two of the second factor rating form contains six analyses of performance. These deal with the officer's ability to recognize traffic law violations; how well he remains alert for likely violations; how well he operates special-purpose equipment designed for violation detection (such as, radar, vascar, portable breath alcohol screening devices, etc.); how well he conducts pursuit; how well he makes his stops; and, how well he conducts traffic road checks. Each of these analyses is based on the descriptive phrases shown on the rating form. The supervisor must read the phrases, decide how well they describe the officer being evaluated, and make a rating of his work, from "outstanding" to "needs much improvement," for each analysis of performance. For any analysis, the supervisor's rating should be made as follows:

- "Outstanding" (1) only if *all* of the descriptive phrases are *completely true* of the officer in question.
- "Better than expected" (2) if most of the phrases are completely true and the remainder are generally true of the officer.
- "Expected" (3) if the phrases are generally true of the officer.
- "Needs some improvement" (4) if at least one, but not most, of the phrases are *generally untrue* of the officer. In this case, the supervisor should underline the phrase or phrases considered to be untrue.
- "Needs much improvement" (5) if *most* of the phrases are considered to be *generally untrue* of the officer. Again, the untrue phrases should be underlined.

Factor Rating Form No. 3—Evaluates Violation and Selects Enforcement

The third Factor Rating Form is shown in figure 10. The purpose of this form is to evaluate the major enforcement action the officer took in his patrol stops and to evaluate how well the officer approaches the stopped vehicle and violator,

interviews the violator, examines the vehicle, collects evidence, and selects his enforcement action.

Section One contains five measures of performance. These indicate the percentages of stops in which the *major* action taken was an arrest, a citation, a written warning, a verbal warning, or no action at all. The supervisor must record each percentage in the boxes provided, as well as by placing "X" marks on the 0-100 percent scales to the right of the boxes. Standards of performance for each type of enforcement action also should be indicated on the scales. The standard for any type of action represents how often the supervisor expects that stops should result in that action. For example, a supervisor might feel that a particular officer would be doing an acceptable job if approximately:

- 10-20 percent of his stops resulted in arrest
- 60-75 percent resulted in citations
- 5-10 percent resulted in written warnings
- 0-5 percent resulted in verbal warnings
- 0-5 percent resulted in no action.

That supervisor would indicate those ranges on the appropriate scales.

After comparing the officer's actual percentages with the standards for each enforcement action type, the supervisor is called upon to make an overall judgment of the officer's enforcement action distribution. That is, the supervisor must decide whether this officer's blend of arrests, citations, written warnings, etc., represents superior, acceptable, or unacceptable performance. This decision should be made primarily on the basis of how each type of enforcement action compared to its standard of performance. But, it also requires the supervisor to consider the relative importance of each type of enforcement action. For example, one supervisor might decide to rate the officer's overall enforcement actions as acceptable or even superior, despite the fact that his arrests were a few percentage points below standard, provided all other actions were well within standard. The same supervisor might rate the officer's performance as unacceptable if his "no actions" or verbal warnings were only a few percent above the standard range. Of course, in his general comments on Section Three of this rating form, the supervisor should make note of any instances where the standards were not met, and call these to the officer's attention.

Section Two of the third Factor Rating Form contains five analyses of performance. These deal with the way in which the officer approaches the stopped vehicle and violator; the proced-

Officer Name _____ Supervisor _____
 Shield No. _____ Evaluation Date ____/____/____ Evaluation Period ____/____/____ to ____/____/____
start end

EVALUATIVE FACTOR 3: *Evaluates Violation and Selects Appropriate 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. (It is fully defined beginning 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	
F1 Percent stops, major action arrest	<input type="text"/>	%	0	100
F2 Percent stops, major action citation	<input type="text"/>	%	0	100
F3 Percent stops, major action written warning	<input type="text"/>	%	0	100
F4 Percent stops, major action verbal warning	<input type="text"/>	%	0	100
F5 Percent stops, no enforcement action	<input type="text"/>	%	0	100

Overall rating of distribution of enforcement actions:

Superior Acceptable Unacceptable

II. ANALYSIS OF PERFORMANCE

Data Sources: Supervisor's observation; enforcement records; citizen comments; 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>Approaches vehicle and violator:</i> Keeps vehicle/occupants in view throughout approach; shows proper concern for his own safety; positions himself properly with respect to suspect and vehicle; instructs occupants to remain within or exit from vehicle as appropriate.	<input type="text"/>
2. <i>Interviews violator:</i> Obtains necessary identification from suspect; follows proper procedure in verifying suspect's identification; properly observes and evaluates suspect's appearance, behavior and condition; properly conducts formal and informal tests to evaluate driver's condition; maintains professional attitude and demeanor throughout interview.	<input type="text"/>
3. <i>Examines vehicle:</i> Follows proper procedures in verifying vehicle ownership/registration; properly observes and evaluates evidence of equipment/regulatory violations when appropriate, remains alert for suspicious/contraband material and evidence of other offenses.	<input type="text"/>
4. <i>Collects all appropriate evidence:</i> Knows the elements of the offense; recognizes all facts, testimony and physical evidence that are relevant and admissible; records and preserves all such facts, testimony and evidence.	<input type="text"/>
5. <i>Selects enforcement action:</i> Conducts wants/warrants check; bases decision on facts of the case; knows and adheres to appropriate guidelines for enforcement action selection; demonstrates consistency; avoids being swayed by extraneous factors.	<input type="text"/>

NARRATIVE COMMENTS ON THE REVERSE SIDE

FIGURE 10. FACTOR 3: EVALUATES VIOLATION AND SELECTS APPROPRIATE ACTION

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

FIGURE 11. FACTOR 4: ISSUES ENFORCEMENT ACTION

ures he follows in interviewing the violator; the way in which he examines the vehicle; how well and how thoroughly he collects evidence; and, the way in which he selects his enforcement action. For each of these analyses as for all others, the supervisor must begin by carefully reading all of the descriptive phrases. Next, he must decide whether each phrase is completely true, generally true, or generally untrue of the officer being evaluated. When he does this, he should underline any phrase that he feels is generally untrue of the officer. Finally, he must make a rating of the officer's performance based on these descriptive phrases. A rating of "outstanding" (1) can be given only if the supervisor feels that all phrases are completely true of the officer. A rating of "needs much improvement" (5) can be given only if he feels that most of the phrases are generally untrue of the officer.

Factor Rating Form No. 4—Issues Enforcement Action

The fourth Factor Rating Form is shown in figure 11. The purpose of this form is to evaluate the types of charges filed by the officer in his enforcement actions, and to evaluate how well he informs the suspect of his charge, makes arrests and issues citations and written warnings, and preserves and transmits records and other material relating to his charges.

Section One contains nine measures of performance. The first three of these indicate the percentage of *arrests* involving alcohol/drug-related traffic charges; other traffic-related charges; and, non-traffic charges. The next three measures indicate the percentage of *citations* for moving violations; equipment/regulatory violations; and, other violations. The last three measures indicate the percentage of *written warnings* for moving violations; equipment/regulatory violations; and, other violations. The supervisor must record each percentage in the boxes provided, as well as by placing "X" marks on the 0-100 percent scales to the right of the boxes. Standards of performance also must be indicated on these scales, by means of parentheses, colored or shaded areas, etc. Each standard should be a range of percentage. The standards indicate what the supervisor feels would be acceptable performance for the officer in question. For example, one supervisor might feel that a particular officer would be doing an acceptable job if:

- His *arrest* charges showed about 70-85 percent for operating under the influence (or other alcohol/drug-traffic violations), 10-20 percent for other traffic violations, and 0-10 percent for non-traffic violations.
- His *citation* charges showed about 60-75 percent for moving violations, 10-20 percent for equipment/regulatory violations, and 5-15 percent for other violations.
- His *written warnings* showed about 0-10 percent for moving violations, 70-85 percent for equipment/regulatory violations, and 5-15 percent for other violations.

If that is the case, these ranges should be indicated on the proper scales.

After he records the standards and the actual percentages, the supervisor must make an overall judgment of the officer's charges. This judgment should be based mainly on how the officer's actual percentages compared with the standards. But, the judgment also can be based on the supervisor's feelings about the importance of certain types of charges. For example, a supervisor might feel that arrests for operating under the influence and citations for moving violations are the two most important charges that a particular officer would be expected to file; that supervisor probably would pay more attention to those

two charges and their standards of performance when he makes his overall judgment.

Section Two of the fourth Factor Rating Form contains five analyses of performance. These deal with how the officer informs the suspect of the enforcement action; issues citations and warnings; and makes physical arrests; completes his activities at the scene of the stop; and, transmits records of the action and other material to appropriate personnel. The officer is to be rated on a scale of 1 ("outstanding") to 5 ("needs much improvement") for each of these analyses. Each rating is made by deciding how well the phrases shown describe the patrolman in question.

Factor Rating Form No. 5—Manages and Investigates Traffic Accidents

The fifth Rating Form is shown in figure 12. The purpose of this form is to evaluate the number and types of accidents which the officer investigated and the enforcement actions that resulted, and to evaluate how well the officer performs his accident investigations.

Section One contains five measures of performance. The first three of these indicate the average time an officer spent in each investigation, for fatal, injury, and property damage accidents, respectively. The fourth measure indicates the percentage of his accident investigations that resulted in some enforcement action. The fifth measure indicates the percentage of investigations that resulted in enforcement of hazardous traffic violations. The measures are to be recorded in the boxes provided as well as on the scales to the right of the boxes. The supervisor must establish scale gradations (numbers) for the first three scales. The supervisor also must indicate the standards of performance on the scales. (See Pages 27 and 30).

Section Two contains four analyses of performance. The officer must be given a rating of 1 to 5 on each analysis, based on how well the descriptive phrases describe his work.

Factor Rating Form No. 6—Prepares and Presents Traffic Related Testimony and Evidence

The sixth rating form is shown in figure 13. The purpose of this form is to evaluate the officer's conviction rate, and to evaluate his courtroom appearance.

Section One contains six measures of performance. The first three of these examine conviction rates for all charges filed by the officer, including charges disposed of at the violations bureau. The last three examine conviction rates only for those charges actually adjudicated in court.

Conviction rates must be recorded in the boxes provided, as well as on the 0-100 percent scales. Standards of performance also must be indicated on the scales. The supervisor also must make an overall judgment of the officer's conviction rates, as either superior, acceptable, or unacceptable.

Section Two contains three analyses of performance. These deal with how well the officer prepares for his court appearances; whether he maintains appropriate demeanor and appearance in court; and, how well he follows correct procedures of testimony and evidence.

Factor Rating Form No. 7—Provides Highway Service and Assistance

The seventh rating form is shown in figure 14. The purpose of this form is to evaluate the number of service/assistance stops the officer makes and the average time he spends in these

Officer Name _____ Supervisor _____
 Shield No. _____ Evaluation Date ____/____/____ Evaluation Period ____/____/____ to ____/____/____
start 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 21 in the Supervisor's Manual to complete this form.)

I. PERFORMANCE

Measures		Comparison of Standards
D1 Average time per investigation, fatalities	<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

FIGURE 12. FACTOR 5: MANAGES AND INVESTIGATES TRAFFIC ACCIDENTS

Officer Name _____ Supervisor _____
 Shield No. _____ Evaluation Date ____/____/____ Evaluation Period ____/____/____ to ____/____/____
start end

EVALUATIVE 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. (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	
H1 Percent charges convicted as written	<input type="text"/> %	
H2 Percent charges convicted, lesser offense	<input type="text"/> %	
H3 Percent charges, all convictions	<input type="text"/> %	
H4 Percent charges court-convictions, as written	<input type="text"/> %	
H5 Percent charges court-conviction, lesser offense	<input type="text"/> %	
H6 Percent charges all court-convictions	<input type="text"/> %	

Overall rating of convictions:

Superior Acceptable Unacceptable

II. ANALYSIS OF PERFORMANCE

Data Sources: Supervisor’s observation; adjudication records; officer’s notes; citations and case file; prosecutor’s comments; court liaison officer’s comments

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

Analyses	Numerical Rating
1. <i>Prepares evidence and testimony:</i> Properly collects all relevant information; selects charge appropriate to violation; maintains chain of possession of evidence; prepares and maintains case file.	<input type="text"/>
2. <i>Prepares for court appearance:</i> Reviews notes and case file; as required, meets with prosecutor; appears on time.	<input type="text"/>
3. <i>Maintains appropriate demeanor and appearance:</i> Uses proper language and diction; avoids nervous/disturbing mannerisms; is well-groomed; avoids appearing biased.	<input type="text"/>
4. <i>Follows correct procedures of testimony and evidence:</i> Preserves self control; avoids retorts and argumentative answers; remains alert for attempts by defense counsel to discredit testimony; politely insists on being allowed to provide a full answer to a “yes or no” question, when appropriate.	<input type="text"/>

NARRATIVE COMMENTS ON THE REVERSE SIDE

FIGURE 13. FACTOR 6: MANAGES AND INVESTIGATES TRAFFIC ACCIDENTS

stops, and to evaluate how well he provides the service and assistance required.

Section One contains three measures of performance. The first of these indicates the rate of service/assistance stops per total patrol hour. The second indicates the rate of service/assistance stops per moving patrol hour. The third indicates the average time spent in each service/assistance stop. The supervisor must record these measures in the boxes provided. He also must indicate the measures (by "X" marks) on the scales to the right of the boxes. Before doing that, he must establish scale gradations (numbers) on these scales. The supervisor must also indicate the officer's standards of performance on the scales.

Section Two contains three analyses of performance. The officer must be given a rating of 1 to 5 on each analysis, based on how well the descriptive phrases describe his work.

Factor Rating Form No. 8—Directs and Controls Traffic

The eighth rating form is shown in figure 15. The purpose of this form is to evaluate the amount of time the officer has spent on traffic direction and control, and to evaluate how well he determines a need for manual regulation of traffic, provides that manual regulation, and provides any special escort services needed.

Section One contains two measures of performance. The first of these indicates the percent of the officer's total duty time to his assigned TDC time. The second indicates the percent of his total duty time to his as-needed TDC time. If these percents are very high, it means that the officer spent much more time providing traffic direction and control than he did on other duties. If the percentages are relatively low, then TDC has occupied a relatively smaller amount of the officer's total duty time.

These percents are to be recorded in the boxes provided, and on the scales to the right of the boxes. The standard of performance selected by the supervisor is to be indicated on the 0-100 percent scale (as described under Factor One). The range of this standard will be determined basically by departmental policy and procedure; the exact range of values for a given evaluation will also be determined by the supervisor's judgment about the areas to which the officer was assigned, traffic conditions, emergency situations requiring TDC, etc. Standards of performance also must be indicated on each scale.

Section Two contains three analyses of performance. These deal with how well the officer determines the need for manual regulation of traffic; how well he applies manual traffic regulation; and, how well he prepares for and conducts special traffic escort services. The supervisor must rate the officer on a scale of 1 to 5 for each of these analyses. The descriptive phrases provide the basis for these ratings.

Summary Rating Form

This form is essentially an administrative one which permits a convenient and compact summary of each officer's evaluation.

It is anticipated that this form might be placed in each officer's personnel file, while the complete set of data and evaluation forms would be retained separately. This form could also be used to transmit each officer's PTS evaluation to higher command levels. In the suggested design for this form (figure 16), there is, in fact, provision for a "reviewer" signature to indicate higher level acknowledgement. The form consists of five major parts.

- *Factor Ratings:* At the top of the form, there is provision for recording the overall rating from each of the eight factor ratings (or from as many as were used in a given evaluation). The supervisor will simply place a check in the appropriate box opposite the factor name.
- *Overall Rating of PTS Performance:* The supervisor is required, here, to summarize his assessment of the officer's PTS performance by indicating "superior," "acceptable" or "unacceptable" just as he did for each of the separate factors. He should refer to the instructions on Page 27 for guidance about making an overall assessment from the individual ratings.
- *Special Considerations:* In this part of the form, it is intended that the supervisor would rate any special consideration that he felt was important to making (or interpreting) his evaluations of the officer. One such consideration that should always be rated is the amount of time (or percent) that the officer devoted to PTS. This need not be a precise quantification, but simply an indication of the total time during which the officer could have been observed and evaluated for PTS. Obviously, if this number is small, the value of the evaluation is diminished because performance assessment over short periods of time are unreliable and because assessment should emphasize what activities the officer spent most of his time doing.

Other special considerations would include departmental policy relative to PTS, environmental considerations (such as weather and season of the year) and the type and amount of traffic encountered.

- *Narrative Summary:* The supervisor would here describe briefly his assessment of the officer, rating any special commendatory or remedial considerations.
- *Action Recommendation:* Here the evaluation process is really completed when the supervisor records what he, the officer and any other personnel will do as a consequence of the total evaluation. Such actions might include commendations or other rewards, counselling with the officer, setting up training objectives, etc.

This form is completed when signed by the rater (supervisor), the reviewer and the officer. As part of adopting the system to a department, this form, in particular, might be locally modified to show the significance of the various signatures or to perhaps indicate some department-wide considerations.

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

FIGURE 15. FACTOR 8: DIRECTS AND CONTROLS TRAFFIC

Officer Name _____ Evaluation Date _____ / /
 Shield No. _____ Evaluation Period _____ / / to _____ / /
start end

PTS PERFORMANCE EVALUATION SUMMARY

FACTOR RATINGS: The ratings should be extracted from the overall rating section, for applicable Evaluative Factors.

Factors	Ratings		
	Superior	Acceptable	Unacceptable
1. Performs Patrol	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Makes Traffic Violation Stops	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Evaluates Violation and Selects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Issues Enforcement Action	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Manages and Investigates Traffic Accidents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Prepares and Presents Traffic-Related Testimony and Evidence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Provides Highway Service and Assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Directs and Controls Traffic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Overall rating of PTS performance:

Superior Acceptable Unacceptable

Special considerations (include time on PTS): _____

Narrative summary: _____

Actions/Recommendations: _____

Rater _____ Reviewer _____ Officer _____

FIGURE 16. PTS PERFORMANCE EVALUATION SUMMARY FORM

Appendix A

Use of the Evaluative Factor Rating Forms: An Illustrative Example

This appendix provides a brief example of how the daily and weekly Police Traffic Services Activity Reports should be used. The example is based on the work of a hypothetical traffic patrolman, Officer Odell. The reports cover his work throughout a 5-week period. For the first 3 weeks, Officer Odell worked the midnight - 8:00 a.m. shift; during the last 2 weeks, he worked 4:00 p.m. - midnight. At all times, his beat consisted of a segment of limited-access highway, so that his principal duties involved police traffic services. It is not important for purposes of this example to know the nature or structure of Officer Odell's police agency. He may be thought of as a member of either a highway patrol force or the traffic division of a municipal department.

The example goes into great detail for the first day of the 5-week period. Thereafter, only his weekly activity reports are discussed. The period begins on Monday, August 1, 1977, and ends on Sunday, September 4, 1977.

Monday, August 1

Officer Odell's "day" begins officially at midnight, when he formally reports for roll call briefing. Since this is the first day of this new shift for him and his fellow squad members, the roll call lasts approximately 20 minutes rather than the more usual 5-10. The sergeant spends the extra time briefing the men on some of the problems they can expect to see and certain special needs that should be addressed. The squad has just completed a 3-week assignment on the day shift (8:00 a.m.-4:00 p.m.). The sergeant emphasizes that, while on "nights," the squad should pay special attention to DWIs.

At the end of roll call, Officer Odell goes to his assigned patrol vehicle and begins the drive to his assigned segment of Interstate 108. It requires approximately 20 minutes to reach his beat, during which he is considered to be conducting moving patrol. His beat consists of a 17-mile stretch of I-108. His will be the only patrol vehicle on that stretch, under normal conditions. Officer Odell decides that he will conduct a moving patrol from the eastern to western boundary of his beat.

After travelling approximately one-third of the westbound distance along his beat, Officer Odell makes his first stop of the night. This involves a disabled vehicle parked in the breakdown lane. After conversing with the operator, he learns that the vehicle is out of gas and arranges by radio for a service truck to be dispatched from the service station located 12 miles away. He then resumes patrol, after cautioning the operator to remain in his vehicle until the service truck arrives. Approximately 5 minutes was spent in this stop. This time would be recorded in Section Three of his activity report (highway service/assistance). He continues patrol and reaches the western boundary of his beat without further incidents at approximately 1:10 a.m. He then exits and returns to the eastbound lanes to continue moving patrol.

Some 5 miles along the eastbound lanes, Officer Odell encounters a vehicle with a defective tail light and decides to make the stop. The vehicle operator reacts quickly to the patrol

vehicle's flashing lights and pulls off and stops in the breakdown lane. Officer Odell notifies the dispatcher of his position and the stopped vehicle's registration number, exits his vehicle, and approaches the driver who has remained, alone, in his car. While asking for and receiving the operator's license and registration, Officer Odell notices an odor of alcoholic beverage and decides to investigate further. He requests the driver to exit his vehicle, escorts him to a safe position on the breakdown lane, and performs a series of sobriety tests. Finally satisfied that the driver is not under the influence of alcohol, Officer Odell issues him a written warning for the defective tail light and releases him. The entire incident has taken approximately 20 minutes. This time would be included under "moving patrol" in Section One of his activity report. Officer Odell then resumes his patrol. The time is now 1:30 a.m.

At 1:40 a.m., Officer Odell notices a metal object lying on the roadway. He stops to investigate, and discovers that it is a section of exhaust pipe that apparently was dropped from a passing vehicle. He exits his vehicle and drags the object off the road surface. This counts as another highway service/assistance event, and the 5 minutes spent on this activity would be recorded under that item in Section Three.

At 1:50 a.m. Officer Odell reaches the eastern boundary of his beat and exits to return to the westbound lanes. Having observed that traffic is very light, he decides to travel back to the midpoint of the sector and commence stationary surveillance. However, while enroute to the midpoint he observes a vehicle entering the highway at a high rate of speed, and initiates pursuit. The speeding vehicle is brought to a stop at 1:55 a.m. The driver, a young male, shows no signs of alcohol impairment, and his license and registration are in order. Officer Odell cites him for exceeding the posted speed limit (68 mph in a 55 mph zone) and releases him. The time is now 2:05 a.m. Officer Odell commences stationary surveillance at that location. He extinguishes all lights in his patrol vehicle, and positions himself to observe all on-coming (westbound) traffic.

By 2:15 a.m., only five vehicles have passed the surveillance scene, and Officer Odell begins to question the wisdom of his stationary surveillance. However, at that point an obvious violator is detected: a westbound vehicle approaches his location at very low speed, well below the 40 mph minimum posted on I-108; moreover, the left headlight of the vehicle is inoperative. As the suspect vehicle nears his position, Officer Odell turns on his own headlights and flashing lights. The suspect vehicle reacts by weaving abruptly into the left lane and swerving back through the right lane, onto the breakdown lane, and back into the right lane, where it continues at the same low speed. Officer Odell initiates pursuit and finally succeeds in bringing the suspect vehicle to a stop some 1,000 yards down the road. When he approaches the vehicle driver, a middle-aged male, Officer Odell observes some very clear symptoms of intoxication (strong odor of alcoholic beverage, blood-shot eyes, disheveled clothing, flushed face, etc.). In a very slurred voice, the driver admits that he has been at a party where he had "some beers,"

and states that he is heading home to Taylorville. Officer Odell makes a mental note (for his report) that Taylorville is some 20 miles east on I-108: the suspect is heading in the opposite direction from his intended destination. Officer Odell asks the suspect to exit his vehicle. When doing so, the man falls to the ground and has to be assisted to his feet. Officer Odell attempts to administer a few sobriety tests, but the suspect seems unable to comprehend his instructions, let alone perform the tests. The time is now 2:35 a.m. Officer Odell informs the suspect that he is under arrest for operating a motor vehicle under the influence of intoxicating liquor (DWI). Following department procedure, he handcuffs the suspect and places him in the rear seat of his patrol vehicle. He notifies the dispatcher of the arrest and requests a tow truck to remove the suspect's vehicle. Some 35 minutes later, the tow truck arrives and Officer Odell departs the scene with his suspect. The time spent from 2:05 a.m. to the actual arrest at 2:35 a.m. would be recorded under "stationary surveillance" in Section One of the activity report. The time spent waiting for the tow truck to arrive as well as the subsequent transport and booking of the suspect would be recorded under Section Four of the activity report.

Officer Odell departs the scene of stop with his DWI suspect at 3:10 a.m. Some 30 minutes later he arrives back at headquarters to commence the booking process. While en route, he arranges by radio for a certified breathalyzer operator to prepare the breath testing device. At headquarters, he formally notifies the suspect of the provisions of the State's Implied Consent Law and, following departmental procedures, keeps the suspect under close observation for 20 minutes. At the end of the observation period, the suspect adamantly refuses to take the breath test. Officer Odell repeats the Implied Consent admonition, but the suspect continues to refuse. The officer then completes the "refusal to submit to chemical test" affidavit, a uniform arrest report for DWI, and a written warning for the defective headlight which first called the suspect to his attention. He then finally hands the suspect over to the booking officer. The time is now 4:25 a.m. Officer Odell has been off patrol for 1 hour and 50 minutes due to the processing of this arrest; he records that entire time span under Section Four of his activity report.

Prior to resuming patrol, Officer Odell decides to take his meal break at headquarters. This occupies 25 minutes of his time. At 4:50 a.m. he departs headquarters for the second time that night, resuming moving patrol and arriving back at his sector of I-108 at approximately 5:10 a.m. He continues his moving patrol along the westbound lanes of I-108, reaching the western boundary without incident at 5:30 a.m. Traffic at this time is extremely light. However, Officer Odell realizes that, in approximately 1 hour, westbound traffic will increase substantially as commuters begin their daily trips to Center City, the county seat. He decides to make one more "pass" along the eastbound lanes of his sector, and to return to the midpoint of the westbound lanes in time for the rush hour.

At 5:40 a.m., when he has travelled about half the distance along the eastbound lanes, Officer Odell observes a vehicle on the breakdown lane about 50 yards beyond an exit ramp. The vehicle slows to a stop, and, as Officer Odell continues to approach, he observes that the vehicle's back-up lights come on. Officer Odell turns on the patrol vehicle's flashing lights and pulls in and stops behind the other vehicle, which carries out-of-state registration plates. Officer Odell interrogates the driver, a middle-aged female. She appears to be completely sober, but somewhat distraught. She informs the officer that she has driven

through the night to visit her daughter who has been hospitalized in Hawleyville, and realizes that she has just missed her exit. He informs her that it is unlawful to back up on the highway for any reason. But, in view of the fact that she did not actually move the vehicle in reverse, he decides not to issue a citation or written warning. Instead, he directs her to the next exit approximately 3 miles down the road, and provides directions from that exit to the hospital she is seeking. He records this event as a "verbal warning" under "moving patrol" on Section One of his activity report.

Officer Odell reaches the eastern end of his sector at 5:55 a.m., exits, and returns to the westbound lanes. He continues moving patrol for another 15 minutes without further incident. At 6:10 a.m. he positions his patrol vehicle on the right shoulder to commence stationary surveillance. By this time, the sun has risen and traffic has begun to pick up, although it remains light-to-moderate. Officer Odell decides to employ the hand-held radar unit which he has been issued. He retrieves the unit from the trunk of the vehicle and commences electronic surveillance of traffic. At 6:20 a.m. he detects a vehicle travelling at 65 mph, and gives pursuit. The vehicle is a pick-up truck with three male occupants. After making the stop, he learns (and verifies) that the vehicle is registered to Piccone Construction Company and that the driver and the two passengers are employees of the company on their way to a construction site 60 miles away. Officer Odell issues the driver a citation for speeding. He resumes stationary surveillance at a point 1/2 mile up the road. A few moments later he detects another speeder, gives pursuit, and ultimately issues another citation for speeding (63 mph in a 55 mph zone). The time is now 6:45 a.m. and traffic is becoming moderate-to-heavy. Officer Odell decides to resume moving patrol. He arrives at the western boundary of his sector at approximately 6:50 a.m., exits, and returns to the eastbound lanes. Eastbound traffic is considerably lighter than that on the westbound lanes. He continues moving patrol for approximately 10 minutes, and decides to exit to return to the westbound lanes to resume stationary surveillance with radar. He is back in position at 7:00 a.m.

After conducting stationary surveillance for approximately 10 minutes without detecting any speeders, Officer Odell is notified by the dispatcher that an accident has occurred on a westbound entrance ramp. The location of the accident is approximately 3 miles behind his present position. He drives westbound approximately 1/2 mile to a U-turn point, crosses to the eastbound lanes and travels to the appropriate exit, arriving at the accident scene about 7 minutes after receiving the call. This travel time would be included as part of his accident investigation time.

At the scene of the accident, Officer Odell finds that both vehicles had been driven to the side of the entrance ramp and are no longer obstructing entering traffic. No one has been injured. One vehicle, struck from the rear, has very slight damage to its bumper. The other vehicle, a 23-year-old sports car, has both headlights broken. After taking statements from both drivers and several witnesses, Officer Odell learns that the lead vehicle had been stopped in a line of entering traffic when struck by the sports car. Ultimately, Officer Odell decides to issue the sports car driver a citation for defective equipment (brakes) and then radios for a tow truck to remove the sports car. He completes his accident report while waiting for the tow truck, which arrives some 25 minutes after the call. The time is now 8:05 a.m. The total time from his first notification of the accident (7:10) to arrival of the tow truck would be re-

corded as accident investigation time. Officer Odell finally drives to headquarters, arriving at 8:30 a.m., and goes off duty.

Officer Odell's activity report for the first day is shown in figure 17. As indicated, he spent a total of 8 hours, 30 minutes on duty, of which 3 hours, 35 minutes were devoted to moving patrol and 1 hour, 15 minutes to stationary surveillance. He also had a total of 55 minutes on accident investigation, and 10 minutes on highway service/assistance. The remainder of his time was spent on activities that did not directly involve police traffic service work. This included 1 hour 50 minutes spent processing the DWI suspect, 25 minutes on his meal break, and 20 minutes at roll call.

While on patrol, he stopped a total of six suspected traffic law violators. Three of these were stopped while on moving patrol, and three while on stationary surveillance. One of these persons was arrested, one was given a verbal warning. In three other stops, the major action taken was the issuance of a citation; in the remaining stop, a written warning was the major action taken. He also investigated one traffic accident, and took an enforcement action for a hazardous violation (defective brakes). Finally, he made two stops to provide highway service and assistance.

The charges filed in Officer Odell's enforcement actions are indicated in Section Five of his activity report. These included:

- One arrest for alcohol/drug related traffic offenses (the DWI suspect)
- Three citations for moving violations (the three speeders he stopped)
- One citation for equipment/regulatory violations (the sports car driver involved in the accident)
- Two written warnings for equipment/regulatory violations (the DWI suspect and the driver stopped because of the defective tail light).

Officer Odell made no entry in Section Six of his activity report. He was not in court on this day, and he is not usually informed of the disposition of his charges by the violations bureau.

Tuesday, August 2—Sunday, August 7

Officer Odell continues to work the western section of Interstate 108 through the remainder of this first week. His days off occur on Thursday, August 4 and Sunday, August 7. Moving patrol accounts for most of his time, but he continues to perform a good deal of stationary surveillance. He also records some time on planned selective surveillance: the department has received federal and State funds for a special DWI enforcement program. This operates on Friday and Saturday nights from 9:00 p.m. to 3:00 a.m. The idea behind this "double coverage" is to provide more patrol resources to detect and apprehend DWIs. Officer Odell is very pleased to get the 6 hours overtime pay. He is also proud of the fact that he managed to arrest another DWI on Saturday night.

Officer Odell's weekly Police Traffic Services Activity Report for August 1-7 is shown in figure 18. Note that the times

recorded for Monday correspond to those that were shown in figure 17.

During this first week, Officer Odell was on duty for a total of 46 hours 30 minutes. The great majority of his time was spent on patrol, including 21 hours 25 minutes on moving patrol; 9 hours 5 minutes on stationary surveillance; and, 5 hours 5 minutes on planned selective surveillance. While on patrol, he stopped 23 suspected traffic violators. No action at all was taken against one of these suspects. Three others received only verbal warnings. For three more, written warnings were the major actions taken. Fourteen suspects were issued citations. The remaining two were arrested.

Officer Odell also investigated three accidents during the week, one of which involved a personal injury. Enforcement actions were taken in all three investigations. He also recorded five incidents where he provided highway service and assistance.

The enforcement actions that he took involved 27 separate charges. Of these, 17 involved citations for moving violations, and four were citations for equipment/regulatory violations. Two were arrests for DWI. Three were written warnings for equipment/regulatory violations, and one was a written warning for a moving violation.

Monday, August 8—Sunday, August 14;

Monday, August 15—Sunday, August 21

Officer Odell's work during the next two weeks proceeds much the same as it did during the first week. Again, he spends more time on moving patrol than on any other activity, and he continues to work on the special DWI enforcement program on Friday and Saturday nights. He also has two court dates during this 2-week period, one each week. Relatively few of his charges are adjudicated in court; most are disposed of at the violations bureau. His weekly report for August 8-14 is shown in figure 19; the report for August 15-21 is shown in figure 20.

Monday, August 22—Sunday, August 28

At this point in time, Officer Odell's squad changes to the 4:00 p.m. - midnight shift. Officer Odell also is assigned a new beat: he now patrols a 12-mile stretch of the Ballantine Parkway, a limited-access, high-speed (55 mph) roadway restricted to non-commercial vehicles. His basic work remains much the same, but the shift change causes some variation in his procedures. In particular, he now plans to employ stationary surveillance near the beginning of his shift in an attempt to reduce the incidence of speeding by commuters on their way home from work. He also plans to continue to pay special attention to possible DWIs, but he does not expect to encounter many until late in his shift.

Figure 21 shows Officer Odell's activity report for August 22-28.

Monday, August 29—Sunday, September 4

Figure 22 shows Officer Odell's activity report for August 29-September 4.

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	0:20-0:45; 4:50-6:10 0:50-1:40; 6:45-7:00 1:45-2:05; 8:05-8:40	3 HRS. 45 MIN.	1	1	1	
Stationary Surveillance	2:05-2:35; 7:00-7:10 6:10-6:45	1 HR. 15 MIN.	1	11		
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	7:10-8:05 55 MIN.	1			

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

ACTIVITY TIME		Number of Events
Highway Service/ Assistance	0:45-0:50 1:40-1:45 10 MIN.	11
Assigned TDC		
As Needed TDC		

SECTION FIVE: NUMBER OF SPECIFIC CHARGES FILED

ARRESTS	Alcohol/Drug Related Traffic Offenses	1
	Other Traffic Related Offenses	11
	Non-Traffic Offenses	11
CITATIONS	Moving Violations	111
	Equipment/Regulatory Violations	1
	Other Violations	
WRITTEN WARNINGS	Moving Violations	
	Equipment/Regulatory Violations	11
	Other Violations	

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

ACTIVITY TIME	
ROLL CALL	24:00-0:20 20 MIN.
ARREST PROCESS.	2:35-4:25 1 hr., 50 MIN.
MEAL BREAK	4:25-4:50 25 MIN.

SECTION SIX: DISPOSITION OF CHARGES

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

8:40 TOTAL DUTY TIME FOR THE DAY

DAILY POLICE TRAFFIC SERVICES ACTIVITY REPORT

Officer Name ODELL, A.R. Shield No. 123
 Date: 8 / 1 / 77
 Patrol Area/Beat I - 108 WEST SEC.
 Duty Shift 24:00 - 8:00

FOR SUPERVISOR'S USE ONLY:
 REPORT RECEIVED 8/1/77
 REVIEWED BY CLARKE, J. (SGT.)

FIGURE 17. DAILY POLICE TRAFFIC SERVICES ACTIVITY REPORT

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	3:45	4:25	4:15	OFF DUTY	4:00	5:00	OFF DUTY	21:25		THH III	II	I	I
Stationary Surveillance	1:15	1:45	2:30	}	2:10	1:05	}	8:05	1	THH I	I	II	
Traffic Road Checks				}			}						
Planned Selected Surveillance				}	3:30	2:05	}	5:05	1				

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

	HOURS SPENT BY DAY								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				OFF DUTY			OFF DUTY					
Injury Accidents				}	1:10		}	1:10	1			
Property Damage Accidents	0:55	0:50		}			}	1:45	1	1		

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	0:10	0:20	0:15	OFF DUTY			OFF DUTY	0:45	THH
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
	II	
CITATIONS	Moving Violations	THH THH II
	Equipment/Regulatory Violations	IIII
	Other Violations	
WRITTEN WARNINGS	Moving Violations	I
	Equipment/Regulatory Violations	III
	Other Violations	

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

	MON	TUE	WED	THU	FRI	SAT	SUN	TOTL
ROLL CALL	0:20	0:10	0:10	OFF DUTY	0:15	0:10	OFF DUTY	1:05
ARREST PROCESS.	1:50			}		2:10	}	4:00
MEAL BREAK	0:25	0:30	0:30	}	0:25	0:30	}	2:20

SECTION SIX: DISPOSITION OF ENFORCEMENT ACTION CHARGES

CONVICTION	Bond Forfeiture (Violations Bureau)	
	Convicted as Charged (In Court)	
	Convicted Lesser Offense	
NON CONVICTION	Not Guilty	
	No-Prosecution	
	Dismissed	

WEEKLY POLICE TRAFFIC SERVICES ACTIVITY REPORT

Officer Name OPEL, A.R. Shield No. 123

Activity Period: 8/1/77 8/7/77

Patrol Area/Beat I-108 WEST SEC. Start I End I

Duty Shift 24:00 - 8:00

FOR SUPERVISOR'S USE ONLY:
 REPORT RECEIVED 8/8/77
 REVIEWED BY CLARKE, J. (SGT.)

TOTAL DUTY TIME BY DAY

MON	TUE	WED	THU	FRI	SAT	SUN	TOTL
8:00	8:00	8:00	X	11:00	11:00	X	46:00

FIGURE 18. WEEKLY POLICE TRAFFIC SERVICES ACTIVITY REPORT

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	4:00	3:50	OFF DUTY	4:35	5:05	4:10	OFF DUTY	21:40		777 1	11	11	1
Stationary Surveillance	1:50	2:45		0:55	2:00	1:50		9:20		777 111	11	1	
Traffic Road Checks													
Planned Selected Surveillance					1:20	2:30		3:50	11				

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

	HOURS SPENT BY DAY								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			OFF DUTY				OFF DUTY					
Injury Accidents	1:20							1:20	1			
Property Damage Accidents				2:05				2:05	11			

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	0:15	0:30	OFF DUTY	0:10			OFF DUTY	0:55	1111
Assigned TDC									
As Needed TDC	0:35							0:35	1

SECTION FIVE: NUMBER OF SPECIFIC CHARGES FILED IN ENFORCEMENT ACTIONS

	ARRESTS		CITATIONS		WRITTEN WARNINGS	
	Alcohol/Drug Related Traffic Offenses	Other Traffic Related Offenses	Moving Violations	Equipment/Regulatory Violations	Moving Violations	Equipment/Regulatory Violations
	11		777 11	777	11	1111

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

	MON	TUE	WED	THU	FRI	SAT	SUN	TOTL
ROLL CALL	0:10	0:10	OFF DUTY	0:05	0:15	0:10	OFF DUTY	0:50
MEAL BREAK	0:30	0:45		0:30		0:30		2:15
ARREST PROCESS.					1:40	1:50		3:30
COURT		4:00						4:00

SECTION SIX: DISPOSITION OF ENFORCEMENT ACTION CHARGES

CONVICTION	Bond Forfeiture (Violations Bureau)	
	Convicted as Charged (In Court)	777
	Convicted Lesser Offense	1
NON CONVICTION	Not Guilty	
	Nol-Pros	111
	Dismissed	

WEEKLY POLICE TRAFFIC SERVICES ACTIVITY REPORT

Officer Name ODELL, A.R. Shield No. 123
 Activity Period: 8/8/77 8/14/77
 Patrol Area/Beat I-108 WEST SEC. Start End
 Duty Shift 24:00 - 2:00

FOR SUPERVISOR'S USE ONLY:
 REPORT RECEIVED 8/15/77
 REVIEWED BY CLARKE, J. (SGT)

TOTAL DUTY TIME BY DAY

MON	TUE	WED	THU	FRI	SAT	SUN	TOTL
8:40	12:00	X	8:20	11:24	11:00	X	51:24

FIGURE 19. WEEKLY POLICE TRAFFIC SERVICES ACTIVITY REPORT

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	5:05	4:15	4:30	OFF DUTY	OFF DUTY	5:30	5:10	24:30		1111	1	11	
Stationary Surveillance	1:40	1:15	2:30			1:05	2:05	8:35	1	11 1	11	1	
Traffic Road Checks													
Planned Selected Surveillance						3:00		3:00					

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

	HOURS SPENT BY DAY								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				OFF DUTY	OFF DUTY							
Injury Accidents		1:15						1:15	1			
Property Damage Accidents						0:50		0:50	1			

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	0:15	0:25		OFF DUTY	OFF DUTY			0:40	111
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
Other Traffic Related Offenses		1
Non-Traffic Offenses		
CITATIONS	Moving Violations	1111 1111
	Equipment/Regulatory Violations	1111
Other Violations		
WRITTEN WARNINGS	Moving Violations	1
	Equipment/Regulatory Violations	11
	Other Violations	

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

	MON	TUE	WED	THU	FRI	SAT	SUN	TOTL
ROLL CALL	0:15	0:10	0:10	OFF DUTY	OFF DUTY	0:05	0:05	0:45
MEAL BREAK	0:45	0:40	0:25			0:30	0:40	3:00
ARREST PROCESS.			1:10					1:10
COURT		4:00						4:00

SECTION SIX: DISPOSITION OF ENFORCEMENT ACTION CHARGES

CONVICTION	Bond Forfeiture (Violations Bureau)	
	Convicted as Charged (In Court)	11 1
	Convicted Lesser Offense	
NON CONVICTION	Not Guilty	1
	Nol-Pros	1
	Dismissed	

WEEKLY POLICE TRAFFIC SERVICES ACTIVITY REPORT

Officer Name ODELL, A.R. Shield No. 123

Activity Period: 8/15/77 8/21/77

Patrol Area/Beat I-108 WEST SEC. Start End

Duty Shift 2400-8:00

FOR SUPERVISOR'S USE ONLY:
 REPORT RECEIVED 8/22/77
 REVIEWED BY CLARKE, J. (SGT.)

TOTAL DUTY TIME BY DAY

MON	TUE	WED	THU	FRI	SAT	SUN	TOTL
8:00	12:00	8:45	X	X	11:00	8:00	47:45

FIGURE 20. WEEKLY POLICE TRAFFIC SERVICES ACTIVITY REPORT

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	4:35	3:10	4:15	OFF DUTY	OFF DUTY	5:10	5:40	22:50	1	TH III	II	II	
Stationary Surveillance	2:30	2:10	2:50			1:05	1:35	10:10		TH IIII	II	I	
Traffic Road Checks													
Planned Selected Surveillance						3:00		3:00		II			

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

	HOURS SPENT BY DAY								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				OFF DUTY	OFF DUTY							
Injury Accidents												
Property Damage Accidents		0:30				0:35		1:05		I	I	

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	0:05	0:15	0:10	OFF DUTY	OFF DUTY	0:30	0:05	1:05	TH I
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
	I	
CITATIONS	Moving Violations	TH IIII
	Equipment/Regulatory Violations	III
	Other Violations	
WRITTEN WARNINGS	Moving Violations	
	Equipment/Regulatory Violations	IIII
	Other Violations	

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

	MON	TUE	WED	THU	FRI	SAT	SUN	TOTL
ROLL CALL	0:20	0:10	0:10	OFF DUTY	OFF DUTY	0:10	0:10	1:00
MEAL BREAK	0:30	0:30	0:35			0:30	0:30	2:35
ARREST PROCESS.		1:35						1:35

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-Pros	
	Dismissed	

WEEKLY POLICE TRAFFIC SERVICES ACTIVITY REPORT

Officer Name Odell, A.R. Shield No. 123
 Activity Period: 8/22/77 8/28/77
 Patrol Area/Beat BALLANTINE Start 16:00 End 24:00
 Duty Shift 16:00-24:00

FOR SUPERVISOR'S USE ONLY:
 REPORT RECEIVED 8/29/77
 REVIEWED BY CLARKE, J. (SGT)

TOTAL DUTY TIME BY DAY

MON	TUE	WED	THU	FRI	SAT	SUN	TOTL
8:00	8:20	8:00	X	X	11:00	8:00	43:20

FIGURE 21. WEEKLY POLICE TRAFFIC SERVICES ACTIVITY REPORT

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	4:20	4:00	OFF DUTY	OFF DUTY	4:15	5:30	5:40	23:45		TH TH 1	11	1	
Stationary Surveillance	2:20	2:35			2:40	1:30	1:05	10:10		TH TH 11	1	1	
Traffic Road Checks													
Planned Selected Surveillance					3:00	1:10		4:10	1	11			1

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

	HOURS SPENT BY DAY								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			OFF DUTY	OFF DUTY								
Injury Accidents		1:15						1:15	1			
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	0:45		OFF DUTY	OFF DUTY	0:05	0:10	0:30	1:30	TH 111
Assigned TDC									
As Needed TDC									

SECTION FIVE: NUMBER OF SPECIFIC CHARGES FILED IN ENFORCEMENT ACTIONS

ARRESTS	Alcohol/Drug Related Traffic Offenses	1
	Other Traffic Related Offenses	
	Non-Traffic Offenses	
CITATIONS	Moving Violations	TH TH 11111
	Equipment/Regulatory Violations	1
	Other Violations	
WRITTEN WARNINGS	Moving Violations	1
	Equipment/Regulatory Violations	11
	Other Violations	

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

	MON	TUE	WED	THU	FRI	SAT	SUN	TOTL
ROLL CALL	0:10	0:10	OFF DUTY	OFF DUTY	0:15	0:10	0:10	0:55
MEAL BREAK	0:25	0:30			0:45	0:40	0:35	2:55
ARREST PROCESS.						2:05		2:05
COURT		4:00						4:00

SECTION SIX: DISPOSITION OF ENFORCEMENT ACTION CHARGES

CONVICTION	Bond Forfeiture (Violations Bureau)	
	Convicted as Charged (In Court)	1111
	Convicted Lesser Offense	1
NON CONVICTION	Not Guilty	
	Nol-Pro	
	Dismissed	1

WEEKLY POLICE TRAFFIC SERVICES ACTIVITY REPORT

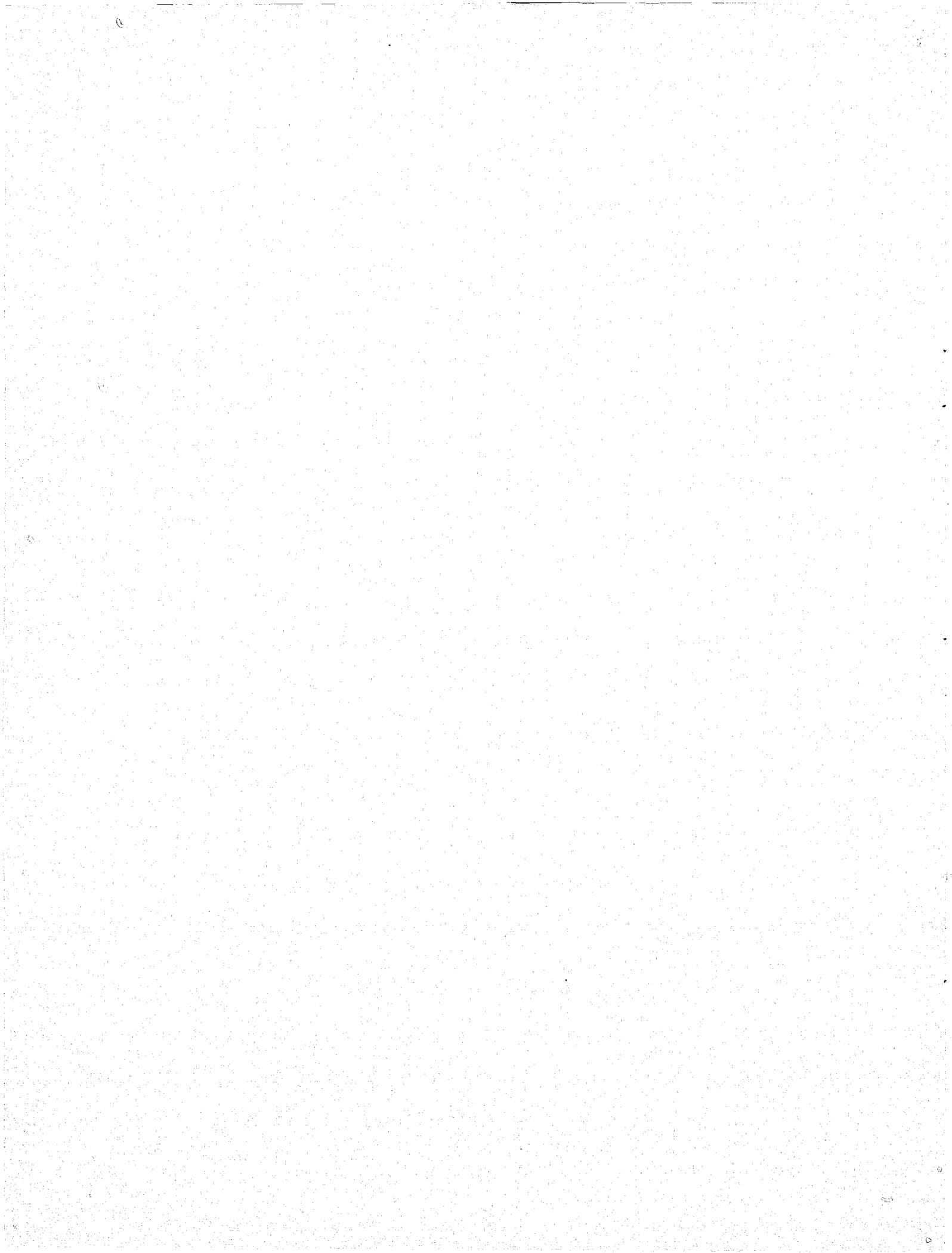
Officer Name Odell, A.R. Shield No. 123
 Activity Period: 8/29/77 9/4/77
 Patrol Area/Beat BALANTINE Start 16:00 End 24:00
 Duty Shift 16:00 - 24:00

FOR SUPERVISOR'S USE ONLY:
 REPORT RECEIVED 9/5/77
 REVIEWED BY CLARKE, J. (SGT.)

TOTAL DUTY TIME BY DAY

MON	TUE	WED	THU	FRI	SAT	SUN	TOTL
8:00	2:30	X	X	11:00	11:15	8:00	50:45

FIGURE 22. WEEKLY POLICE TRAFFIC SERVICES ACTIVITY REPORT



Appendix B

Use of the Evaluative Factor Rating Forms: An Illustrative Example

This appendix provides an example of how the evaluative factor rating forms should be used. The example is a continuation of a hypothetical patrolman's (Officer Odell) work activities reported for a 5-week period, from 1 August 1977 to 4 September 1977. Officer Odell's activity reports for this period are shown in Appendix A.

At the end of the month, Officer Odell's first-line supervisor decided that a brief performance evaluation was in order.

This example assumes that the hypothetical law enforcement agency does not have an automatic data processing system capability, therefore, the example illustrates the manual processing required to initiate a PTS performance evaluation.

The processing clerk used an Activity Summary Worksheet to accumulate Officer Odell's Weekly PTS Activity Reports and summarized the data as shown in figure 23. From these data and the instructions on Page 13 of the Supervisor's Guide the clerk was able to complete the Traffic Activity Summary as shown in figure 24. The next step was to develop the Traffic Activity Measures shown on figure 25. The clerk or first-line supervisor was able to calculate each measure by using the instructions on Pages 17 and 20.

If the agency did have the capability for automatic data processing the first-line supervisor would have received a print-out with all the summary and measures data shown in figures 24 and 25.

The next step is for the supervisor to select evaluative factors appropriate for Officer Odell's assignments during the period. The first-line supervisor decided that the following factor evaluations would be applied:

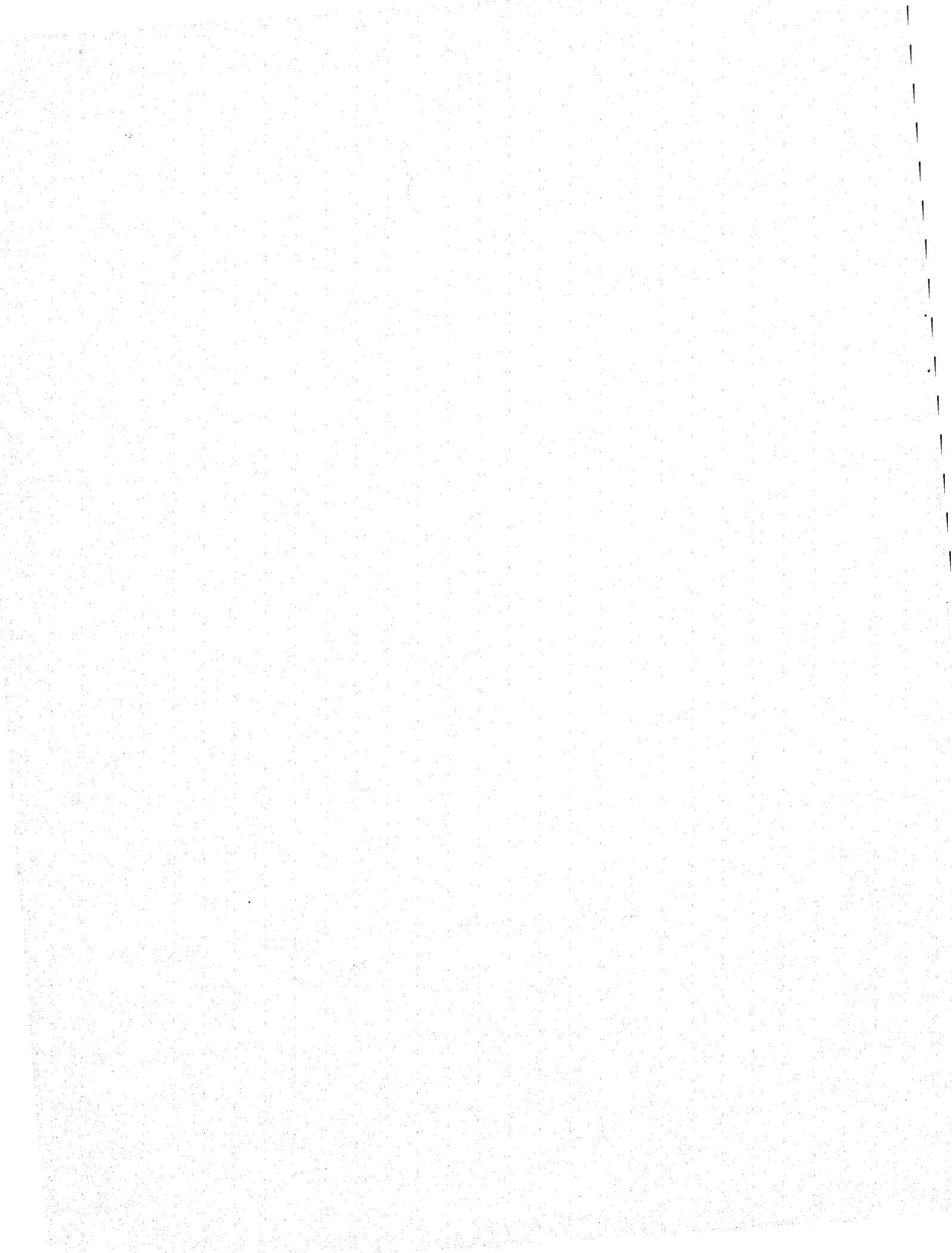
- Factor 1—Performs Patrol
- Factor 2—Makes Traffic Violation Stops

- Factor 3—Evaluates Violation and Selects Appropriate Action
- Factor 4—Issues Enforcement Action
- Factor 5—Manages and Investigates Traffic Accidents
- Factor 6—Prepares and Presents Traffic-Related Testimony and Evidence
- Factor 7—Provides Highway Service and Assistance

After the first-line supervisor selected Officer Odell's evaluative factors, he followed the procedures for each factor evaluation as outlined in the *Supervisor's Guide*, Pages 25 to 40.

After all seven factors were applied, the supervisor completed a PTS Performance Summary highlighting specific strengths and weaknesses and the actions he proposed to improve Officer Odell's PTS performance. The factor evaluation forms and the summary report are presented on the following pages. Note that the supervisor placed some comments directly on the evaluation forms to clarify certain of his ratings.

In establishing the quantitative standards, the supervisor knew what his agency's standards were for each measure and he called upon his own knowledge and experience. He took account of Officer Odell's beat and duty shift. Obviously, no claim could be made that these standards are perfect: the supervisor might not even be able to verbalize all of the thought processes that he underwent in formulating the standards. The key point is that he *did* establish them, and made them known to Officer Odell. Most importantly, the supervisor used the standards as *working* guides in determining this officer's overall performance rating. He ultimately concluded that the performance could be considered satisfactory even though certain standards were not met.



Officer Name Odell, A.R. Supervisor CLARKE, J. (Sgt.)
 Shield No. 123 Summary Period 8/1/77 to 9/4/77
start end

Time Allocation (hrs.)	Weeks														Totals
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	
Moving Patrol	21:25	21:40	24:30	22:50	23:45										114:10
Stationary Surveillance	9:05	9:20	8:55	10:10	10:10										47:20
Traffic Road Checks	-	-	-	-	-										--
Planned Selective Surveillance	5:05	3:50	3:00	3:00	4:10										19:05
Fatal Accidents	-	-	-	-	-										--
Injury Accidents	1:10	1:20	1:15	-	1:15										5:00
Property Damage Accidents	1:45	2:06	0:50	1:05	-										5:45
Highway Service/ Assistance	0:45	0:55	0:40	1:05	1:30										4:55
Assigned TDC	-	-	-	-	-										--
As Needed TDC	-	0:35	-	-	-										0:35
Other (non-traffic)	2:25	10:35	8:55	5:10	9:55										42:00
Total Duty	46:40	50:20	47:45	46:20	50:45										238:50

Specification of Enforcement Actions

Arrests	Alcohol/Drug Related Traffic Offenses	2	2	-	1	1										6
	Other Traffic Related Offenses	-	-	1	-	-										1
	Non-Traffic Offenses	-	-	-	-	-										0
Citations	Moving Violations	17	17	14	17	24										89
	Equipment/Regulatory Violations	4	5	4	3	1										17
	Other Violations	-	1	-	-	-										1
Written Warnings	Moving Violations	1	2	1	-	1										5
	Equipment/Regulatory Violations	3	4	2	4	2										15
	Other Violations	-	-	-	-	-										0

Number of Events

Highway Service/ Assistance Stops	5	4	3	6	8											26
Fatal Accident Investigations	-	-	-	-	-											0
Injury Accident Investigations	1	1	1	-	1											4
Property Damage Accident Investigations	2	2	1	2	-											7

(Over)

FIGURE 23. PTS DATA SUMMARY

TRAFFIC ACTIVITY SUMMARY

Officer Name	<u>OdeLL, A.R.</u>	Supervisor	<u>CLARKE, J. (Sgt.)</u>
Shield No.	<u>123</u>	Evaluation Date	<u>9/9/77</u>
		Evaluation Period	<u>8/1/77</u> to <u>9/4/77</u>
		start	end

1.0	TIME ALLOCATION			3.3	Written Warnings	<u>17</u>	
1.1	Total Duty Time	<u>238.8</u> hrs		3.4	Verbal Warnings	<u>14</u>	
1.2	Total Traffic Patrol Time	<u>180.6</u> hrs		3.5	No Actions	<u>3</u>	
1.2.1	Moving Patrol	<u>114.2</u> hrs		4.0	ENFORCEMENTS IN ACCIDENT INVESTIGATIONS		
1.2.2	Stationary Surveillance	<u>47.3</u> hrs		4.1	Hazardous Violations	<u>8</u>	
1.2.3	Traffic Road Checks	<u>-</u> hrs		4.2	Other Violations	<u>2</u>	
1.2.4	Planned Selective Surveillance	<u>19.1</u> hrs		4.3	No Enforcements	<u>1</u>	
1.3	Total Traffic Direction and Control (TDC) Time	<u>0.6</u> hrs		4.4	Investigations Continuing	<u>-</u>	
1.3.1	Assigned TDC Time	<u>-</u> hrs		5.0	CHARGES FILED		
1.3.2	As Needed TDC	<u>0.6</u> hrs		5.1	Total Arrest Charges		<u>7</u>
1.4	Total Highway Service/Assistance Time	<u>4.9</u> hrs		5.1.1	Alcohol/Drug Traffic Arrests	<u>6</u>	
1.5	Total Accident Investigation Time	<u>10.8</u> hrs		5.1.2	Other Traffic Related Arrests	<u>1</u>	
1.5.1	Fatal Accident Investigation	<u>-</u> hrs		5.1.3	Non-Traffic Related Arrests	<u>-</u>	
1.5.2	Injury Accident Investigation	<u>5.0</u> hrs		5.2	Total Citation Charges		<u>107</u>
1.5.3	Property Damage Accident Investigation	<u>5.8</u> hrs		5.2.1	Moving Violations Citations	<u>89</u>	
2.0	TRAFFIC STOPS			5.2.2	Equipment/Regulatory Citations	<u>17</u>	
2.1	Total Stops on Patrol	<u>132</u>		5.2.3	Other Citations	<u>1</u>	
2.1.1	Moving Patrol Stops	<u>68</u>		5.3	Total Written Warnings Charges		<u>20</u>
2.1.2	Stationary Surveillance Stops	<u>57</u>		5.3.1	Moving Violation Warnings	<u>5</u>	
2.1.3	Traffic Road Check Stops	<u>-</u>		5.3.2	Equipment/Regulatory Warnings	<u>15</u>	
2.1.4	Planned Selective Surveillance Stops	<u>7</u>		5.3.3	Other Written Warnings	<u>-</u>	
2.2	Highway Service/Assistance Stops	<u>26</u>		6.0	CHARGE DISPOSITIONS		
2.3	Total Accident Investigations	<u>11</u>		6.1	Total Convictions		<u>77</u>
2.3.1	Fatal Accident Investigations	<u>-</u>		6.1.1	Bond Forfeitures	<u>60</u>	
2.3.2	Injury Accident Investigations	<u>4</u>		6.1.2	Convictions as Charged, in Court	<u>15</u>	
2.3.3	Property Damage Accident Investigations	<u>7</u>		6.1.3	Convictions on Lesser Offense	<u>2</u>	
3.0	MAJOR ACTIONS TAKEN IN PATROL STOPS			6.2	Total Non-Convictions		<u>7</u>
3.1	Arrests	<u>7</u>		6.2.1	Not Guilty, in Court	<u>1</u>	
3.2	Citations	<u>91</u>		6.2.2	Nolle Prosequi	<u>4</u>	
				6.2.3	Dismissal	<u>2</u>	
				6.3	Total Dispositions		<u>84</u>

FIGURE 24. TRAFFIC ACTIVITY SUMMARY

TRAFFIC ACTIVITY MEASURES

Officer Name ODELL, A.R. Supervisor CLARKE, J. (Sgt.)
 Shield No. 123 Evaluation Date 9/9/77 Evaluation Period 8/1/77 to 9/4/77
 start end

SECTION A. PATROL TIME DISTRIBUTION

A1 Percent on Moving Patrol 63.2 %
 A2 Percent on Stationary Surveillance 26.2 %
 A3 Percent on Traffic Road Checks — %
 A4 Percent on Planned Selective Surveillance 10.6 %

SECTION B. PATROL STOPS PER HOUR

B1 Stops Per Hour Total Patrol 0.73 /hr.
 B2 Stops Per Hour Moving Patrol 0.60 /hr.
 B3 Stops Per Hour Stationary Surveillance 1.21 /hr.
 B4 Stops Per Hour Road Checks — /hr.
 B5 Stops Per Hour Planned Selective Surveillance 0.37 /hr.

SECTION C. HIGHWAY SERVICE/ASSISTANCE STOPS

C1 Service/Assistance Stops Per Total Patrol Hour 0.14 /hr.
 C2 Service/Assistance Stop Per Moving Patrol Hour 0.23 /hr.
 C3 Average Time Per Service/Assistance Stop 11.3 Min.

SECTION D. ACCIDENT INVESTIGATION

D1 Average Time Per Investigation, Fatals — hrs
 D2 Average Time Per Investigation, Injuries 1.25 hrs
 D3 Average Time Per Investigation, Property 0.83 hrs
 D4 Percent Investigations: Any Enforcement Action 90.9 %
 D5 Percent Investigations: Hazardous Violation Enforcement 72.7 %

SECTION E. TDC TIME DISTRIBUTIONS

E1 Percent Total TDC Time, Total Duty Time 0.3 %
 E2 Percent Assigned TDC Time, Total Duty Time — %
 E3 Percent As Needed TDC Time, Total Duty Time 0.3 %

SECTION F. PATROL ENFORCEMENT ACTIONS DISTRIBUTIONS

F1 Percent Stops, Major Action Arrest 5.3 %
 F2 Percent Stops, Major Action Citation 68.9 %
 F3 Percent Stops, Major Action Written Warning 12.9 %
 F4 Percent Stops, Major Action Verbal Warning 10.6 %
 F5 Percent Stops, No Enforcement Action 2.3 %

SECTION G. ENFORCEMENT ACTION CHARGE DISTRIBUTIONS

G1 Percent Arrests, Alcohol/Drug Traffic Violation 85.7 %
 G2 Percent Arrest, Other Traffic Violation 14.3 %
 G3 Percent Arrests, Non-Traffic Offense — %
 G4 Percent Citations, Moving Violation 83.2 %
 G5 Percent Citations, Equipment/Regulatory Violation 15.9 %
 G6 Percent Citations, Other Violation 0.9 %
 G7 Percent Written Warnings, Moving Violation 25 %
 G8 Percent Written Warnings, Equip./Reg. Violation 75 %
 G9 Percent Written Warnings, Other Violation — %

SECTION H. DISTRIBUTION OF CHARGE DISPOSITIONS

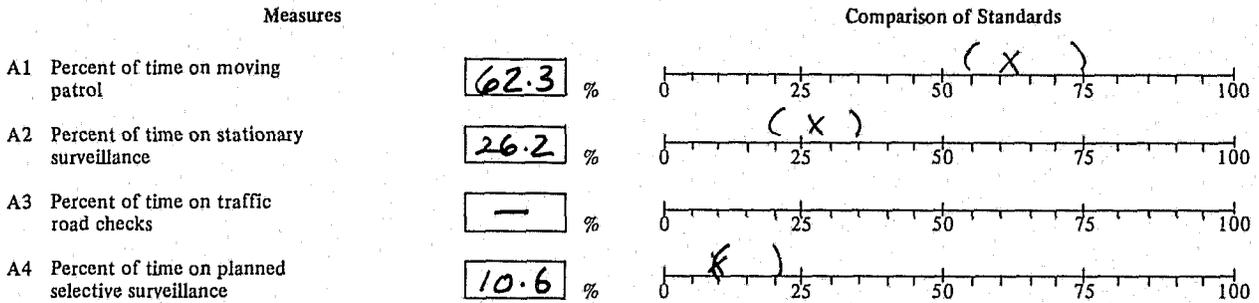
H1 Percent Charges Convicted, as Written 89.3 %
 H2 Percent Charges Convicted, Lesser Offense 2.4 %
 H3 Percent Charges, All Convictions 91.7 %
 H4 Percent Charges Court—Conviction, as Written 62.5 %
 H5 Percent Charges Court—Conviction, Lesser Offense 8.3 %
 H6 Percent Charges All Court—Convictions 70.8 %

FIGURE 25. TRAFFIC ACTIVITY MEASURES

Officer Name Odell, A.R. Supervisor CLARKE, J. (Sgt.)
 Shield No. 123 Evaluation Date 9/9/77 Evaluation Period 8/1/77 to 9/4/77
start 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



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

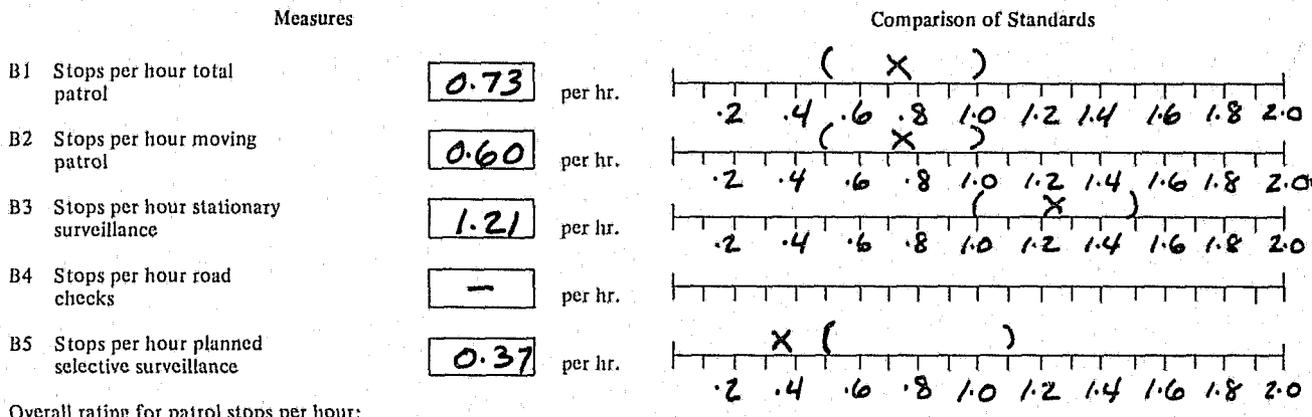
Analyses	Numerical Rating
1. <i>Operates patrol vehicle and equipment</i> : Shows proper concern for driving safety; does not abuse vehicle/equipment; attends to maintenance requirements; uses approved communication procedures; performs proper "housekeeping" to maintain vehicle/equipment condition and appearance. <i>"housekeeping" generally acceptable but could be improved</i>	<u>3</u>
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.	<u>3</u>
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. <i>Although acceptable could allocate about 5% more time to planned selective surveillance duty.</i>	<u>3</u>

NARRATIVE COMMENTS ON THE REVERSE SIDE

Officer Name Odell, A.R. Supervisor CLARKE, J. (Sgt.)
 Shield No. 123 Evaluation Date 9/9/77 Evaluation Period 8/1/77 to 9/4/77
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



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

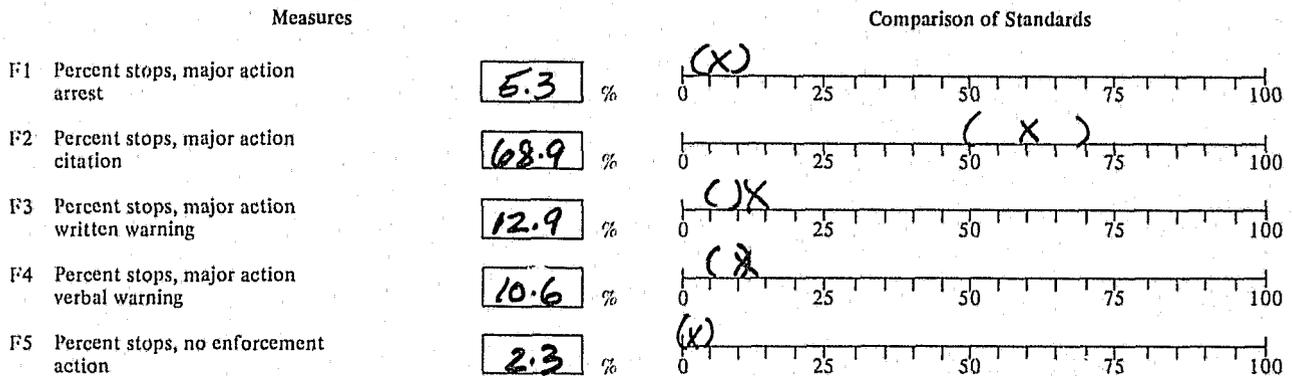
Analyses	Numerical Rating
1. <i>Recognizes traffic law violations:</i> Knows the behaviors and conditions specifically prohibited or required by statute; knows the elements of traffic offenses. <i>often is observed keeping current with traffic statute</i>	<u>2</u>
2. <i>Remains alert for likely violations:</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.	<u>3</u>
3. <i>Operates special-purpose equipment designed for violation detection:</i> Applies correct operating procedures for special-purpose equipment; <u>employs equipment properly relative to situational and environmental conditions and statutory/judicial requirements;</u> properly interprets, records and preserves equipment data. <i>Needs improvement in radar equipment employment during planned selective surveillance.</i>	<u>4</u>
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.	<u>3</u>
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.	<u>3</u>
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. <i>Patrol assignment did not include traffic road checks.</i>	<u>—</u>

NARRATIVE COMMENTS ON THE REVERSE SIDE

Officer Name Odell, A.R. Supervisor CLARKE, J. (Sgt.)
 Shield No. 123 Evaluation Date 9/9/77 Evaluation Period 8/1/77 to 9/4/77
start end

EVALUATIVE FACTOR 3: *Evaluates Violation and Selects Appropriate 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. (It is fully defined beginning on Page 3. Refer to the Factor Rating Form Instructions on Page 21 in the Supervisor's Manual to complete this form.)

I. PERFORMANCE



Overall rating of distribution of enforcement actions:

Superior
 Acceptable
 Unacceptable

II. ANALYSIS OF PERFORMANCE

Data Sources: Supervisor's observation; enforcement records; citizen comments; 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>Approaches vehicle and violator:</i> Keeps vehicle/occupants in view throughout approach; shows proper concern for his own safety; positions himself properly with respect to suspect and vehicle; instructs occupants to remain within or exit from vehicle as appropriate.	<u>3</u>
2. <i>Interviews violator:</i> Obtains necessary identification from suspect; follows proper procedure in verifying suspect's identification; properly observes and evaluates suspect's appearance, behavior and condition; properly conducts formal and informal tests to evaluate driver's condition; maintains professional attitude and demeanor throughout interview.	<u>3</u>
3. <i>Examines vehicle:</i> Follows proper procedures in verifying vehicle ownership/registration; properly observes and evaluates evidence of equipment/regulatory violations when appropriate, remains alert for suspicious/contraband material and evidence of other offenses.	<u>3</u>
4. <i>Collects all appropriate evidence:</i> Knows the elements of the offense; recognizes all facts, testimony and physical evidence that are relevant and admissible; records and preserves all such facts, testimony and evidence.	<u>3</u>
5. <i>Selects enforcement action:</i> Conducts wants/warrants check; bases decision on facts of the case; knows and adheres to appropriate guidelines for enforcement action selection; demonstrates consistency; <u>avoids being swayed by extraneous factors.</u>	<u>3</u>

Slightly too many stops resulting in written and verbal warnings.

NARRATIVE COMMENTS ON THE REVERSE SIDE

Officer Name Odeh, A.R. Supervisor CLARKE, J. (Sgt.)
 Shield No. 123 Evaluation Date 9/19/77 Evaluation Period 8/1/77 to 9/4/77
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	85.7 %
G2 Percent arrests, other traffic violation	14.3 %
G3 Percent arrests, non-traffic offense	— %
G4 Percent citations, moving violation	83.2 %
G5 Percent citations, equipment/regulatory violation	15.9 %
G6 Percent citations, other violation	0.9 %
G7 Percent written warnings, moving violation	25 %
G8 Percent written warnings, equipment/regulatory violation	75 %
G9 Percent written warnings, other violation	— %

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.	3
2. <i>Issues citations and warnings</i> : Properly completes forms; provides appropriate copies to suspect; explains suspect's obligations/options.	3
3. <i>Makes physical arrest</i> : Uses minimum required force; applies appropriate restraint to suspect; notifies dispatcher; collects and preserves physical evidence.	3
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.	3
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.	3

NARRATIVE COMMENTS ON THE REVERSE SIDE

NARRATIVE COMMENTS

Distribution of traffic arrests and citations is very good; however, there seems to be a slight emphasis in written warnings for equipment / regulatory violators

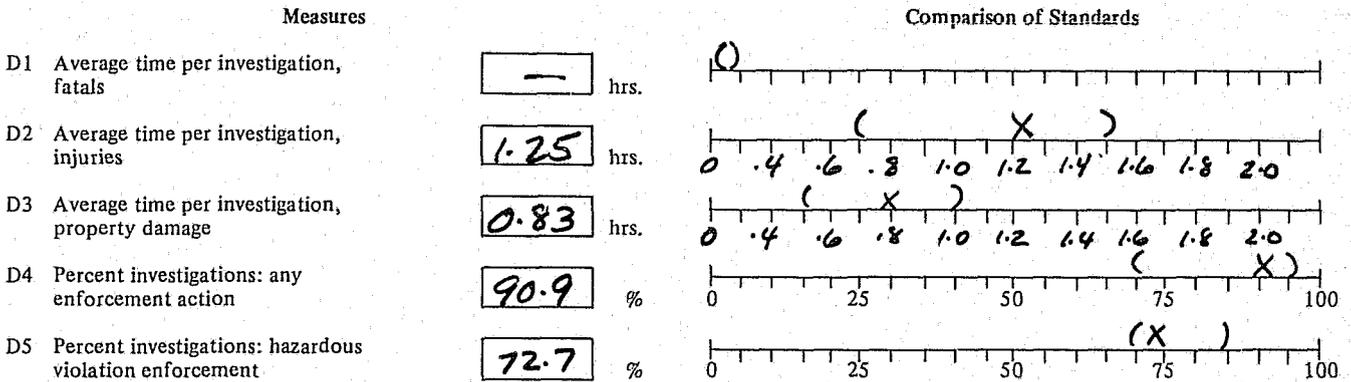
Sgt. J. Clarke

Rater's Signature

Officer Name Odell, A.R. Supervisor CLARKE, J. (Sgt.)
 Shield No. 123 Evaluation Date 9/9/77 Evaluation Period 8/1/77 to 9/4/77
start 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 21 in the Supervisor's Manual to complete this form.)

I. PERFORMANCE



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" value="3"/>
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" value="3"/>
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" value="3"/>
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" value="2"/>

Pays particular attention to detail, excellent reports

NARRATIVE COMMENTS ON THE REVERSE SIDE

NARRATIVE COMMENTS

Officer Odell is extremely capable of "managing and investigating" traffic accidents. He is thorough, tactful and helpful. During this period, he has received a letter of appreciation from an accident victim which attests to his accident handling capabilities. His reports are always clear and in sufficient detail which is a definite plus.

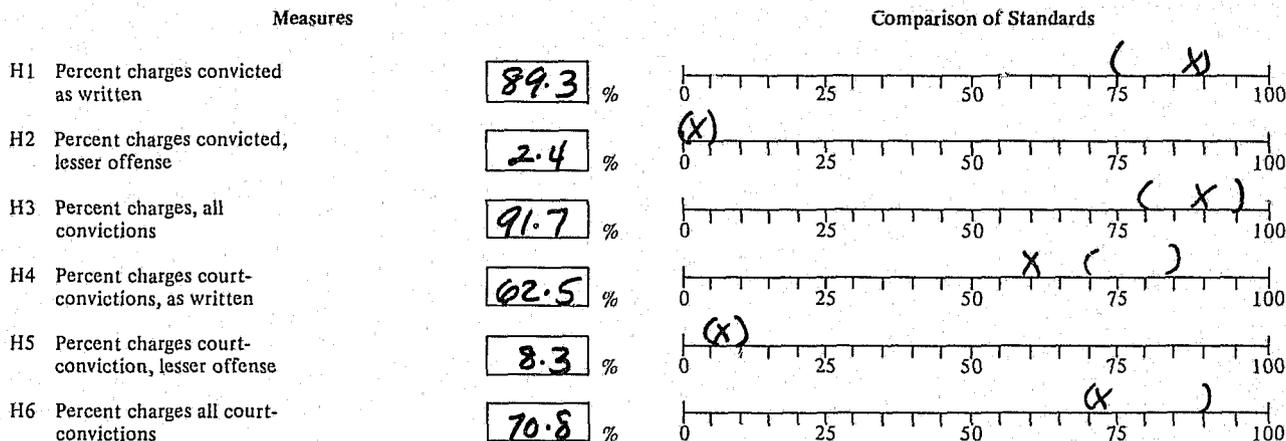
Lt. J. Clarke

Rater's Signature

Officer Name O'Neil, A.R. Supervisor CLARKE, J. (Sgt.)
 Shield No. 123 Evaluation Date 9/9/77 Evaluation Period 8/1/77 to 9/4/77
start end

EVALUATIVE 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. (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



Overall rating of convictions:

Superior
 Acceptable
 Unacceptable

II. ANALYSIS OF PERFORMANCE

Data Sources: Supervisor's observation; adjudication records; officer's notes; citations and case file; prosecutor's comments; court liaison officer's comments

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

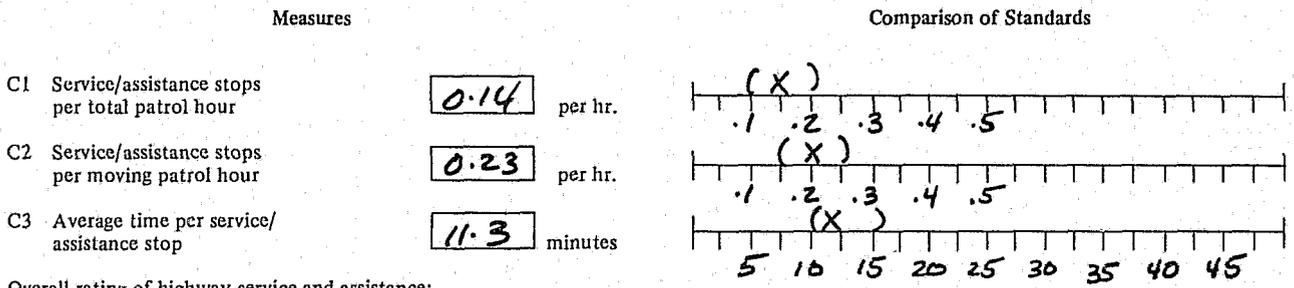
Analyses	Numerical Rating
1. <i>Prepares evidence and testimony:</i> Properly collects all relevant information; selects charge appropriate to violation; maintains chain of possession of evidence; prepares and maintains case file.	3
2. <i>Prepares for court appearance:</i> Reviews notes and case file; as required, meets with prosecutor; appears on time. <i>Needs to be better prepared for court appearances.</i>	4
3. <i>Maintains appropriate demeanor and appearance:</i> Uses proper language and diction; avoids nervous/disturbing mannerisms; is well-groomed; avoids appearing biased.	3
4. <i>Follows correct procedures of testimony and evidence:</i> Preserves self control; avoids retorts and argumentative answers; remains alert for attempts by defense counsel to discredit testimony; politely insists on being allowed to provide a full answer to a "yes or no" question, when appropriate.	3

NARRATIVE COMMENTS ON THE REVERSE SIDE

Officer Name Odell, A.R. Supervisor CLARICE, J. (Sgt.)
 Shield No. 123 Evaluation Date 9/9/77 Evaluation Period 8/1/77 to 9/4/77
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



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.	3
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.	3
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.	3

NARRATIVE COMMENTS ON THE REVERSE SIDE

Officer Name Odell, A.R. Evaluation Date 9/9/77
 Shield No. 123 Evaluation Period 8/1/77 to 9/4/77
start end

PTS PERFORMANCE EVALUATION SUMMARY

FACTOR RATINGS: The ratings should be extracted from the overall rating section, for applicable Evaluative Factors.

Factors	Ratings		
	Superior	Acceptable	Unacceptable
1. Performs Patrol	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Makes Traffic Violation Stops	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Evaluates Violation and Selects	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Issues Enforcement Action	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Manages and Investigates Traffic Accidents	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6. Prepares and Presents Traffic-Related Testimony and Evidence	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
7. Provides Highway Service and Assistance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
8. Directs and Controls Traffic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Overall rating of PTS performance:

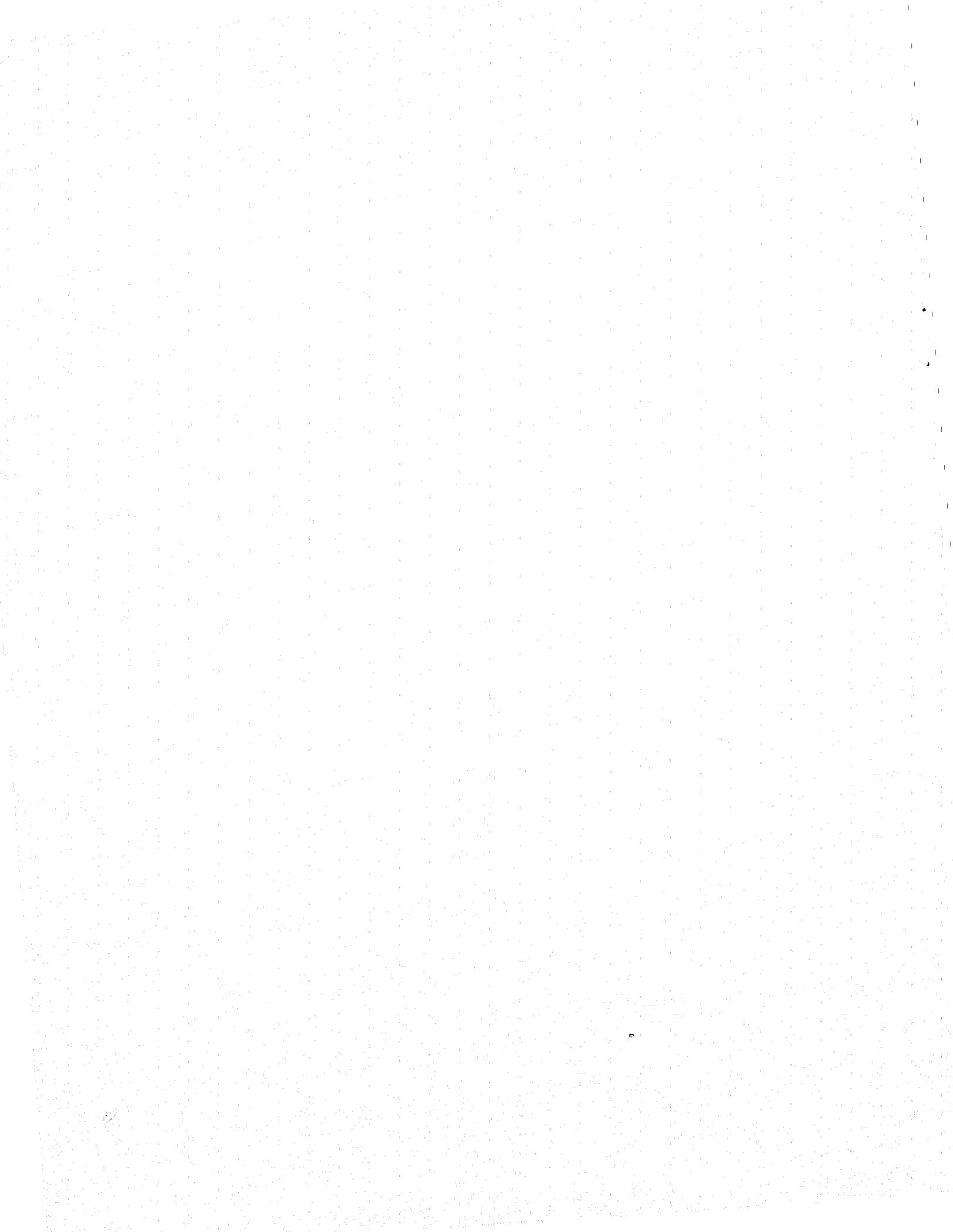
Superior Acceptable Unacceptable

Special considerations (include time on PTS): Distribution of time devoted to PTS duties is generally acceptable. Distribution of traffic arrests and citations is excellent.

Narrative summary: Officer Odell continues to improve his performance relative to PTS. He is exceptionally capable of handling traffic accident situations. The only area which requires counselling and perhaps additional training is in employment techniques with the radar unit.

Actions/Recommendations: Review radar employment techniques

Rater Sgt. J. Clarke Reviewer Jt. Jones Officer A.R. Odell



Glossary

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 per-

formance 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.

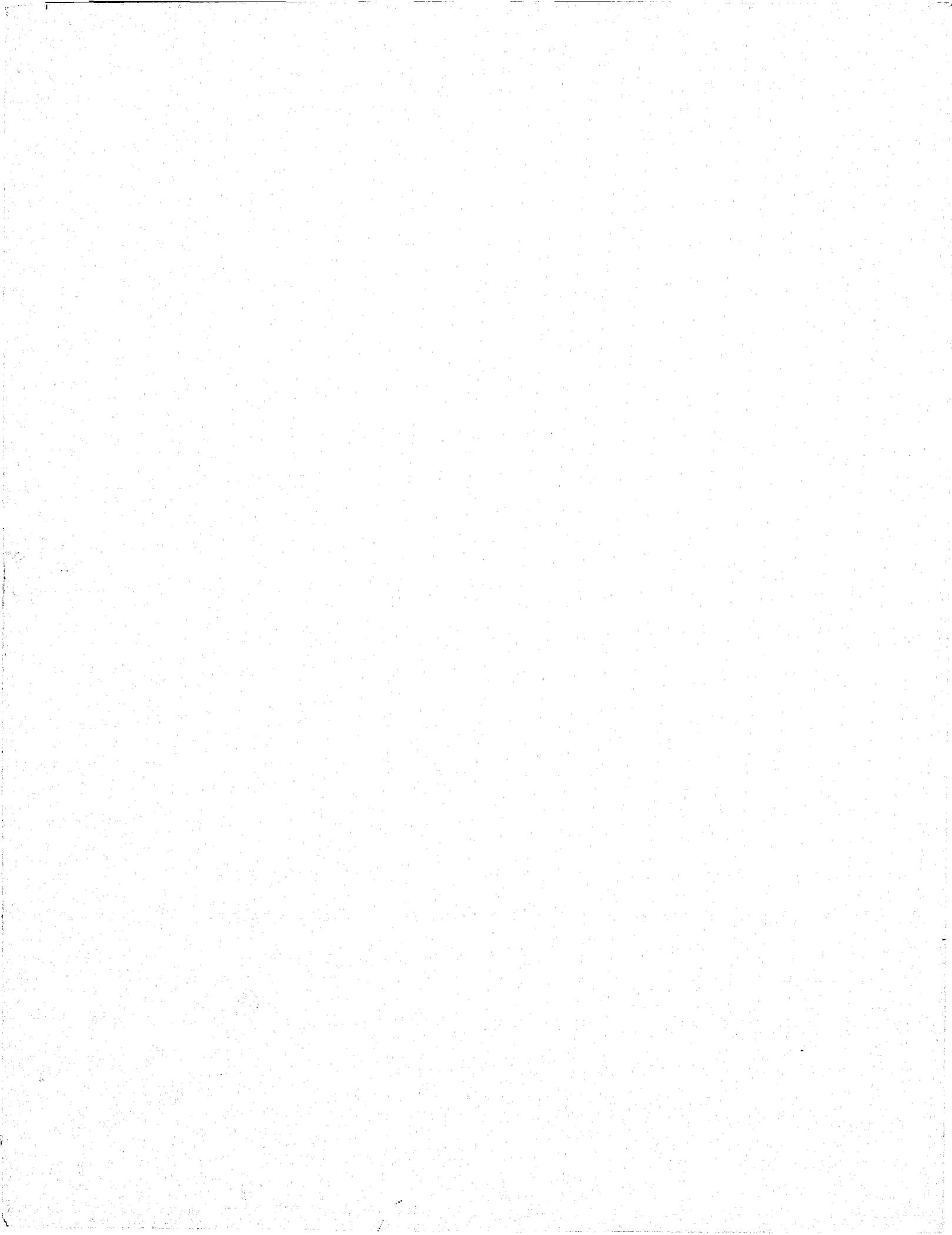
Total Fatal Accident Investigations—The number of times the officer participated in the management and investigation of fatal accidents.

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 _____	
FOR SUPERVISOR'S USE ONLY: 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

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

SECTION FIVE: NUMBER OF SPECIFIC CHARGES FILED IN ENFORCEMENT ACTIONS

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

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-Pros	
	Dismissed	

WEEKLY POLICE TRAFFIC SERVICES ACTIVITY REPORT	
Officer Name _____	Shield No. _____
Activity Period: _____ / _____ / _____	_____ / _____ / _____
Patrol Area/Beat _____	Start _____ End _____
Duty Shift _____	
FOR SUPERVISOR'S USE ONLY: REPORT RECEIVED _____ / _____ / _____ REVIEWED BY _____	

TOTAL DUTY TIME BY DAY

MON	TUE	WED	THU	FRI	SAT	SUN	TOTL

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, Fatales _____ 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 _____ Evaluation Date _____ / ____ / ____
 Shield No. _____ Evaluation Period _____ / ____ / ____ to _____ / ____ / ____
start end

PTS PERFORMANCE EVALUATION SUMMARY

FACTOR RATINGS: The ratings should be extracted from the overall rating section, for applicable Evaluative Factors.

Factors	Ratings		
	Superior	Acceptable	Unacceptable
1. Performs Patrol	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Makes Traffic Violation Stops	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Evaluates Violation and Selects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Issues Enforcement Action	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Manages and Investigates Traffic Accidents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Prepares and Presents Traffic-Related Testimony and Evidence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Provides Highway Service and Assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Directs and Controls Traffic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Overall rating of PTS performance:

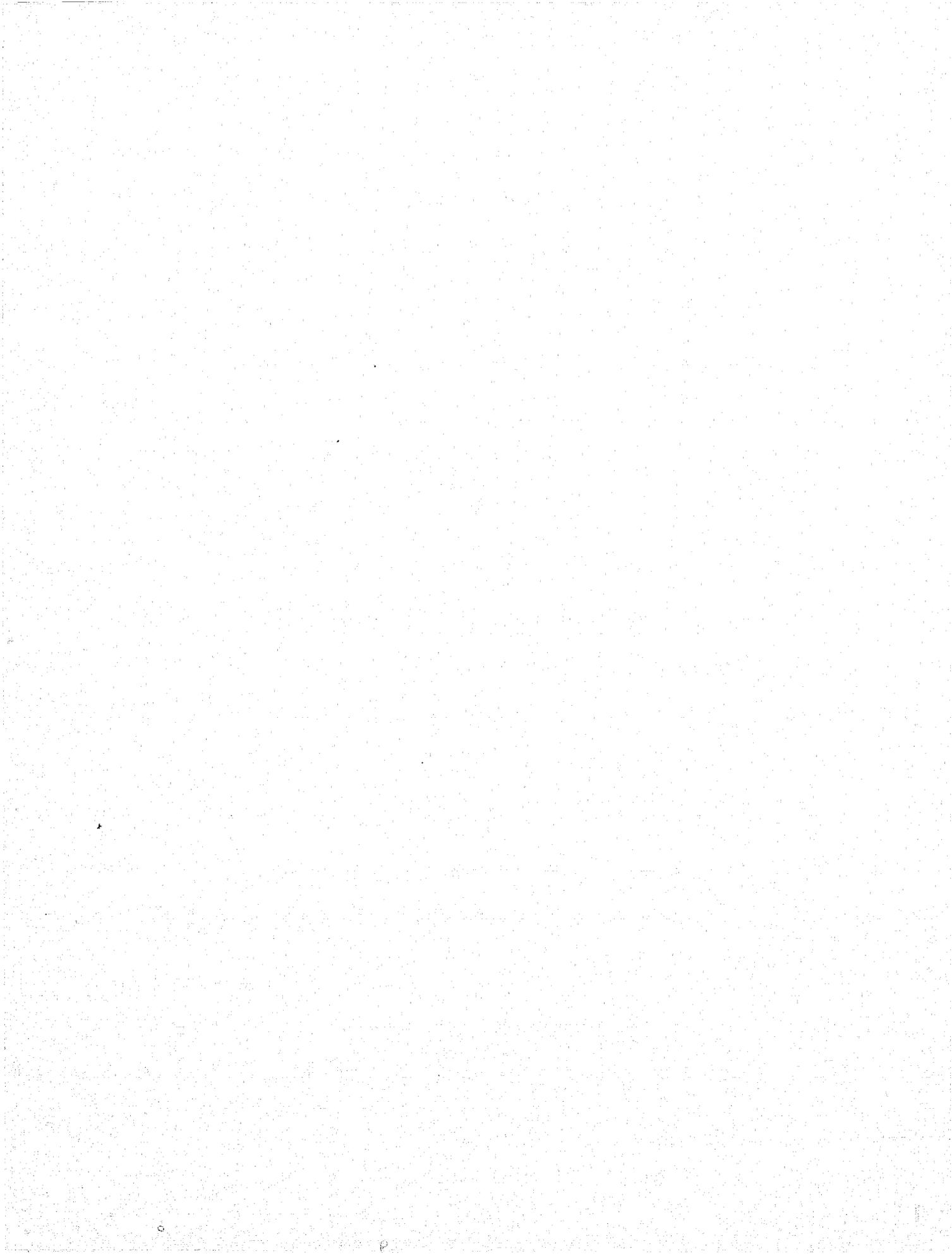
Superior Acceptable Unacceptable

Special considerations (include time on PTS): _____

Narrative summary: _____

Actions/Recommendations: _____

Rater _____ Reviewer _____ Officer _____



Officer Name _____ Supervisor _____

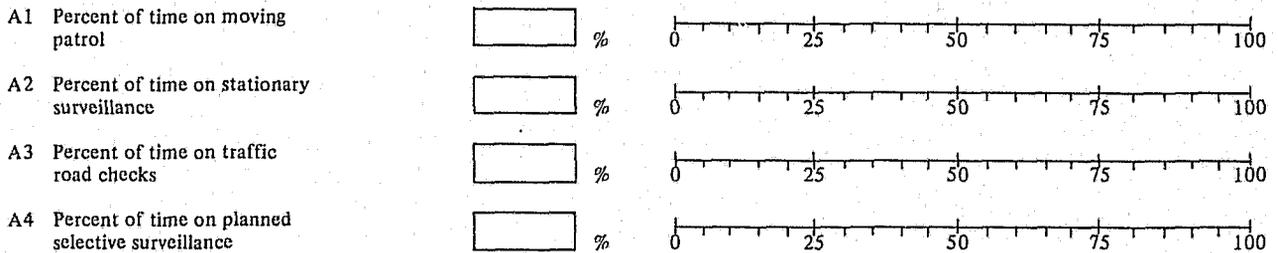
Shield No. _____ Evaluation Date ____/____/____ Evaluation Period ____/____/____ to ____/____/____
start end

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

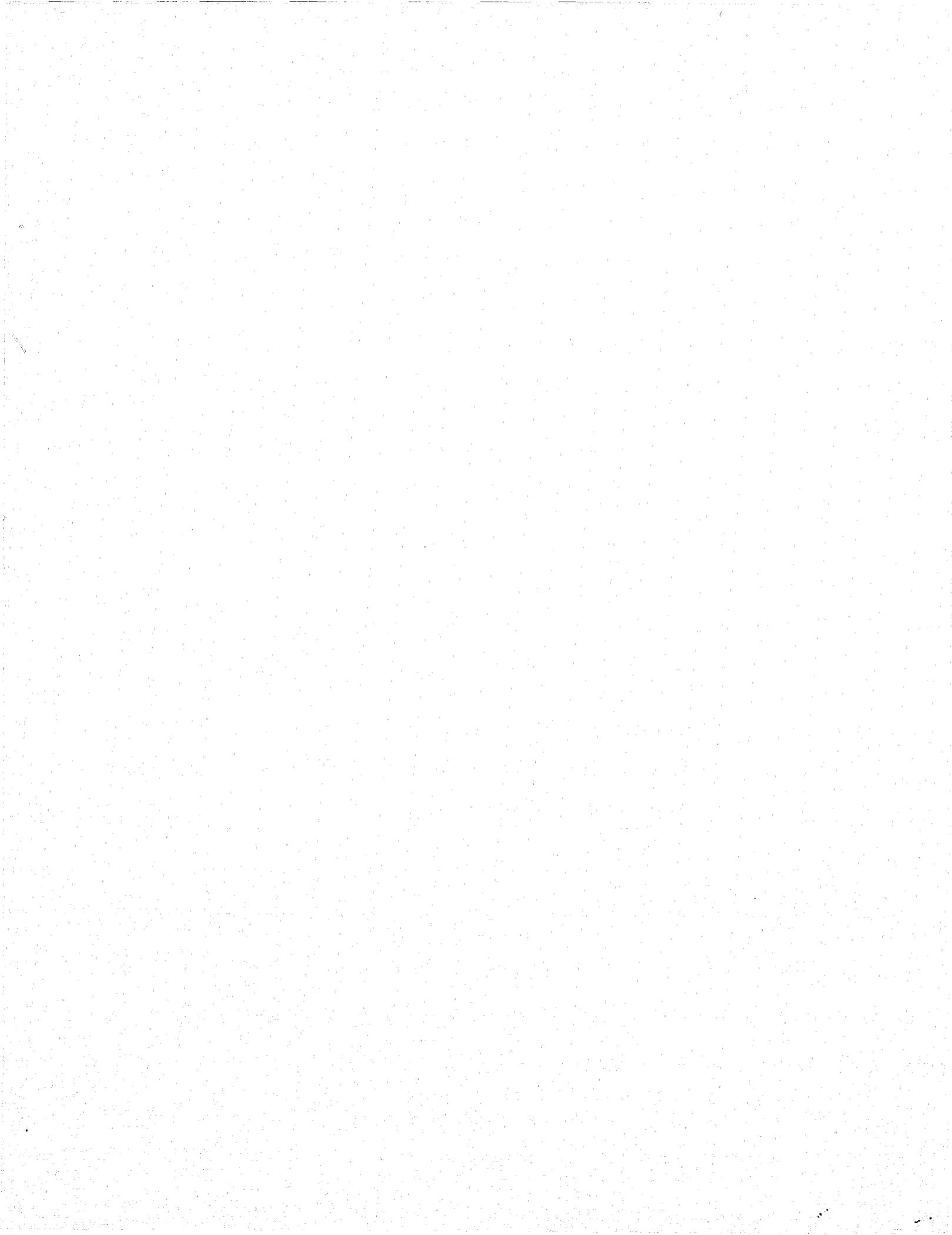
II. ANALYSIS OF PERFORMANCE

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



CONTINUED

1 OF 2

Officer Name _____ Supervisor _____
 Shield No. _____ Evaluation Date ____/____/____ Evaluation Period ____/____/____ start to ____/____/____ end

EVALUATIVE FACTOR 3: *Evaluates Violation and Selects Appropriate 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. (It is fully defined beginning 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
F1 Percent stops, major action arrest	<input type="text"/> %	
F2 Percent stops, major action citation	<input type="text"/> %	
F3 Percent stops, major action written warning	<input type="text"/> %	
F4 Percent stops, major action verbal warning	<input type="text"/> %	
F5 Percent stops, no enforcement action	<input type="text"/> %	

Overall rating of distribution of enforcement actions:

Superior Acceptable Unacceptable

II. ANALYSIS OF PERFORMANCE

Data Sources: Supervisor's observation; enforcement records; citizen comments; 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>Approaches vehicle and violator:</i> Keeps vehicle/occupants in view throughout approach; shows proper concern for his own safety; positions himself properly with respect to suspect and vehicle; instructs occupants to remain within or exit from vehicle as appropriate.	<input type="text"/>
2. <i>Interviews violator:</i> Obtains necessary identification from suspect; follows proper procedure in verifying suspect's identification; properly observes and evaluates suspect's appearance, behavior and condition; properly conducts formal and informal tests to evaluate driver's condition; maintains professional attitude and demeanor throughout interview.	<input type="text"/>
3. <i>Examines vehicle:</i> Follows proper procedures in verifying vehicle ownership/registration; properly observes and evaluates evidence of equipment/regulatory violations when appropriate, remains alert for suspicious/contraband material and evidence of other offenses.	<input type="text"/>
4. <i>Collects all appropriate evidence:</i> Knows the elements of the offense; recognizes all facts, testimony and physical evidence that are relevant and admissible; records and preserves all such facts, testimony and evidence.	<input type="text"/>
5. <i>Selects enforcement action:</i> Conducts wants/warrants check; bases decision on facts of the case; knows and adheres to appropriate guidelines for enforcement action selection; demonstrates consistency; avoids being swayed by extraneous factors.	<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 21 in the Supervisor's Manual to complete this form.)

I. PERFORMANCE

Measures		Comparison of Standards
D1 Average time per investigation, fatalities	<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

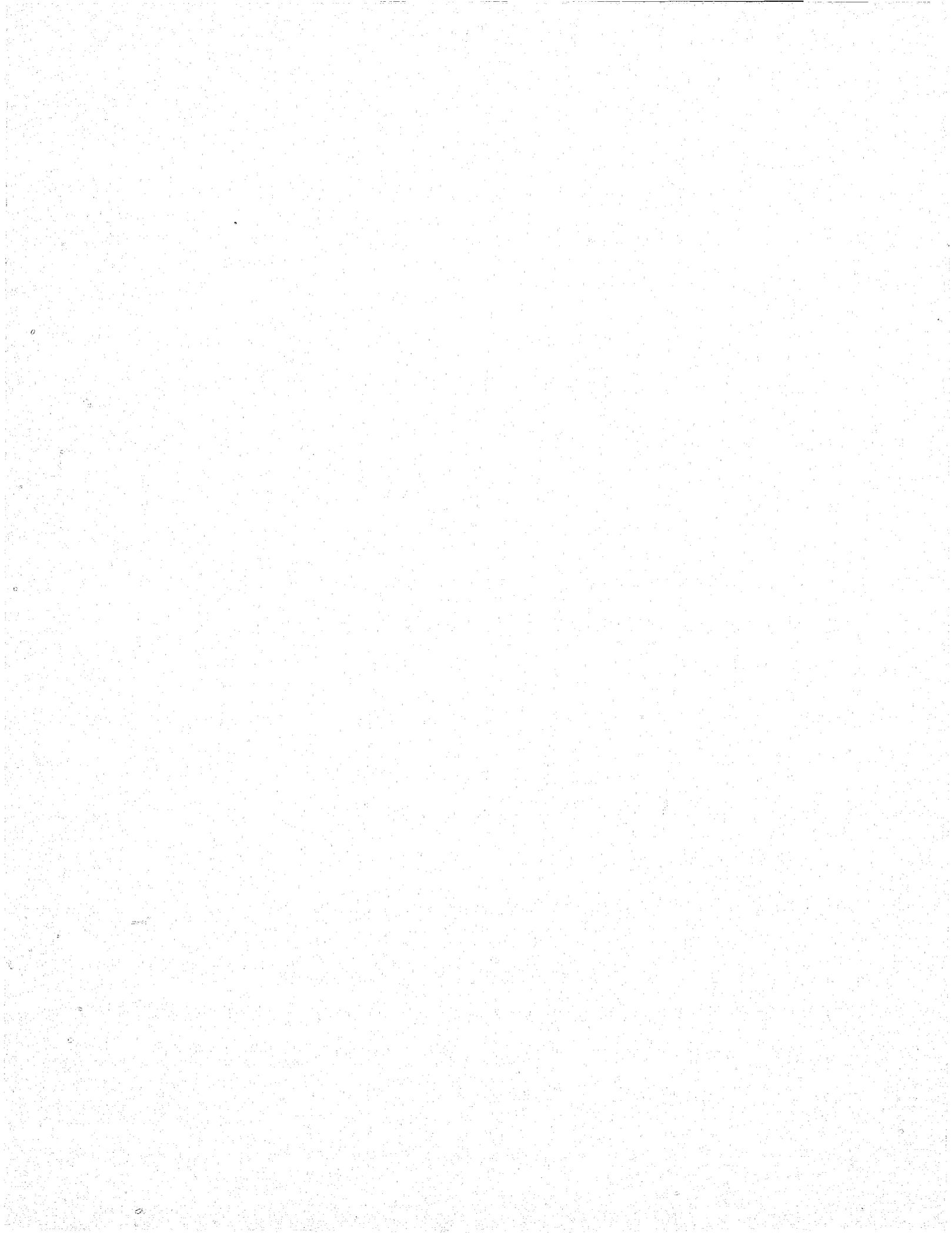
Analyses	Numerical Rating
1. <i>Initiates highway service/assistance contact</i> : Properly assesses need for service/assistance relative to other patrol requirements; follows correct procedures in positioning patrol vehicle at scene of contact; communicates appropriate information to dispatcher.	<input 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

DOT HS 802 507
October 1977



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



END